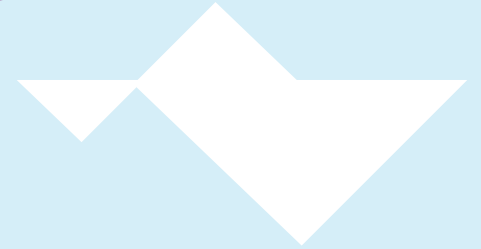




Longer, healthier, independent lives:

Our plan for Health and Adult Services in North Yorkshire
2022-2025





Contents

1. Foreword	4
2. HAS: who we are and what we do	6
3. The last five years	8
4. The road ahead (challenges and opportunities)	10
5. Our Priorities	11

Opportunities for everyone, everywhere

■ Reducing inequality across North Yorkshire.....	12
■ Staying well and healthy.....	13
■ Protecting the health of North Yorkshire’s residents.....	14
■ Improving mental health and wellbeing.....	15

My time and experiences are valued

■ Respecting people’s time.....	16
■ Listening to people’s experiences	17
■ Embracing technology together	18
■ A life outside of caring.....	19

My home, my community, my choice

■ My home, my choice	20
■ Outstanding Services.....	21
■ Opportunities within my community	22

6. A commitment to improvement	23
7. A strong, skilled and diverse workforce	26
8. How we will measure success	27





Section 1:

Foreword

In 2015 we set out a vision and a plan for the future of Health and Adult Services: **people living longer, healthier, independent lives**. This document set out the directorate’s work programme, as part of the overall County Council 2020 Plan. Since then, we have been working with the people and communities of North Yorkshire, voluntary and private organisations, the NHS and other parts of Local Government to make that vision a reality.

By 2020, we had implemented most of the previous plan and, as part of that, delivered in excess of £20 million of savings – and put the new services and programmes into action.

Following the first global pandemic in 100 years, it is time to update our programme for the next few years. The immense challenges presented by Covid-19 showed the importance of public health and adult social care working as one with our partners to support the health, safety and independence of the people of North Yorkshire.

Moreover, in April 2023, 8 councils across North Yorkshire will come together to create a single council, comprising adult social care, public health, children’s services, business and environmental services, as well as leisure, housing, culture, waste collection and many other frontline services.

As we consider our priorities for the next three years, we still believe in our existing vision of people living longer, healthier, independent lives. This vision is now one of the five ambitions for 2025 set out in the [North Yorkshire County Council Plan 2021-25](#). In our broader health objectives, our public health role is part of what is called “Leading for North Yorkshire”.

We can see examples of inequalities, with different groups and communities experiencing fewer opportunities than others.

We know that some people are waiting too long for services. They want us to listen to their experiences and learn from them to make processes simpler, and more joined up with other services they might use or need.

Covid-19 has changed some things forever, including the way we think about our homes and our communities. We have learned new things about what is important to us about where we live, and what we need to live the life we want.

Likewise, our communities are living with Covid and it is vital that we adapt to new circumstances.





Because of this we have set out 3 priorities:

1. Opportunities for everyone, everywhere.

2. My time and experiences are valued.

3. My home, my community, my choice.

These priorities will form the basis for our plan for the next three years: a chance to build on what we have already achieved and to learn from our shared experiences.

To achieve this, we need to strengthen and grow our workforce. We want colleagues to feel supported and enabled to focus on the outcomes people need, making the right decisions with compassion, and spending public money wisely. This plan sets out ideas on how we can achieve that together.

Despite the most unexpected and challenging of starts, we are still at the beginning of a new decade. The future is ahead of us and the good news is we have already shown that we are capable of extraordinary things when we work together. With this experience behind us, and clear goals ahead, we know that our vision of people living longer, healthier, independent lives in North Yorkshire is achievable for all.



Cllr Michael Harrison
Executive Member for
Health and Adult Services
Chair of the North
Yorkshire Health and
Wellbeing Board



Richard Webb
Corporate Director,
Health and Adult Services

Our values – underpinning everything we do

- Customer focus
- Honesty
- Care and respect
- Innovative and can-do attitude
- One team
- Valuing our staff
- Valuing local democracy
- Environmentally aware

We all work together to:

- Increase the number of healthy years that people live;
- support people to be as independent as possible for as long as possible;
- enable people to be part of their communities;
- support people to have choice and control over their lives – and protect their best interests where they lack capacity; and
- keep people safe from harm or abuse



- **Introduction of Living Well** – this innovative service aims to improve the health, wellbeing and independence of adults. Our coordinators work with people who are isolated, vulnerable, bereaved, lacking confidence, or who might need health and social care services. We help them to access their local community, and support them to find their own solutions to their health and wellbeing goals. This helps to reduce isolation, promote independence, and prevent or resolve issues for people, including preventing hospitalisation.
- **Changes in the adult social care pathway** – ensuring that we have the right people in the right places focussed on maximising opportunities for people to live independently in their own home through an improved reablement service, and adopting strength-based practice.

