

North Northamptonshire Adult Social Care Strategy 2023 - 2028

The lives we live



Working Draft 13



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Northamptonshire
Council

Adult Social Care Strategy 2023 - 2028

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The lives we live

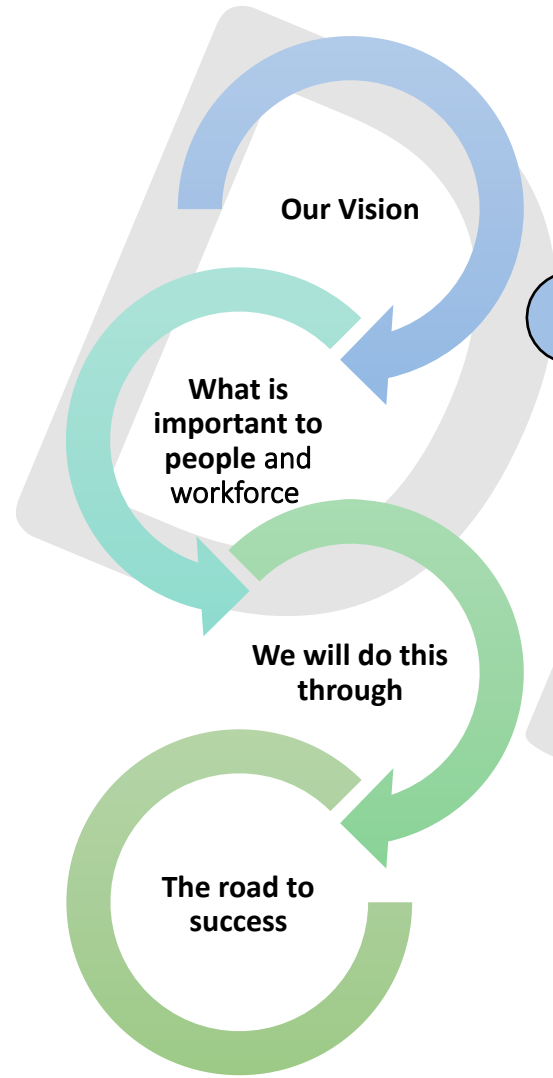
Introduction

- ❑ This is the **five-year strategy** for adult social care provision and commissioning covering 18-year-olds to adults, including progression transition from 14 years onwards
- ❑ It will support a **new vision for adult social care and commissioning based on a Strength Based approach**
- ❑ It is based on **collaborative engagement and co-production** with local partners, people working in social care, and people who draw on care and support, recognizing people have the knowledge and experience to improve the way we deliver care.
- ❑ **National through to local context**



North Northamptonshire Adult Social Care Strategy 2023 - 2026

**The lives we
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VISION

AIMS

AMBITIONS

**Values –
Behaviours**

**STRENGTHS BASED PERSON CENTERED
CONVERSATION ONE, TWO AND THREE**

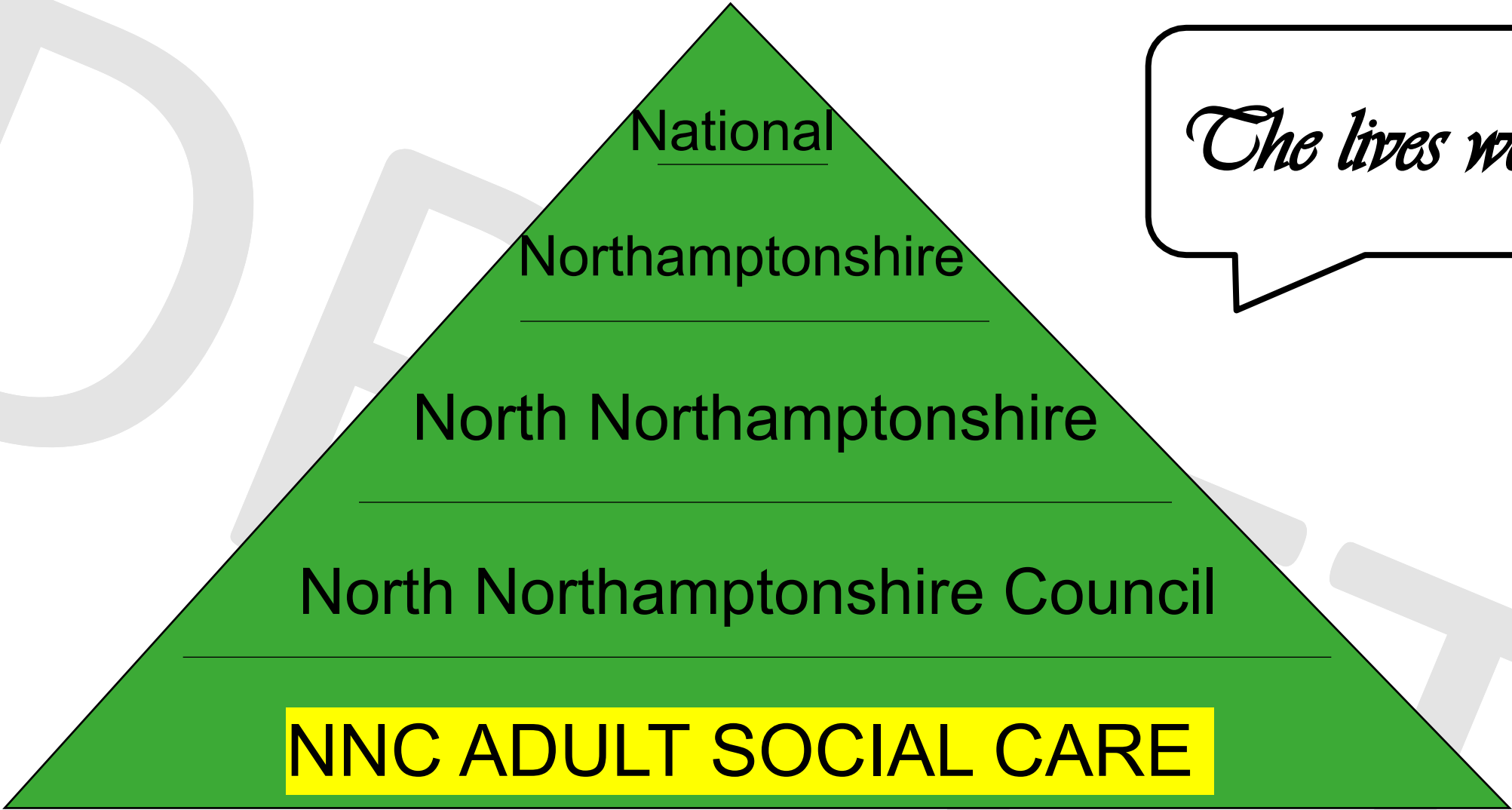
Knowing how well we have done

OUTCOMES

Working with other strategies and plans



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National Context

National



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The Care Act 2014

Came into effect in 2015 and represents the most significant reform of care and support in more than 60 years, putting people and their carers in control of their care and support

An Act to make provision to reform the law relating to care and support for adults and the law relating to support for carers; to make provision about safeguarding adults from abuse or neglect; to make provision about care standards; to establish and make provision about Health Education England; to establish and make provision about the Health Research Authority; to make provision about integrating care and support with health services; and for connected purposes.



