



EXECUTIVE 14th March 2024

Report Title	Adult Social Care Strategy “The Lives We Live” 2024 – 2029
Lead Member	Cllr Gill Mercer, Executive Member for Adults, Health and Wellbeing
Report Author	Ali Gilbert, ICS Director of Place David Watts, Executive Director of Adults, Health Partnerships and Housing (DASS)

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	N/A
Which Corporate Plan priority does the report most closely align with?	Active, fulfilled lives

List of Appendices

- Appendix A** - New Sense of Place and Adult Social Care Strategy Development
- Appendix B** - Executive Summary draft Adult Social Care Strategy
- Appendix C** - Draft Adult Social Care Strategy
- Appendix D** - Draft Person Journeys
- Appendix E** - Carbon Management Tool

1. Purpose of Report

- 1.1. To seek approval to consult on the draft Adult Social Care Strategy 2024-29 (5-year strategy).

2. Executive Summary

- 2.1. The North Adult Social Care (ASC) strategy has been co-produced with the Council’s ASC workforce and this paper provides an overview of the development to date as outlined in **Appendix B & C**.

- 2.2. The following headlines describe key elements of the strategy and the approach taken in its development.
- 2.3. The National statutory requirements of the Care Act are threaded through to local requirements, with recognition of its development in the recent Association of Directors of Adult Social Services (ADASS) annual conversation visit feedback.
- 2.4. The draft strategy is a framework that brings together all current developmental work and sets a five-year direction of travel for the people of North Northamptonshire.
- 2.5. It is a document that has 'a way of working at its heart' and will be embedded into day-to-day operations as we move forward.
- 2.6. A co-productive approach has been taken with the Council's ASC workforce and the people who use the services to enable a solid engagement.
- 2.7. System partners have contributed to its development through the North Place Board, Urgent Care Board, Northamptonshire Safeguarding Board and North Health and Wellbeing Board.
- 2.8. A five-year vision, aims and ambitions including values and behaviours, have been developed based on the output of the staff practice framework outputs.
- 2.9. An outline of the case for change based on the as-is way of working, with a focus on ASC demand reduction and value for money.
- 2.10. The future proposed person-centred strengths based operating model (the future way of working) and the proposed outcomes framework will be based on the recently published National Adult Social Care outcomes framework (ASCOF).
- 2.11. The opportunity to embed sustainable co-production with partners, communities and people who are involved in ASC services has been placed at the heart of the strategy.
- 2.12. An alignment with the North Place Development model – A New Sense of Place (Local area partnerships – LAPS) and Support North Northamptonshire voluntary Community and Social Enterprise (VCSE) collaborative initiative).

3. Recommendations

- 3.1 It is recommended that the Executive:
 - a) Approve the Adult Social Care Strategy 2024 – 2029 for public consultation as set out in Option 2 of this report
 - b) Note the co-production approaches used to develop the draft strategy.

3.2 Reasons for Recommendations:

- Activity delivered by public bodies should be underpinned by a clear strategy that gives the mandate for the way services should be provided and commissioned.
- This draft strategy is an important step following, the creation of the Council through Local Government Reform (LGR), in setting out how the Council intends to meet its statutory duties for adult social care.
- Co-production has played an important role in developing the current draft of the strategy, gathering the views of frontline staff, strategic partners and people that use services and their carers.

3.3 Alternative Options Considered

- **Option 1 (not recommended):** Continue “as-is” without renewing the legacy strategy developed by Northamptonshire County Council. This is not recommended as caselaw, expectations and provider markets evolve and change over time. Reviewing and renewing strategies is an important part of ensuring that council services and provision remain relevant and support our residents to lead the best lives possible.
- **Option 2 (recommended):** Develop the draft strategy using engagement and co-production approaches and consult on the draft strategy and present to the Executive for approval to consult on the draft strategy. This is the recommended option and is based on best practice approaches, utilising co-production as part of the development of the draft strategy.