- **Improved the way Public Health services are commissioned and delivered** – for example North Yorkshire Horizons substance misuse services; more funding and support to the voluntary and community sector via our Stronger Communities programme; a comprehensive sexual health service; NHS Health Checks in GP surgeries; introduction of *Living Well Smoke Free* which offers personalised, one-to-one support over 6-12 weeks to help people quit, including access to a Stop Smoking Consultant, nicotine replacements and local weekly one-to-one sessions.
- **6 new Extra Care Schemes** across the County as part of 28 schemes countywide, providing over 1400 apartments in market towns and villages, for people to rent and buy and to have extra support on hand.

- **Making it easier for people leaving hospital** – Working with colleagues in the NHS, we have improved the timescales for helping people leave hospital when they are ready to go back home, or somewhere else in the community
- **makecarematter.co.uk** – an online platform to showcase and raise the profile of working in the social care sector and the career opportunities available.



North Yorkshire actor takes on vital new role – working as a carer

Job satisfaction: Michael Westlund chats with a resident

“Whilst we can celebrate this progress, we are not complacent and we want to build on what we have delivered to date, to continue improving health and social care in North Yorkshire in the future in the years to come.”

Section 4: The road ahead

Opportunities

Opportunity of local government reform

We have a long history of working through partnership to support people's health and adult social care needs.

However, the current model of local government is more complex than it needs to be. We know we can do more if we simplify the system. That is why we believe the time is right to have a single 'unitary' council in North Yorkshire.

In July 2021, the UK Government announced that the current County Council and seven Borough / District Councils will all be replaced by a single unitary council on the County Council boundaries. The new Council will formally come into effect in April 2023.

There will be a lot of planning and work to support a successful transition to this new organisation. However, we believe that this is a positive move that will provide a more effective and sustainable local government that is better able to meet the challenges of the future.

It will give an opportunity to transform the delivery of public services under one Council, driving economic growth, supporting social action, and acting in the interests of the whole country. It will also deliver significant savings.

We believe this will have a positive impact on all aspects of life in North Yorkshire, not least the health and wellbeing of residents. We will use this opportunity to strengthen work with all our partners to ensure all people across North Yorkshire have longer, healthier, more independent lives.

Challenges

Living with Covid

There are encouraging signs from the take up of the Covid-19 vaccination across the UK. However, we know that we will still be living with Covid in some form for time to come.

Our Public Health team will continue to lead the way on making sure everyone in North Yorkshire has access to the information and support they need to live full, independent lives in the community and to stay safe and protect others from Covid.

We will:

- Continue to provide a robust response to the prevention and management of outbreaks
- Continue to provide support to Test, Trace and Isolate with capacity for a surge response
- Develop Covid-19 recovery plans
- Continue to support the Covid-19 vaccination rollout and booster programme
- Develop the Covid Hub to provide health protection capacity
- Develop responses to Long Covid



Section 5: Our Priorities

Our Vision: "People living longer, healthier, independent lives."

1 Opportunities for everyone, everywhere

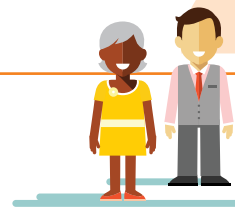
- **Reducing inequality across North Yorkshire** *"I will have access to the same services and life opportunities wherever I live or whatever my life circumstances".*
- **Staying well and healthy** *"I will have the information and support I need to keep myself as healthy and well as possible".*
- **Protecting the health of North Yorkshire's residents** *"I will live in a community that promotes good health across all ages and have access to information and services to support my own health and wellbeing."*
- **Improving mental health and wellbeing** *"I will know where to get information, advice and support when I need it".*



1

2 My time and experiences are valued

- **Respecting people's time** *"I will only need to tell my story once to get the support I need. This will be based on my needs, and not delayed by decisions on how it will be funded".*
- **Listening to people's experiences** *"My experiences will be heard and used to help make decisions about the way services are designed and delivered".*
- **Embracing technology together** *"I will be able to interact with the County Council in more accessible ways, and have support to use technology to enhance my quality of life if needed".*
- **A life outside of caring** *"As a carer I will feel valued and have a full and more balanced life".*



2

3 My home, my community, my choice

- **My home, my choice** *"I will be supported to live independently in my home of choice as long as possible".*
- **Outstanding Services** *"I can access high quality, affordable services within my community".*
- **Strengthening communities to create opportunities** *"I will have the opportunity to be an active part of my community where my contribution is recognised".*



3

Opportunities for everyone, everywhere

Reducing inequalities across North Yorkshire

"I will have access to the same services and life opportunities wherever I live or whatever my life circumstances".