The Care Act 2014 Cont.

Health and Care Act developing integrated care systems

People at Heart of Care White paper

1. People have choice, control and support to live independent lives.
2. People can access outstanding quality and tailored care and support.
3. People find adult social care fair and accessible.



NORTHAMPTONSHIRE LOCAL CONTEXT



Northamptonshire



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Integrated Care Northamptonshire Strategy

live your best life

Shared vision

We want to work better together in Northamptonshire to create a place where people and their loved ones are active, confident and take personal responsibility to enjoy good health and wellbeing, reaching out to quality integrated support and services if and when they need help.

Shared aims

- Improve the health and wellbeing of the population
- Reduce inequalities in health and wellbeing outcomes
- Ensure value for money
- Contribute to the economic and social wellbeing of Northamptonshire.

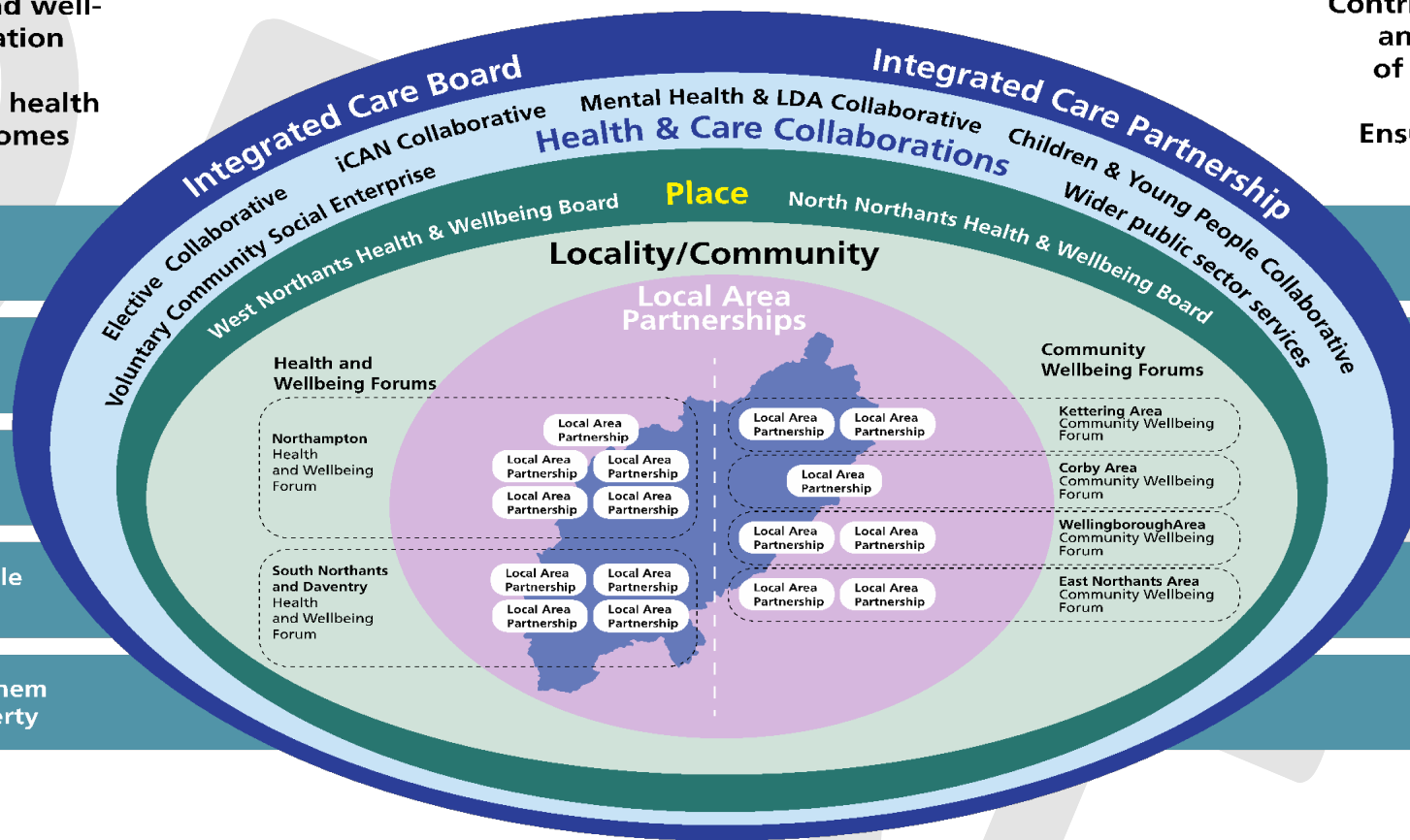


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Northamptonshire Integrated Care System

Improve the health and well-being of the population
 Reduce inequalities in health and wellbeing outcomes

Contribute to the economic and social wellbeing of Northamptonshire
 Ensure value for money



Access to health & social care when needed

Good housing in places which are clean and green

Opportunity to be fit & well

To feel safe in their homes & when out and about

Best start in life

Connected to their families

Access to the best available education & learning

To be accepted & valued simply for who they are

Employment that keeps them & their family out of poverty

Access to health & social care when needed



North Northamptonshire Council

NORTH NORTHAMPTONSHIRE CONTEXT

59,500 people

Growth in size of 13.5% since 2011

69% live in urban areas, 31% in rural areas



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North Health and Wellbeing Strategy

Provide a context, vision, and overall focus for improving the health and wellbeing of local people and reduce inequalities.

Identify an agreed shortlist of shared priorities and outcomes for improving local wellbeing and health inequalities.

Support effective partnership working that delivers improved health outcomes.

Provide a framework to support innovative approaches which facilitate necessary change, given the shifting needs of local communities in the wake of the pandemic & current economic climate