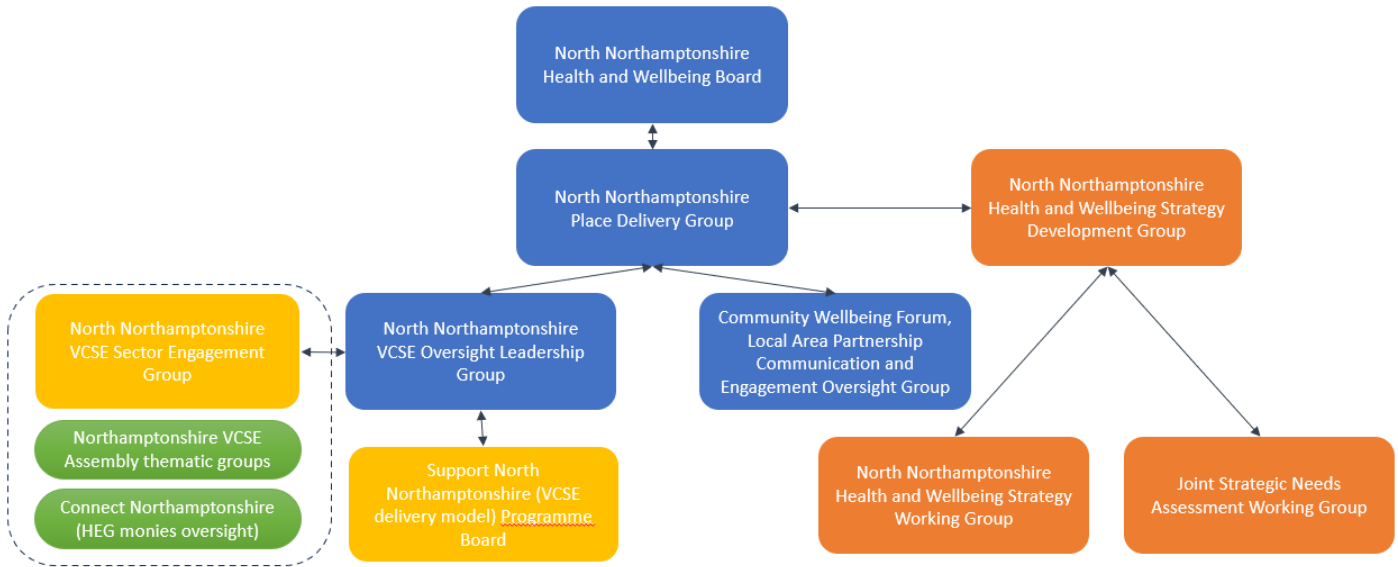
4. Report Background

- 4.1. This strategy is framed by the legislative context set out in the Care Act 2014 and accompanying guidance. Whilst there is a clear legislative framework in place, there is variances in the way that local authorities meet those statutory requirements.
- 4.2. This strategy shows how local ways of working relate to statute and, sets out the rationale as to why the Council has chosen to implement its practice in this way.
- 4.3. One of the key governance forums that has been used to test and develop the strategy is the North Northamptonshire Place Board that oversees place-based development of services as part of the Integrated Care System.
- 4.4. The strategy explores the case for change that has been co-produced with front line staff and managers within the Council, partner agencies and people that use services locally.
- 4.5. **Appendix A** reflects the connectivity with the wider North Place Development “A New Sense of Place”.

Appendix B provides an executive summary of the work to date

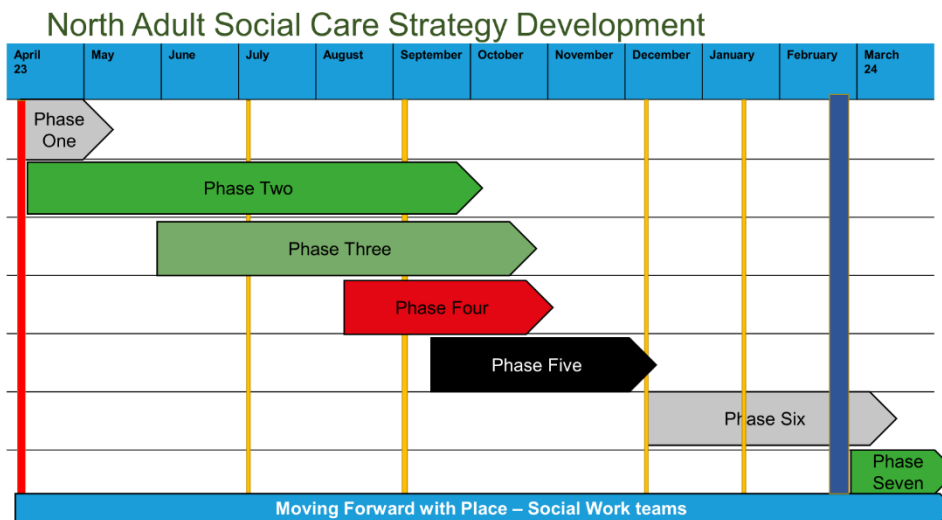
Appendix C provides a more detailed overview.