Our vision is that everyone has an equal opportunity to have the best possible start to a long, healthy and independent life, where people fulfil their ambitions and aspirations, and the gaps in life expectancy, healthy years lived and health outcomes across the county are reduced.

We know that where you live can make a difference to these opportunities. Life expectancy varies depending on which part of the County you live. Where people are living longer, there is more to do to address how many years people are living healthily.

However, it is not simply about length of life. There is a significant gap in healthy years lived – and we can take practical and tangible steps to address this particular issue.

Covid has also highlighted different kinds of inequalities. This includes access to affordable internet and reliable technology to participate in the online world. It means tackling reliance on food banks and making sure people have access to nutritional meals. It is about the over representation

of women and disabled people experiencing poverty. It means addressing racial and cultural inequalities in a targeted and meaningful way and ensuring access to culturally appropriate services. It means ensuring that our LGBTQ+ communities have access to the right physical and mental health services when they need them.

Working with our partners, we will look at how we can widen opportunities for more people in the County and how, together, we can improve people's physical health and promote positive mental health and wellbeing. We will build on existing sources of support around jobs, income and education so that people have the same opportunities whatever their circumstances or where they live.

By 2025 we will:

- Refresh strategies and service developments across all HAS service areas including:
 - Support for carers, older people and people with dementia,
 - Services for people with physical, sensory, learning disabilities and autism
 - Alcohol, drugs and substance misuse,
 - Mental Health
 - Sexual Health
 - Physical Activity and tackling obesity

- Reduce health inequalities through healthy place shaping and targeted work with vulnerable groups, communities and neighbourhoods
- Improve health outcomes for people with mental health problems, learning disabilities and autism
- Implement our *Live Well Live Longer* Strategy for people with learning disabilities
- Work with partners to deliver a high quality dementia care village in Harrogate and seek to roll out the model to other parts of the County
- Reduce poverty and contribute to economic growth by our Income Maximisation Team
- Increase the number of people claiming benefits to which they are entitled (eg pensions, attendance and carer allowances)
- Increase the number of people in paid or voluntary employment through our Supported Employment Team
- Work with NHS and other partner through North Yorkshire Place and statutory Integrated Care System arrangements to influence and achieve our goals.



Helping Hampers volunteer Dinah Keal delivers a hamper to Toni Martin

Opportunities for everyone, everywhere

Staying Well and Healthy

"I will have the information I need to decide how to keep myself as healthy and well as possible".

As a population we are living longer lives, which is a good thing. However we also want to be as independent and healthy as possible as we age. We need to find ways of supporting people and helping people to stay fit and healthy for as long as possible so that, as we get older, we can look after ourselves and keep independent with the minimum reliance on public services. It is important that people have access to information and advice that helps them understand how best to keep fit and healthy, and independent for as long as possible.

Whilst the Council has a key role to play, this is not something that we can achieve alone. There will be opportunities throughout a person's life to help them plan for the future, for example, during transition from childhood to adulthood. We will provide information and advice to encourage people to self-manage their care and support needs appropriately, but also think about planning and preparing for future care and support.



By 2025 we will:

- Work with partners, including leisure services, to support people to have healthy, physically active lifestyles by taking personal action around exercise and diet
- Implement a new approach to the Healthy Child Programme
- Develop and implement a new approach to NHS Health Checks including embedding annual health checks for people with a learning disability
- Implement the next phase of our Warm and Well service to reduce fuel poverty
- Expand our Living Well service (including Living Well Smokefree)
- Develop a comprehensive approach to health screening, surveillance, immunisation and routine vaccination
- Develop and implement a Population Health Management approach in North Yorkshire
- Develop and implement a new approach to Sexual Health services
- Develop our support for initiatives that promote sport and physical activity
- Take further steps to tackle the prevalence of smoking to increase life expectancy
- Tackle the incidence of obesity and number of people with an unhealthy weight
- Reduce the harm caused by drug, alcohol and substance misuse through multi-agency work on prevention and treatment



Wake Up North Yorkshire campaign: encouraging and inspiring people to think about their drinking habits and enjoy alcohol safely



NYCC Adult Weight Management Service campaign: Helping people across North Yorkshire feel better inside and out and manage their weight by signing up for 24 weeks of free support.