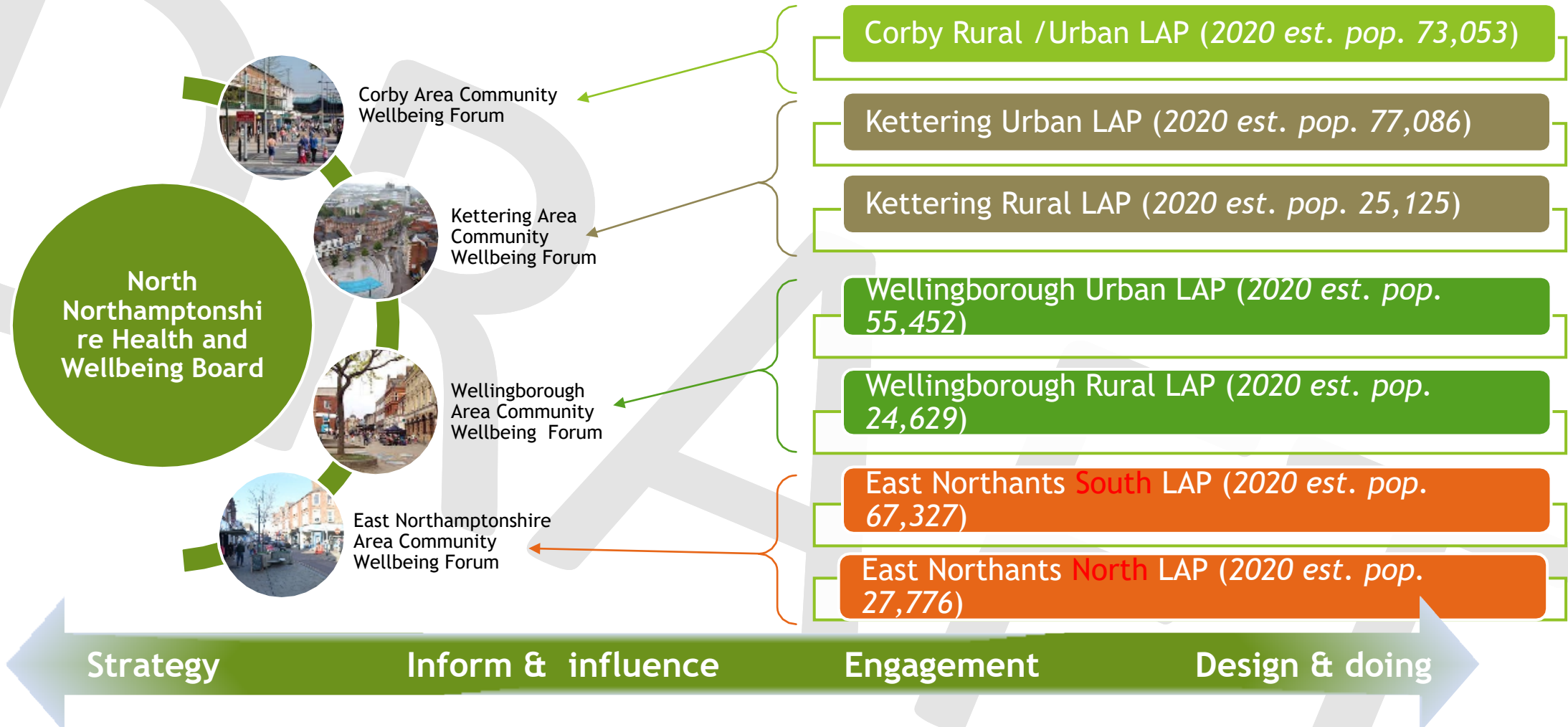
A NEW *genze* OF PLACE

North Northamptonshire
Place Development



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Area Community Wellbeing Forums Local Area Partnerships



North Northamptonshire Council NNC

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NNC ADULT SOCIAL CARE CASE FOR CHANGE

WORKING WITH PEOPLE

PROVIDING SUPPORT

ENSURING SAFETY

LEADING THE CHANGE

NNC Adult Social Care



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Operational challenges

Inconsistent strength-based person-centred service approach

Rising demand continues

Duplication between ASC services and inappropriate referrals /handoffs

Increasing waiting lists
Safe sustainable oversight management of the waiting well

Market supply and quality gaps and some provider competition

Multiple segregated visits by different teams with non NNC providers

Variable front end public access to information, advice and sharing

Fit for purpose buildings and facilities and timely available housing



Process challenges

Limited place based / outcomes based contracts and commissioning

Sustainable financial model of care

No single payroll platform/system has multiple transactions and handoffs

Limited funding policy frameworks

Inconsistency of data availability

Limited development of digital and AT solution

Limited integrated commissioning NNC, health, VCSE, police, PH

Limited macro and micro commissioning that is population needs based



People and workforce challenges

Varying cultural appetite for change and continuous improvement

Inequitable people and carer recognition and outcomes

Workforce resilience variable and teams disconnected

Public knowledge and expectation of ASC outdated and confusing

Further devolved responsibilities to ASC managers and professionals in communities

Co-production and safeguarding is not embedded

Continuous improvement in wellbeing and staff morale

Recruitment and retention of skilled workforce



Data Intelligence

Adult Population size
Approx 360,000 (18 plus)

ASC Budget 121 million £

ASC Performance
Andrew Lindsey scorecard 

ASC Provider market
105 care homes, 88 care homes good or outstanding,
132 locations dom. care, 55 supported living , 5 extra care housing

ASC Demand
Andrew Lindsey scorecard 

ASC Workforce
709 headcount – 619 WTE

ASC Safeguarding 





THE VOICES OF OUR
WORKFORCE

What would be important to you to see in an Adult Social Care Strategy?



What does strengths-based practice/working mean to you personally and as a team?

Theme 1

Team focus – drawing upon strengths and skills within teams to deliver the best outcomes for people. Having the right resources to do this

Theme 2

People focus – working more closely at a local level in a co-productive way with individuals. Building on people's strengths and assets to reduce the need for social care intervention

Theme 3

Community focus – ensuring collaborative working with the voluntary and community sector and building those relationships to draw upon support for our people



Do you believe that we have a vision for a strengths-based way of working? If yes why? If no why?

Yes - 26 responses

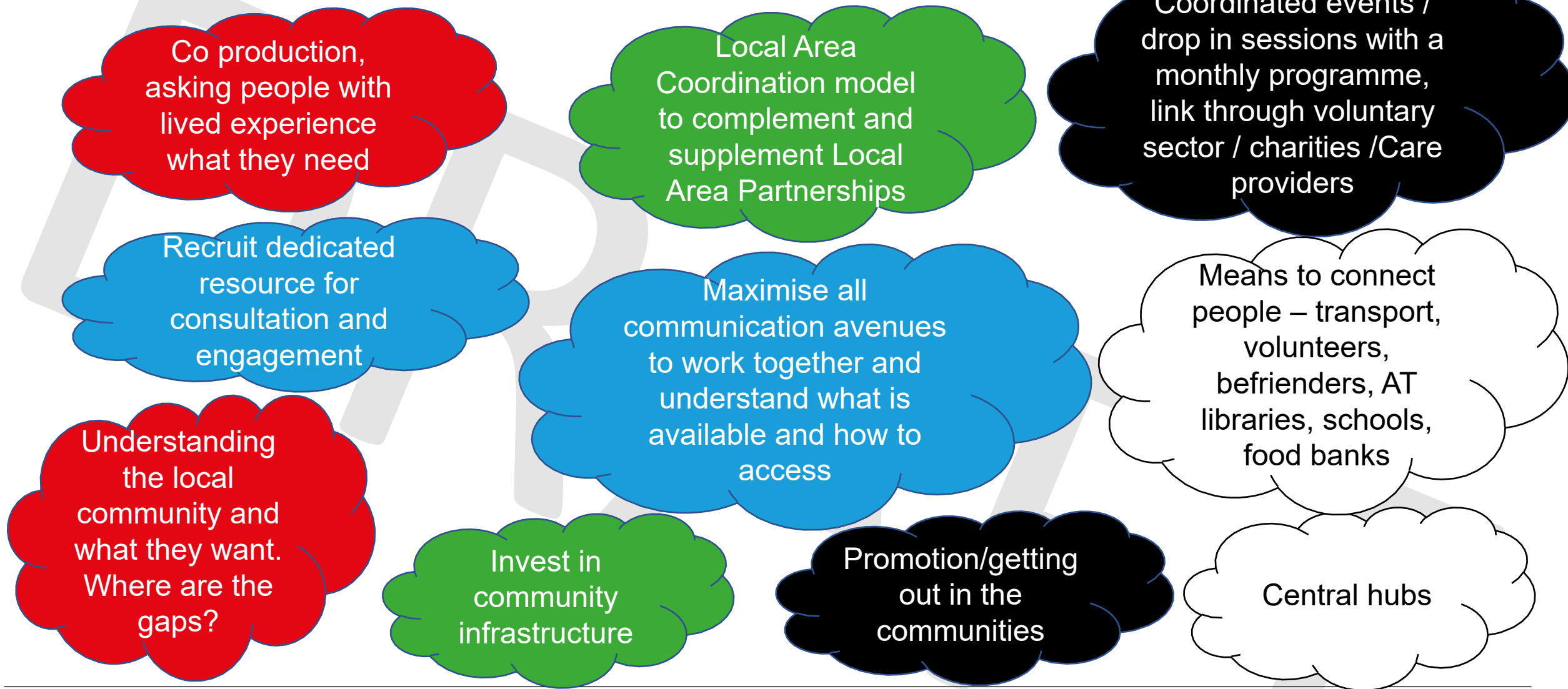
- Reablement have always worked in this way
- It is enforced and practiced in Adult Social Care
- 3 conversations, community based working, community hubs and LAPs are evidence of this and promote strengths based working
- Vision needs to be strengthened across NNC and Health
- Service plans and priorities are geared to improving services in that way
- Some people have the vision. Needs