4.6. The governance structure that provides oversight of the strategy development is set out in the diagram below.



4.7. The indicative phased timeline was originally set out as below:

4.8.



4.9. Phase 1 Research National/local strategy and best practice

4.10. Phase 2 Developmental design of the future ASC operating model

4.11. Phase 3 Developmental design of the future coproduction strategy

4.12. Phase 4 Development strategy and outcomes framework

- 4.13. Phase 5 Informal consultation / engagement period
- 4.14. Phase 6 Final strategy developed - NNC and system governance
- 4.15. Phase 7 Formal consultation - Embedding of the new way of working

4.16. Having completed phases 1 - 5, the strategy is now at phase 6. Whilst full details of the shared vision, aims, ambitions and outcomes for the strategy are set out in the appendices, a summary is provided for ease below.

4.17. **Shared Vision**

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

4.18. **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.”

4.19. **Shared Aims**

- 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.

4.20. **Shared Ambitions**

- 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.

4.21. **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.

4.22. **Shared Values**

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

4.23. **Shared Behaviours**

- Respect and understand people as individuals.
- Trust people know what is 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.
- Honest about what we are going to do and say when we are going to do it, we do it.

4.24. **The case for change – the way we work now**

The case for change has many dimensions and is outlined in **Appendix C**, with **Appendix D** providing interactive person journeys for the current service offers.

4.25. The following provides a summary of key facts and issues identified:

- Two routes of access into ASC services.
- Demand continues to increase and waits for reviews continues.
- No formal triage filter for 'conversation 1', i.e. listening hard to people, and their families, to understand what's important and working with them to make connections and build relationships in order to help them get on with their life independently.
- Multiple "hand-offs" between services.

- Not all services have received training that focuses on a strength-based approaches.
- 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 in all services consistently.
- Co-production is limited.

4.26. **The case for change – how we could be working**

There is an emerging future model that has evolved in the development phases of the strategy, which builds on the place-based approach with communities and where people live. The key components can be summarised as:

- Person centered strength-based safe care.
- Single route of access into adult social care with the right allocation to community places / hubs.
- Information, advice and signposting embedded – conversation 1.
- Carers, friends and families involved most of the time when appropriate.
- 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 underpinned by integrated brokerage and commissioning based at Place.
- Reducing demand and enabling timely reviews.
- 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.

4.27. Having reached phase 6 of the strategy development we believe sufficient information has been gathered and the strategy developed to a stage where formal consultation can take place.

5. Issues and Choices

- 5.1. This draft strategy is developed through a strong legislative framework. Co-production with staff, partners and people that use services has been integral to the development to date. Many of the proposed ways of working are based on evidence based best practice and should help meet the ambitions of those engaged in co production.
- 5.2. Early drafts have been tested with the Executive Advisory Panel to gather elected members views.
- 5.3. The next phase for the strategy is to seek permission to formally consult on the draft.

6. Next Steps

- 6.1. Should the Executive agree permission to consult the draft strategy will be shared via the Council's consultation hub and advertised through the Council's social media channels. A series of "in-person" sessions to explore the strategy will also be arranged in order to enable those who are digitally excluded to take part in the consultation.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. There may be some small costs associated with undertaking external consultation with face-to-face sessions, however these will be met from within service budgets and subject to agreement at the Council's spending panel.
- 7.1.2. It is anticipated that there will be transformational benefits once the new strategy is implemented, subject to consultation and Executive approval. Detailed delivery plans will be developed, with business cases that set out any benefits that are expected to be realised alongside any identified risks associated with delivery.

7.2. Legal and Governance

- 7.2.1. Any consultation exercise carried out by a public authority in relation to a proposed decision must be conducted at a time when proposals are at a sufficiently formative stage, with adequate information, and time to allow a proper and informed response, leading to an open-minded consideration of responses.