Opportunities for everyone, everywhere

Protect the health of North Yorkshire's residents

"I will live in a community that promotes good health across all ages and have access to information and services to support my own health and wellbeing".

Health Protection is a core aspect of public health. It involves the protection of individuals, groups and communities through expert advice and collaboration to prevent and mitigate the impact of infectious disease, environmental, and other health threats. The Director of Public Health has a duty to prepare for, and lead, the Local Authority's response to incidents that present a threat to the public's health.



Louise Wallace, Director of Public Health

Protecting the health of North Yorkshire communities through the prevention of infectious disease has been a key focus through the Covid-19 pandemic. We will continue to focus on prevention of transmissible diseases and other environmental hazards that pose a risk to health. We will build on our multi-agency approaches and public health expertise to respond to, and mitigate the impacts of, any outbreaks or incidents that threaten the health of the public.

We will also maintain a robust assurance function through the North Yorkshire Health Protection Assurance Group to ensure that, as a system, we are prepared to deal with significant threats to health in a timely and effective manner.

By 2025 we will:

- Continue to work with partners including the UK Health Security Agency, NHS, Local Resilience Forum, Environmental Health to maintain a strong health protection system
- Continue to communicate with the public to improve their understanding of health protection threats, and how they can act to protect their own health
- Strengthen local health protection plans including the Mass Treatment and Vaccination Plan, exercising these plans where necessary so we are ready to respond

- Ensure routine health protection is delivered well, with ongoing support on Covid-19
- Support NHS colleagues to improve uptake rates in key programmes
- Ensure that we have a workforce that is professionally trained in health protection
- Strengthen links with Elected Members to encourage scrutiny of health protection plans
- Implement the new Seasonal Health Strategy and Action Plan
- Continue to commission Infection Prevention and Control and TB services
- Continue to be an active partner with the NYCC Resilience and Emergencies Team and the Local Resilience Forum so we have robust emergency planning systems in place
- Provide advice and influence actions on mitigating the effects of climate change on health, including actions around improving air quality in North Yorkshire



Chief Medical Officer, Chris Whitty meets Director of Public Health Louise Wallace and Public Health Consultant Victoria Turner, in Scarborough.

Opportunities for everyone, everywhere

Improving mental health and wellbeing

"I know where to get information, advice and support for my mental health and wellbeing when I need it".

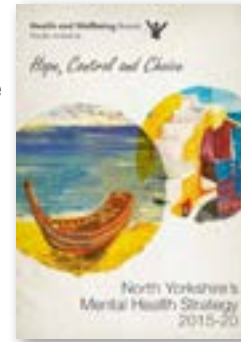
Mental health and wellbeing is profoundly important to the quality of life. Good mental health can be protective against physical illness, social inequalities and unhealthy lifestyles. Mental health and wellbeing is inextricably linked to the wider determinants of health, such as poverty, access to good quality work and housing.

We will work together to ensure the people of North Yorkshire have the resilience to enjoy the best possible mental health, and to live their lives to their full potential, whatever their age and background. For those that need it, there should be support from effective, integrated and accessible services across all sectors, designed in genuine partnership with the people who use them and those who care for them, whether that be through the provision of information and advice, access to universal or prevention services, or more intensive support to those with very significant needs.

Being safe and feeling safe are also important aspects of our mental health. As a Local Authority we have responsibilities around safeguarding; protecting adults and children who may be at risk from harm or potential harm. This must balance with helping people to be in control of their own lives and being free to take risks and live in a way that supports their life choices and preferences.

By 2025 we will:

- Build on the North Yorkshire Mental Health Strategy: Hope, Choice and Control
- Implement new UK Government Mental Health and Mental Capacity legislation
- Continue to modernise and develop Social Care Mental Health services
- Work with NHS partners to jointly commission a range of options and support available to people to avoid care breakdown or hospital admission
- Improve support for people presenting with suicidal thoughts or behaviour, respond supportively and signpost to correct services or support
- Work with partners to develop new ways to determine eligibility for Continued Health Care under the National Framework and section 117 aftercare



- Build on workplace mental health initiatives e.g. our Workplace Wellbeing programme
- Reduce the number of people detained under the Mental Health Act because they have dementia.
- Re-design our housing support offer for mental health
- Review and re-commission voluntary and third sector mental health provision
- Embed a co-production approach into all our work on mental health
- Improve awareness and understanding of different types of abuse, how to recognise it and what to do about it



Natural therapy: Gardening helps mental health issues

My time and experiences are valued

Respecting people's time

"I will only need to tell my story once to get the support I need. This will be based on my needs, and not delayed by decisions on how it will be funded".