No - 23 responses

- No coherent cross-partner narrative of strengths-based ways of working that is comprehensible to our wider communities
- Not for people living with dementia, services dismantled
- We are not inclusive, no easy read info etc
- Culture of providing services, no joined up working, poor links in communities, IOM's not effective, layers of process takes away from identifying strengths, short staffed, caseloads, complex work
- Cannot be effective without skill mixes in teams



How do we connect people to their communities?



How do we use our resources and influence to move this forward?

Processes

- Monitoring providers and measuring outcomes
- Develop a clear pathway
- Clear governance structure
- Simplify the system to improve processes
- Provide equipment and work together as a whole council to better use resources
- Adapt resources to support individuals needs, make documents more accessible
- Utilise and pool resources better. Avoid duplication

Community

- Work closely with local communities, build trust and relationships
- Influence providers to adapt services to meet identified support needs
- Fund community connector roles
- Design new services where there are gaps in community resources
- More integrated teams with community focus

Communication and Engagement

- Engagement, collaboration and co-production
- Improved communication and engagement with all stakeholders
- Promote services in weekly bulletins, local advertising and hold events at day centres

Finance

- More funding and training for all staff
- Devolvement of budgets focussed on Place-based issues. An additional emphasis on Social Value in the contract evaluation and award stages for Social Care services.



Any other comments?

General staff to complete phone assessments

Allow staff to innovate

Too much communication from different sources. It's positive but overwhelming

Making it work and the commitment of the council as a whole to ensure this happens

ASC strategy should not be depicted by financial pressures facing NNC

Some of the services that are commissioned for care delivery need to be dementia specific as the skills required and the time to provide support is significantly different

Be aware of any applications of strength-based working to help see if we are delivering on it. Also seeing a clear statement on why we should, why is it important. How does it help us deliver a comprehensive service addressing all issues.

Don't lose focus on ensuring that current services are robust and delivered with quality



What does
co-production
mean to you?

Working together with the people we support and the providers that support them, all working towards the outcomes of the individual.

It means working effectively together with other professionals, agencies and people in order to achieve better outcome for people I'm working with and improve quality of services that we are delivering.

Involving those with lived experience in developing policies, practice and improvements to the services we offer.

Not just consultation but having people with lived experience (experts by experience) involved in the development, running and reviewing of services.

Working together for the benefit of all

Including the 'service users' in the production of a service and legislation. Should be underpinning to everything we do.



In Adult Social Care / and or health, it's a way of working, that includes people that use the service, to enable equal partnership in developing and designing and reviewing the service. It's beyond being consulted, informed, educated or opportunity to give feedback.'

Involving people in their care journey and ensuring their voice is heard and documented, or to be involved in the development of services'

It's where you and other services, agencies, customers and families work together to achieve a better service or outcome, listening and taking on board each areas ideas.

What is your understanding of co-production?

Co-production is about listening to and valuing the views of people with lived experience equally to those with learned experience. Developing equal partnerships with people with lived experience and working jointly to find solutions. When individuals can influence and shape how support and services are received and also designed.

Co-production is where, within a business, a group of people from various services come together to influence the way services are designed commissioned and delivered. It would mean engaging with communities, providers and partnerships at the earliest stages of service design, development, and evaluation.



THE VOICES OF OUR PEOPLE

Compliments

Complaints



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Compliments

Not only did K give her expert advice on what aids & equipment that would help me live independently & safer she also encouraged me to be more confident & embrace my disability. When she left I not only knew I was going to get some equipment to support me I also felt very uplifted & more confident about my disability

Daughter sends a thank you due to the securing of her Mums placement and the constant up dates from myself through the process of agreeing funding. She is delighted her Mum did not have to go through the trauma of moving when she has lived at Clanfield since 2017.

Both you and C have shown such understanding; it really has felt very reassuring. You have both listened carefully and had HH's best interests at the centre of everything. I hope you will work with us again at some point in the future.'

Mr SF the father of one of people MM's has been supporting wanted it to be noted that he is extremely happy with the support from M and the provider; noting that they have been professional and always working in his son's best interest. He has found the review process so much more fluid with M involved and praised her professionalism and the ongoing support she is giving to the whole family.



Complaints

Surely, we should have been advised about costings beforehand so that we could budget accordingly.

Someone made a mistake in not informing me about anything.

We have not received any communication either verbally from a Social worker or via a letter from your department stating what the Community Care Package includes.

At no point whatsoever were we advised that we would have to contribute towards the 'fully funded' costs.