7.3. Relevant Policies and Plans

- 7.3.1. This strategy is relevant to a number of areas of the corporate plan. Most strongly this strategy will deliver against the Active, Fulfilled Lives priority however through commissioning, however transitions activity contributes to “Better, brighter futures” and specialised accommodation contributes to “Safe and thriving places” with the [Corporate Plan 2021/25](#).

7.4. Risk

- 7.4.1. For some Executive reports, a relevant risk will already exist in the corporate risk register, and it is appropriate to refer to it by including the risk reference and residual and inherent risk scores. Also, where a significant change is likely as a result of a recommendation, then it may be appropriate to create a new risk record in the risk register.
- 7.4.2. However, for many reports Members need to be able to consider what specific risks to the Council may arise as a result of making, or indeed not making, the recommended decision. This may not be the same as identifying the more general corporate or service risks that would be recorded in the risk register, and simply cross referencing to a 'best fit' existing risk will not aid the decision-making process. Note that including decision related risks in committee reports will not automatically generate additional risks to be recorded on the risk register.

7.5. Consultation

- 7.5.1. Through informal engagement and co-production, the strategy has been developed to this current draft. This has included presenting the case for change at the Active Communities Executive Advisory Panel and receiving feedback from members that have been incorporated into the current draft.
- 7.5.2. The draft strategy will be formally consulted on through the Council's established consultation processes.

7.6. Consideration by Executive Advisory Panel

7.6.1. The draft strategy was considered by the Active Communities EAP on 1st December 2024.

7.7. Consideration by Scrutiny

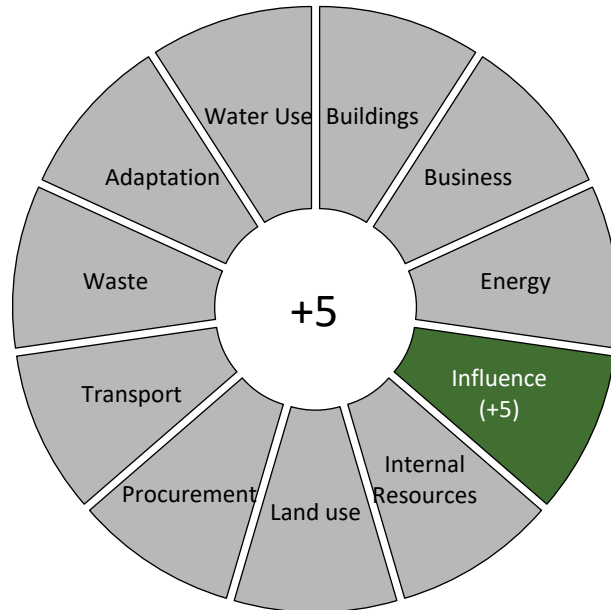
7.7.1. This draft strategy has not been presented for pre-decision scrutiny, however, has been listed on the Executive forward plan, which scrutiny committees consider when planning their work programme.

7.8. Equality Implications

7.8.1. An equality impact screening assessment will be completed to be included with the consultation documentation. In the event the screening triggers the need for an Equality Impact Assessment, this will also be completed as part of the consultation documentation.

7.9. Climate Impact

7.9.1. Whilst the strategy development itself is difficult to assess at a macro level, there is significant level of influence that the council has as a commissioner of services that will be explored through implementation of the strategy, subject to consultation and approval to implement by the Executive post consultation.



North Northamptonshire Council has committed to being a carbon neutral organisation by 2030, 5 yrs & 10 mos away.

7.10. **Community Impact**

7.10.1. With a strong emphasis on place-based approaches and strengths based practice it is expected that stronger community relationships will be delivered with geographic communities and communities of interest.

7.11. **Crime and Disorder Impact**

7.11.1. There are no identified impacts on crime and disorder directly related to this draft strategy, however supporting people that may be more vulnerable to crime is an inherent part of this strategy.

8. **Background Papers**

8.1. [Care Act 2014 \(legislation.gov.uk\)](https://legislation.gov.uk) [accessed 19.02.2024, online]

8.2. [Care and support statutory guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk) [accessed 19.02.2024, online]