One of our ambitions is to change how we carry out assessments, focussing instead on helpful conversations about what matters to people, carers, family or friends. We know that some people have been frustrated with the time it takes to complete assessments and the number of steps involved. Our new way of working will centre on what matters to someone, looking first at what people can do for themselves and the support they have around them. People will have more control over their own lives, goals, and what they want to achieve.

Part of the assessment process involves working out how much people pay themselves and how much the Council will pay toward the cost of care. People have told us that we need to improve the way these two assessments link together. We will make sure that they happen more quickly so that people know earlier what they will need to pay for their support.

We will ensure this is aligned to the government commitments published in September 2021 "Build Back Better – Our Plan for the NHS and

Social Care" which aims to introduce caps on care costs, changes to the thresholds for means-tested contributions, and a bigger role for councils in organising care for people who self-fund and an expectations that people who self-fund their care will pay care fees at local authority fee rates.

We are also committed to working more closely with our partners so that our systems and processes are better integrated, saving you time and making timely decisions.

By 2025 we will:

- Implement the Government's reforms of adult social care, so that people are clear about the lifetime costs they will have to pay
- Introduce a simpler approach to understanding people's social care needs and outcomes they want to achieve and how these will be met
- Complete and implement a review of how we carry out financial assessments so that people know what they have to pay when it is agreed what care or support they need
- Make it easier for people to provide assessment information online or virtually
- Extend some of our services so they are available at times convenient for the public
- Introduce a booking system so people can choose when to have their assessment

- Enhance the practice of adult social care teams, implement new ways of working and ensure that this is consistent across the county
- Work with our partners to improve access to occupational therapy services
- Continue to improve the experience of transitioning into adulthood
- Further develop our multi-agency safeguarding arrangements bringing together the right professionals to improve decision making and managing risk
- Develop more joined up services between primary care, community health providers, the independent and voluntary sector with our adult social care services, starting with the Harrogate and Rural Alliance, rolling out to other parts of North Yorkshire
- Work with our health, independent and voluntary sector partners to enhance our discharge arrangements from hospital so more people go home with the right support
- Enhance our Living Well Service in primary care practices and, where appropriate, provided social prescribing services as part of NHS plans



North Yorkshire Learning Disability Partnership Board members at a meeting in Scarborough

My time and experiences are valued

Listening to people's experiences

"My experiences will be heard and used to help make decisions about the way services are designed and delivered."

We know that people who use our services and their families are experts in their own lives. They have unique experiences and views about their service needs and the barriers they experience. It is only by listening to people that we can truly understand what services or support people need, and what improvements are needed to make them accessible, and of a high quality so people can live as independently as possible.

Building on the many existing examples of good practice of engaging with people in our communities we will continue to develop and extend our approaches so that they are embedded within our daily work.

We will also continue to embed a culture of co-production within Health and Adult Services. This means working collaboratively and as equal partners with people who use our services, and the wider North Yorkshire community. To achieve our aspiration, we need to create the conditions in which co-production can flourish. This includes being clear what co-production is

with our colleagues, partners and the community, creating opportunities to work together, building people's capacity to be involved in a meaningful way and celebrating shared success stories.

By 2025 we will:

- Find more ways of listening to what people are telling us and act on it
- Make it easier for people to give feedback about our practice, our systems and our work
- Improve the accessibility of our feedback processes and systems
- Improve how we use data to understand what people tell us about the services they want
- Develop and embed the HAS Engagement Framework into how we work
- Involve people with lived experience in a broad range of what we do including recruitment, service development, and training
- Support the sustainability and independence of representative community forums
- Share and celebrate co-production achievement and successes
- Contribute to the corporate strategy to improve the accessibility of NYCC buildings
- Continue to develop and embed approaches to promote equality, diversity and inclusion



Labels are for Jars – Not People!

Self-advocate Christopher takes part in the PhotoVoice project with Exclusively Inclusive to speak up about the things that matter to him and other people with a learning disability and autistic people.