Shared Vision
Shared Aims
Shared Ambition
Shared Values
Shared Behaviours

*The lives we
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NNC Adult Social Care



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Practice Framework

- A commitment:
 - How we will work with the people of North Northants
 - How we will check that we're doing a good job
 - How we will be supported to do our jobs
-
- Originally designed by the PSW in Doncaster; developed by the East Midlands PSWs and adopted by all the Councils in the region
 - Reviewed by colleagues across social care teams and OT in NNC and amended so that our vision and behaviours run through it
 - Launched by the Principal Social Worker for Adults and Service Manager for Therapy at 8 events in June 2023, the plan is to review this with colleagues and with people who access our services, in line with the development of the ASC Strategy
-



Adult Social Care Practice Framework

Why?	We want every person in North Northamptonshire to have the best opportunities and quality of life					
What?	Wellbeing and independence	Information and advice	Active and supportive communities	Flexible and Integrated care and support	When things need to change	Workforce
	Living the life I want, keeping safe and well	Having the information I need, when I need it	Keeping family, friends and connections	My support my own way	Staying in control	The people who support me
Who?	Everybody		People with urgent needs for support		People with longer term needs for support	
	We listen to people to understand what matters to them. We make connections and build relationships to improve people's wellbeing and independence		We don't make long term plans in a crisis. We work with people until we are sure there is no immediate risk to their safety, health or wellbeing and they have regained stability and control in their life.		If people need longer term care and support, we work with them to understand what a good life looks like for them. We make sure they have resources and support to live the life they choose and do the things that matter to them as independently as possible	
How?	We're kind and respectful	We're trusting	We're transparent, efficient and we demonstrate our behaviours		We're supporting	We're trustworthy
	We respect and understand people as individuals. We don't make snap decisions	We trust people know what's right for them. We listen and we keep an open mind	We know and follow the law, ethics and best practice. We are always open to improvement	We are open about our procedures, making them clear so people know what they can and cannot expect	We connect and engage well with people. We respond in a timely manner	We are honest about what we are going to do. When we say we are going to do something, we do it.
	We know the language we use matters, we use plain, respectful and kind language					
So?	Better experiences and better lives for people		Improved morale and satisfaction for our workforce		More sustainable use of resources	

SHARED VISION

The lives we live

People will be enabled to lead the lives they wish to live, having the best opportunities to achieve the outcomes that are important to them.

As one resilient workforce

- We will work ambitiously in partnership with people and have a relentless focus on the strengths of people to ensure they develop, maintain and recover their independence.**
- We will provide and/or commission high standard personalised care and support that enables people to have the best opportunities and quality of life.**



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SHARED AIMS

The lives we live

- ❑ To provide and commission strength based personalised care to meet the needs of individuals and their carers in the places they live
- ❑ To ensure equal access and support for those who need it
- ❑ To ensure the wellbeing of our workforce is good
- ❑ To safeguard to prevent harm and reduce the risk of abuse or neglect
- ❑ To develop integrated commissioning and brokerage to support good outcomes



SHARED AMBITIONS

*The lives we
live*

- Ensuring the wellbeing and independence of people
- People should be able to live a life free from harm with no tolerance of abuse
- Communities are active and supportive
- To create the conditions to support and develop our workforce
- To actively engage people in co-production of adult social care services



SHARED OUTCOMES

- Living the life I want, keeping safe and well
- Having the information I need when I need it
- Keeping family friends and connections
- My support my own way
- Staying in control

*The lives we
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Changes to the Adult Social Care Outcomes Framework (ASCOF) for 2023 to 2024

Objectives

1. Quality of life: people's quality of life is maximised by the support and services which they access, given their needs and aspirations, while ensuring that public resources are allocated efficiently.
2. Independence: people are enabled by ASC to maintain their independence and, where appropriate, regain it.
3. Empowerment – information and advice: individuals, their families and unpaid carers are empowered by access to good quality information and advice to have choice and control over the care they access.
4. Safety: people have access to care and support that is safe and which is appropriate to their needs.
5. Social connections: people are enabled by ASC to maintain and, where appropriate, regain their connections to their own home, family, and community.
6. Continuity and quality of care: people receive quality care, underpinned by a sustainable and high-quality care market and an adequate supply of appropriately qualified and trained staff.

SHARED VALUES

The lives we live

Our values and behaviours will help us achieve our vision.



Customer-focused

- Think 'One Team' and act Council-wide
- Take ownership and do the right thing
- Keep customers up-to-date and informed
- Listen and respond to differing needs



Respectful

- Embrace and live the Council's values
- Listen to and value the contributions of others
- Share ideas and feedback at all levels
- Promote diversity and inclusivity



Efficient

- Challenge and innovate
- Be collaborative and share learning
- Be flexible, proactive and prioritise
- Seek learning opportunities



Supportive

- Build an open and sustainable culture
- Promote achievement and celebrate success
- Be caring and empathetic
- Develop yourself and others



Trustworthy

- Act with honesty and integrity
- Build effective relationships
- Do what you say you're going to do
- Be open and transparent

Our vision for North Northamptonshire:

'A place where everyone has the best opportunities and quality of life.'

- Kind and respectful
- Trusting
- Transparent, efficient and we demonstrate our behaviours
- Supporting

SHARED BEHAVIOURS

The lives we live

- Respect and understand people as individuals**
- Trust people know what's right for them. We listen and keep an open mind**
- We know and follow the law, ethics and best practice, always open to improvement**
- Be open about procedures, making them clear so people know what they can and cannot expect**
- We connect and engage well and respond in a timely manner**
- Be honest about what we are going to do and say when we are going to do it , we do it.**



THE WAY WE WORK
NOW - what we want
to change



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Hospital

Community

Adult Social Care

Transitions Inclusion Care Home Review Team Continuing Health Care

Community Learning Disabilities Hospital Reablement

Brokerage Financial Assessments Personal Budget Support Service Payments Client Funds

Pine Lodge Day Services EADS (Employment and Disability Service) Provider Safeguarding Approved Mental Health Professionals

Thackley Green Therapy LIVE (Learning Independent Volunteering & Employment) Deprivation of Liberty Safeguards

External Provider

External Partners

Commissioning / Contracts

Making Safeguarding Personal

THE WAY WE WORK NOW – what we want to change

- Two routes of access into ASC services
- No formal triage filter for conversation 1
- Hand offs between services
- Not all services are trained to focus on a strength-based approach
- Limited population needs focused /place-based approach for providers, commissioning and contracting. Reliance on historic contractual approaches with limited market capacity in many areas.
- Carer and family support and recognition limited
- Limited Information, advice and sign posting at the main routes of access
- Multiple IT systems and duplication, repetitiveness and hand offs
- Making Safeguarding Personal (MSP) is not embedded
- Co-production is limited



