

6th January 2020**Agenda Item: 5****REPORT OF THE CORPORATE DIRECTOR, ADULT SOCIAL CARE AND
HEALTH****ADULT SOCIAL CARE CULTURE CHANGE PROGRAMME****Purpose of the Report**

1. This report informs Committee of the work of Adult Social Care and Health department to develop and lead strengths-based approaches, and the work to develop the culture and conditions needed to enable strengths-based practice to develop.
2. The report also seeks approval of expenditure to invest in manager and staff practice through the Owning and Driving Performance Programme and strengths-based approaches. The costs for this work will not exceed £250,000 over a two-year period.

Information

3. The Care Act 2014 puts a strengths-based approach at the centre of an individual's assessment, care and support highlighting 'what is strong' rather than simply 'what is wrong'. This means that strengths and talents are identified so things that are important to people are taken into account. This helps to promote individual wellbeing as well as ensuring that needs are met in the most appropriate way. Strengths-based approaches hold hope and ambition for people that they can achieve their goals and wishes.
4. The successful implementation of strengths-based approaches requires the contribution and support of staff at all levels of the organisation. This requires a change in culture where all staff are aligned with the core elements of strengths-based practices to enable them to think and behave differently to achieve change. Within Nottinghamshire progress has been made to develop strengths-based practice, but considerable effort and time is needed to embed this at all levels of the department. Building commitment from staff and enabling staff to focus on what works will be crucial.
5. Investment in staff through development, supervision and coaching will be required, as will time to review and amend systems, processes and policies. Work will need to take place to equip managers to spend more time leading practice and coaching, and less time approving and checking. The way the department manages and develops the market will change, including the way the Council contracts with care and support providers.

6. This will be time consuming and challenging as many services are used to working from a deficit-based and needs-led perspective. Learning from evidence and experience shows this is a long-term approach.
7. Owning and Driving Performance (ODP) is an evidence-based culture change programme for management in local authorities and works particularly well when aligned to strengths-based practice development. The programme will support leaders and managers, including key business partners, to build a culture in the department based on accountability and defensible practice with a coaching in time style to build pace - with a focus on delivering improved outcomes for people. This will be procured via the consultancy framework within the Council.
8. Managers and commissioners will learn to:
 - change the narrative on risk to focus on the benefits and opportunities that 'risky' solutions can provide
 - ensure staff feel that they have 'permission' to take risks and that managers and leaders will support them in the event of any complaints or negative outcomes
 - promote a 'learning' culture rather than a 'blame' culture – where mistakes are regarded as learning experiences and staff know that they will not get into trouble in the process of trying to do the right thing for people
 - provide constructive challenge in a supportive and compassionate space to help staff feel brave and safe enough to take risks.
9. Specific practice approaches will be developed within the social care teams across Community and Direct Services. These will be based on evidence and best practice, and where possible work will be aligned across Adults and Children's Social Care. This will include:
 - reflective practice and supervision
 - effectiveness of Promoting Independence Meetings
 - work to build strengths-based practice tools and strategies
 - development of community-based and rights-based social work
 - implementation of Family Group Conferencing
 - review of community development and coproduction activity (in partnership with people and communities)
 - specific skills audit and development to build social work skills in areas such as family work, cognitive behavioural therapy (CBT), and system therapy for example.
10. The capacity and investment needed here will be a blend of time from partners in the field to act as critical friends, a development programme for staff, and the development of staff to act as coaches and mentors. The components of the changes are reflected in the diagram below, and further information is also available in **Appendix 1**, which will be presented at the Committee meeting:

Adult Social Care Culture Change



11. In addition to investing in staff and management practice and skills, as a department it is vital to invest in talent and development. Work is taking place in partnership with the Human Resources team to develop apprenticeship roles into Social Work and Occupational Therapy. Alongside work with a university to support newly qualified staff into the County, the department needs to ensure that it grows and trains its own staff to work within this approach. Clear pathways for careers and development will be put into place and methods such as the talent pool, to enable staff to build skills at work, will be supported.
12. Underpinning this will be work to improve and develop our engagement and coproduction approaches. A range of communication methods have been implemented this year to increase the opportunity for the workforce to be informed about the department and to have a say in how it works.
13. Engagement and coproduction with people will be a priority for 2020 and Committee approved a report in November 2019 setting out how the conversation with people will start in the new year.
14. As well as being the right thing to do, there is clear evidence of the impact that using strengths-based approaches has on individuals, staff, communities and organisations. Moving from a culture of assessment and care management to one of conversation and resolution is evidenced to decrease spend, but increase support available to people, including vulnerable people who may not have benefited from commissioned services in the past.

Other Options Considered

15. The department could continue to operate the current model of adult social care support. However, as highlighted in the report there is evidence that the strengths-based approach is highly effective and supports the principles set out in social care legislation. The culture change programme will promote the development and engagement of the department's workforce.

Reason/s for Recommendation/s

16. The culture change programme will support people to meet their goals and aspirations through a personalised and strengths-based approach to care and support. It will promote and support the development of staff across all levels of leadership in the department.

Statutory and Policy Implications

17. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

18. As the programme of culture change across the department is currently being scoped and developed the exact investment required is not yet known, but it will not exceed £250,000 over a two-year period (2020-2022). The programme will be funded from departmental reserves.

Human Resources Implications

19. The culture change programme will engage and involve staff across the organisation as it will support approaches and practice that are currently not fully embedded within the department. A framework will be developed to ensure that the effectiveness and outcomes of the programme can be measured, in terms of the performance and change in practice of practitioners and managers, and improved outcomes for service users.

Implications for Service Users

20. The strengths-based approach is based on the strengths and abilities of an individual as a starting-point for working with them and ensuring the most appropriate support is put in place. The evidence shows that this is better for individuals and that communities can also benefit as a result of using this approach.

RECOMMENDATION/S

That Committee:

- 1) considers the steps being taken by the Adult Social Care and Health department to develop the culture and conditions needed to enable strengths-based practice to develop and whether there are any further actions the Committee requires.
- 2) approves the expenditure to invest in manager and staff practice through the Owning and Driving Performance Programme and strengths-based approaches. The costs for this work will not exceed £250,000 over a two-year period.

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Constitutional Comments (EP 05/12/19)

21. The recommendations are within the remit of the Adult Social Care and Public Health Committee by virtue of its terms of reference.

Financial Comments (KAS 05/12/19)

22. The financial implications are contained within paragraph 18 of the report and the cost of this investment can be met from the reserves. The department is currently forecast to have £4.33m available in earmarked reserves at the end of this financial year.

HR Comments (SJJ 06/12/19)

23. The development of the new approach will require engagement with corporate HR and Workforce Development colleagues to understand what additional learning and development outputs are required to support the culture change process.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

[Development of a departmental approach to co-production - report to Adult Social Care and Public Health Committee on 11 November 2019](#)

Electoral Division(s) and Member(s) Affected

All.

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