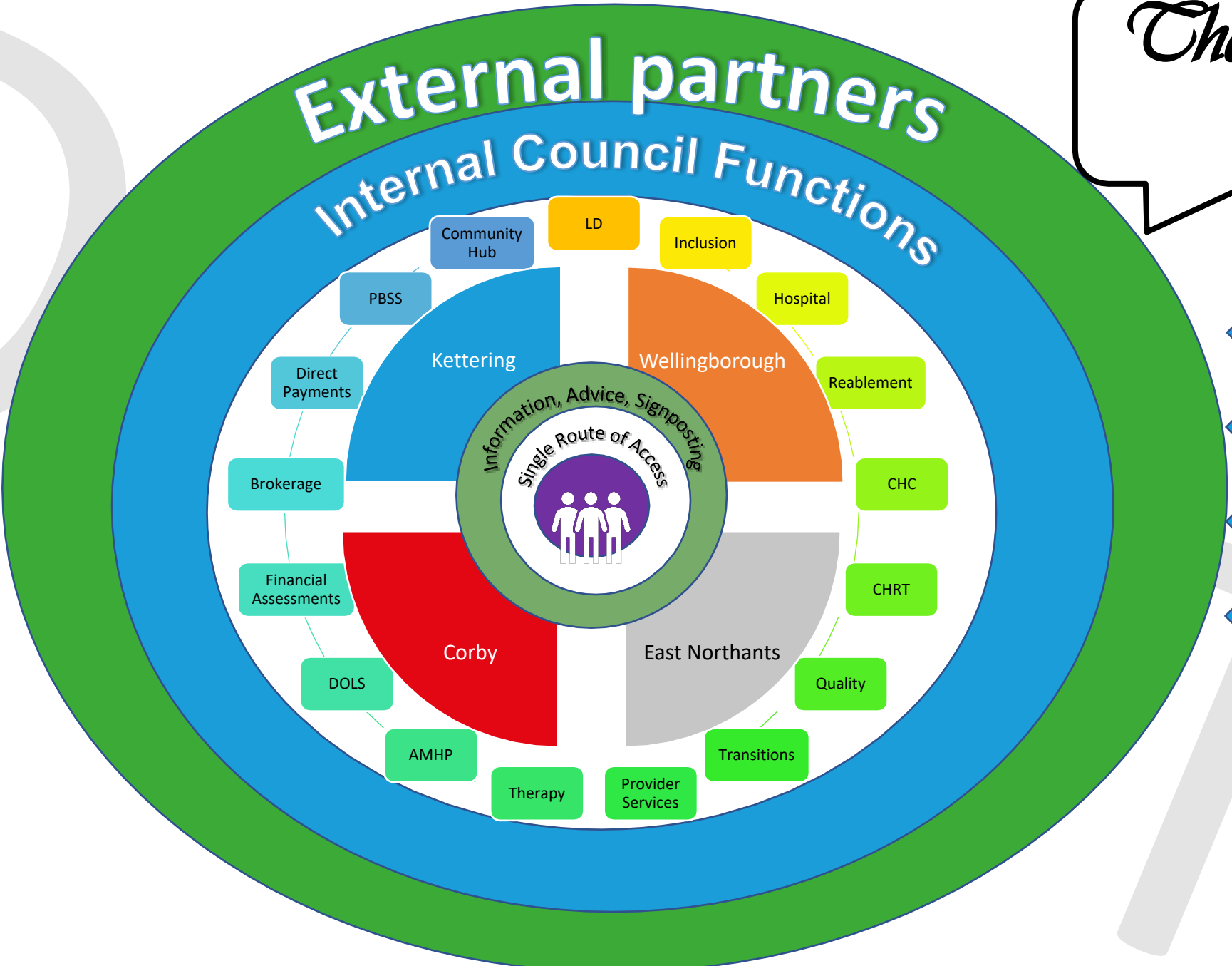
OUR POTENTIAL FUTURE STRENGTH BASED WAY OF WORKING

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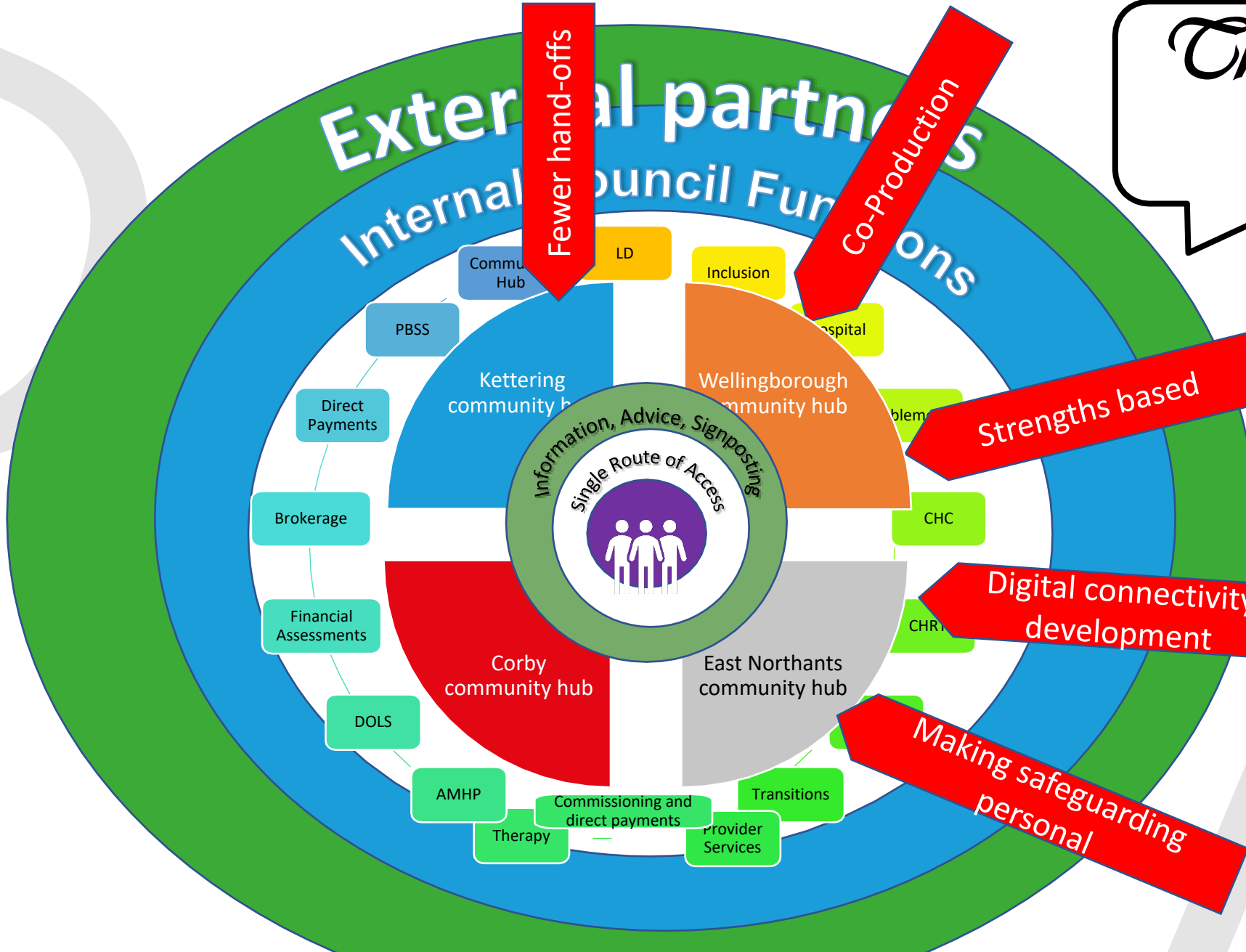
The lives we live



- ASC Vision
- ASC Aims
- ASC Outcomes
- ASC Values and behaviours

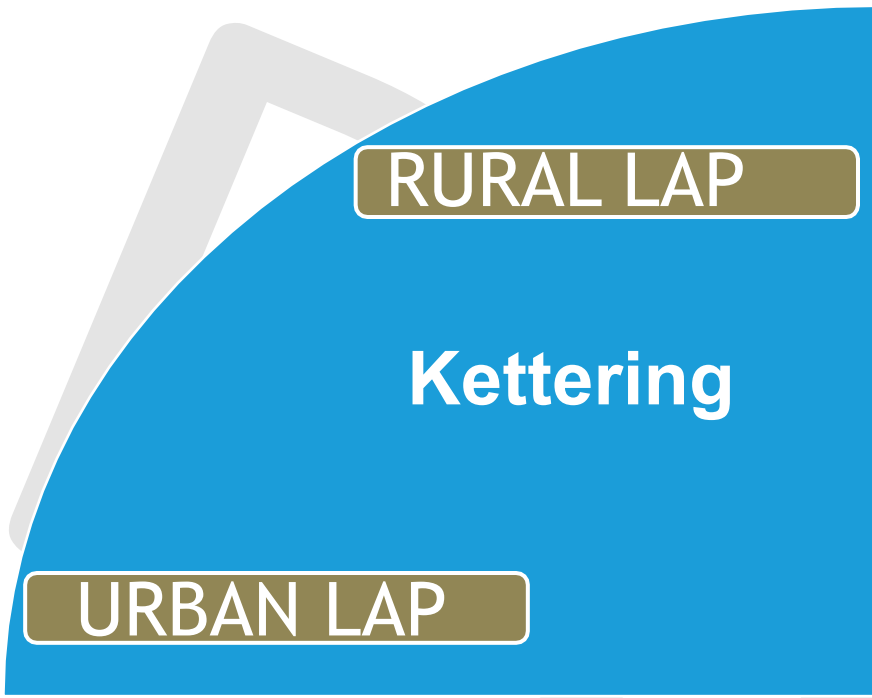
- 3 conversations
- Strengths based
- Co-Production
- No hand-offs

The lives we live



3 conversations

A NEW *sense* OF PLACE



*The lives we
live*



- Corby Rural / Urban LAP (2020 est. pop. 73,053)
- Kettering Urban LAP (2020 est. pop. 77,086)
- Kettering Rural LAP (2020 est. pop. 25,125)
- Wellingborough Urban LAP (2020 est. pop. 55,452)
- Wellingborough Rural LAP (2020 est. pop. 24,629)
- East Northants **South** LAP (2020 est. pop. 67,327)
- East Northants **North** LAP (2020 est. pop. 27,776)

OUR POTENTIAL FUTURE STRENGTH BASED WAY OF WORKING

- ❑ Person centered strength-based safe care
- q Single route of access into adult social care with the right allocation to community places / hubs
- q Information, advice and signposting embedded – conversation 1
- q Carers and families involved all the time
- ❑ Strengths based three conversations embedded with entire ASC workforce
- ❑ Co-production embedded
- ❑ Safeguarding culture owned by all to provide a person-centered outcome based on making safeguarding personal
- ❑ Reduction of handoffs between services supported by the right technology
- ❑ Appropriate and timely housing and accommodation offers
- ❑ Needs based population commissioning, contracting and integrated brokerage

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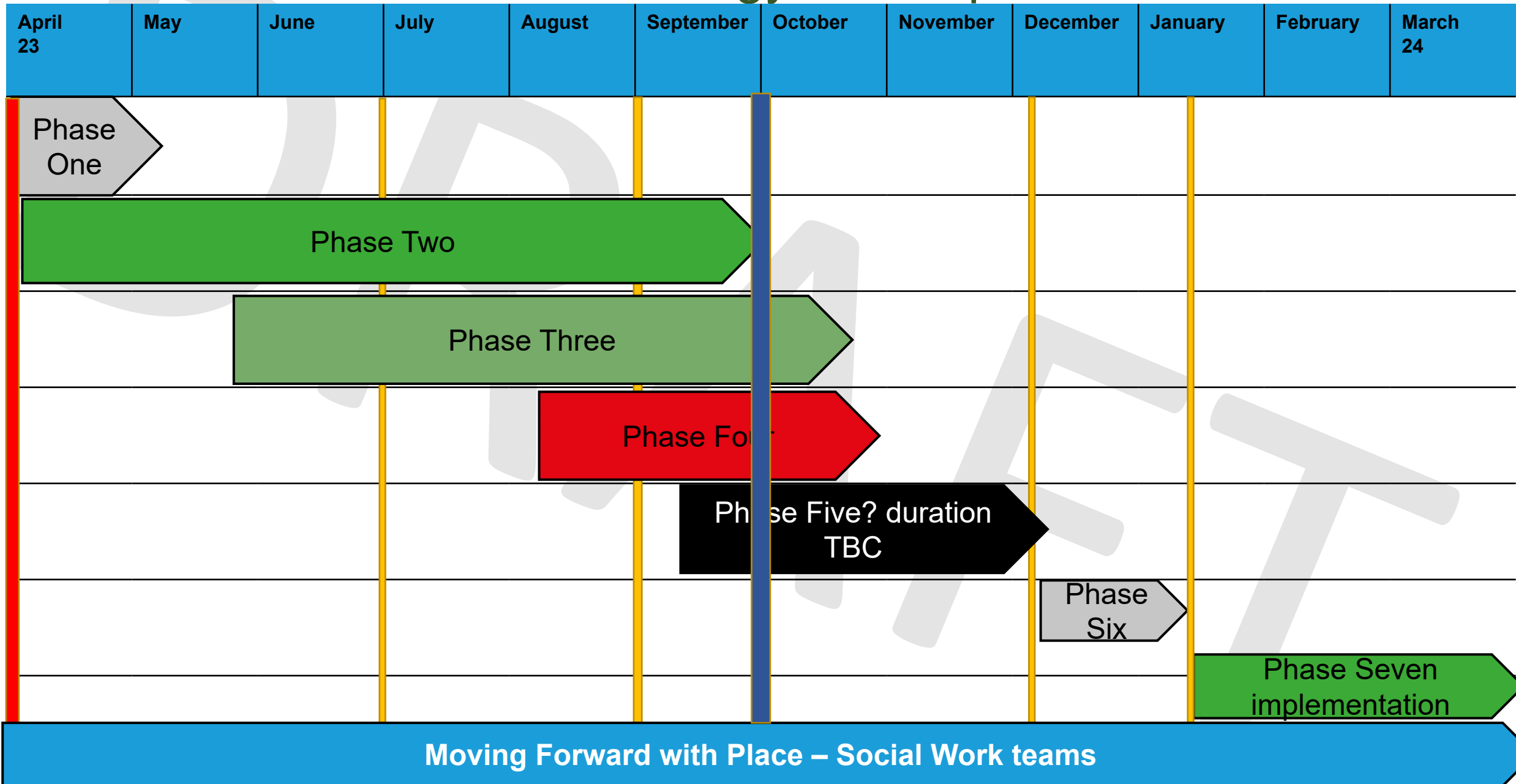


OUR POTENTIAL FUTURE STRENGTH BASED WAY OF WORKING

- A strong market that meets the needs of the population
- Provide quality social care services through contracting , clear accountability, regulatory compliance with value for money and continuous improvement embedded
- Appropriate skill and competency of all staff with clear career development opportunities available to all in support of staff wellbeing , recruitment and retention of people
- Connected digital technology



NNC Adult Social Care Strategy Development 2023/2024

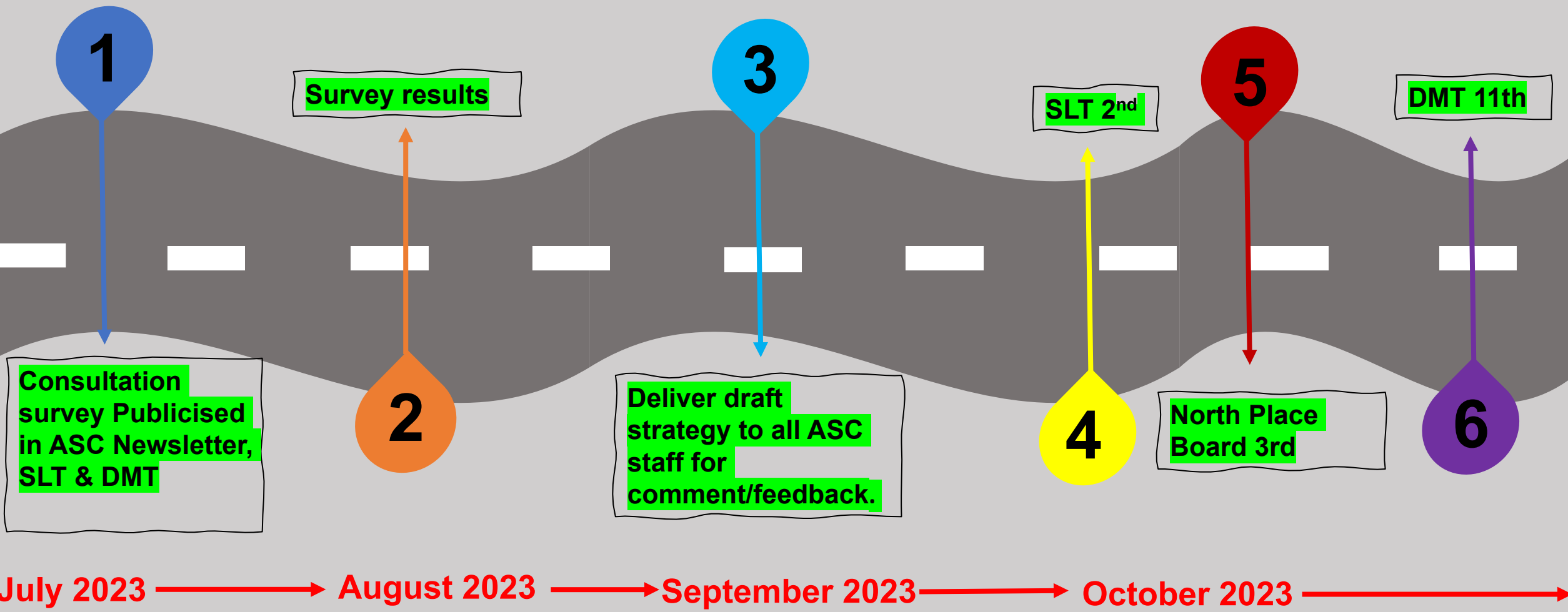


Phased Developmental Approach

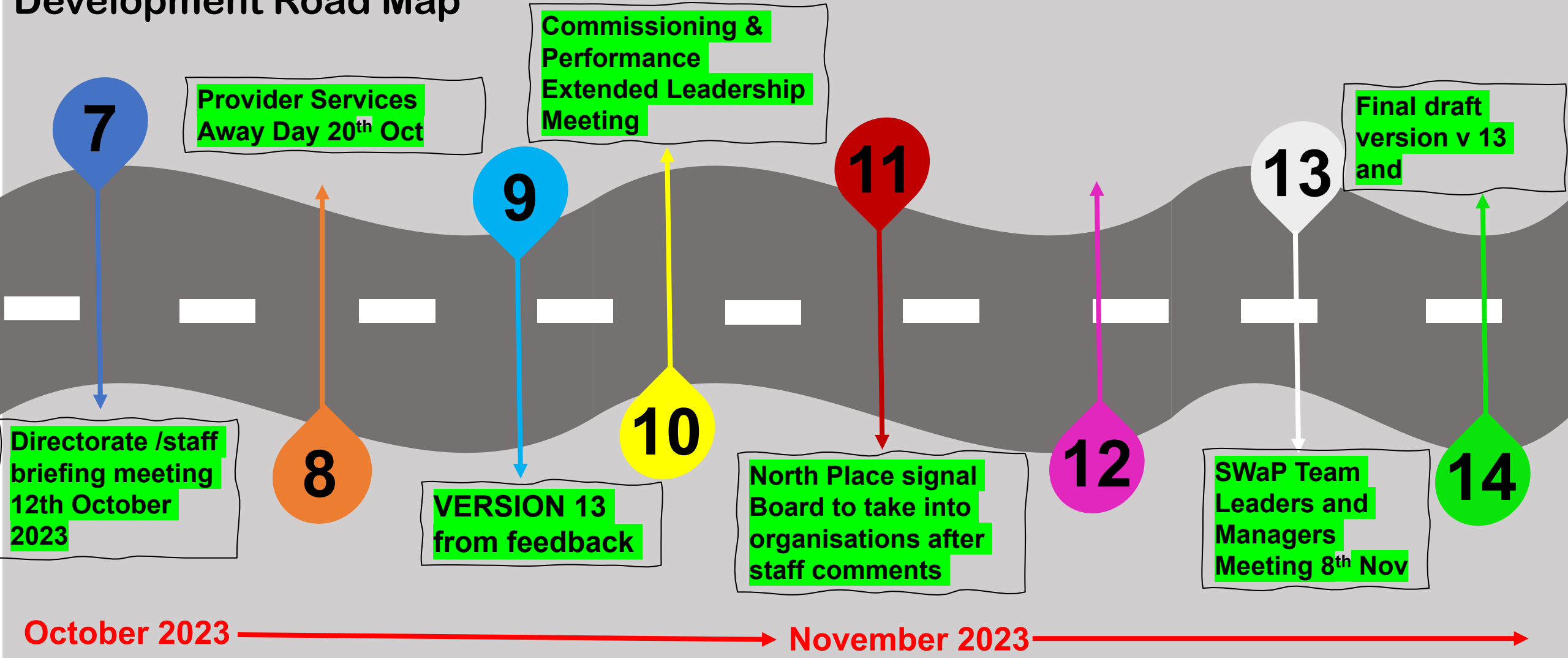
- Phase 1 Research National/local strategy and best practice
- Phase 2 Developmental design of the future ASC operating model
- Phase 3 Developmental design of the future coproduction strategy
- Phase 4 Development consultation strategy / outcomes framework
- Phase 5 Consultation / engagement period
- Phase 6 Final strategy developed - NNC and system governance
- Phase 7 Embedding of the new way of working



ASC Strategy Development Road Map



ASC Strategy Development Road Map



October 2023 → November 2023 →

ASC Strategy Development Road Map