Self-advocates Christopher, Mark and Samuel showing the work the Disability Partnership Learning Board has done to raise awareness of the Accessible Information Standard across organisations in North Yorkshire

My time and experiences are valued

Embracing technology together

"I will be able to interact with the Council in more accessible ways, and have support to use technology to enhance my quality of life if needed."

As a modern council it is important that we keep pace with advances in technology to make health and social care more accessible, integrated, sustainable and person-centred.



People have told us about the big difference assistive technology makes to their lives, helping them to stay in control of their support and independent for longer. We will build on successes with Smart Home technology and offer these to more people. By trialling new and emerging technologies our workforce will become digital practitioners with use of new technology as a core part of what we do, enhancing how we work.

The pandemic has shown we can adapt to new technologies to work, get information and stay in touch. As more people get online we will look for opportunities to make our systems and services easier to use and more accessible.

People will be able to access information they need, when they need it, in a way that suits them. They will be able to interact online with care services and have more choice about how their support is delivered.

Many people are still unable to access technology easily due to cost, unreliable internet coverage, or need for support to use devices and software. Whilst we will make sure that there are always options for people who don't have online access, we will work to close the technology gap in North Yorkshire so that more people can embrace these opportunities.

By 2025 we will:

- Make it easier for people to find out about and apply for services on-line at times that suit them best, including online booking for some services
- Increase availability of virtual or video appointments and conversations
- Make better use of existing everyday technology, including voice assistants and Smart Home technology, to help people live well
- Work with our partners across the health and care sector to develop a streamlined way for people to access services and information
- Explore the use of emerging Technology Enabled Care (TEC) solutions through pilot projects and where suitable, embed them into our Assistive Technology offer

- Support initiatives to address the technology gap so people can access affordable tech and get support to learn how to use it
- Enable community and voluntary services to deliver their services online
- Give our workforce the skills and confidence to be digital champions, promote the use of technology in care delivery and practice, and develop people's digital skills
- Support remote working to maximise productive time and limit travel requirements
- Introduce the Yorkshire Health and Care Record and extended to key partners
- Develop and implement Digital Lives including digital practice and robotics
- Develop innovative partnerships with universities and technology partners



Care and Support Team Manager Selina Hart has seen first-hand a range of benefits from the new Yorkshire and Humber Care Record system

My time and experiences are valued

A life outside of caring

“As a carer, I will feel valued and have a full and balanced life”.

One in ten of us will be a carer at some point in our lives, making a vital contribution to society by giving time and energy to caring for a family member, friend or neighbour. We recognise and value the role of carers and see them as key partners in the planning and delivery of support to the person they care for.

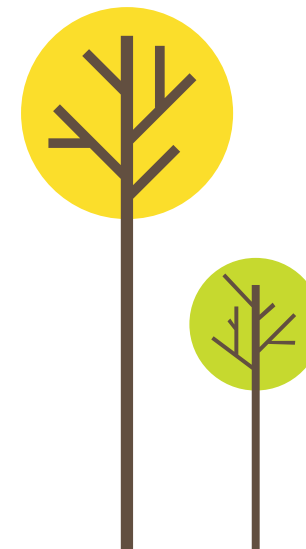
We recognise the pressures carers face and that caring can often have an impact on the health, wellbeing and independence of carers themselves. Co-ordinated support from the Council and its partners is crucial; by working with our service providers and health partners, including GPs, we can continue to raise awareness and encourage the earlier identification of carers.

Having well supported carers who are both willing and able to carry out this role is critical to the Council’s vision for the future of social care. Carers need early access to information and support to provide the best care they can, and help to balance their caring responsibilities with their own employment and to preserve their personal health and wellbeing. We already provide assessment for carers, respite breaks, carers grants but recognise that we need to think differently about the support we offer to carers to enable every carer to have the opportunity to have a life outside of their caring role.

By 2025 we will:

- Develop ways of ensuring that the voice of carers as experts is heard, and can demonstrate that this has shaped and influenced the way we provide support
- Develop a carers online assessment and review process

- Broaden our support to carers by expanding the services we commission or provide
- Work in partnership with carers to develop a more holistic approach to helpful conversations, including better working with health, that focuses on strengths and what the carer wants to achieve,
- Support the development of action plans that are practical and looks at contingency planning and carer sustainability
- Ensure carers can access information, support and services when they need them
- Work with employers to raise awareness of flexible working polices to help carers combine their caring role with paid employment



My home, my community, my choice

My Home, My Choice

"I will be supported to live independently in my home of choice as long as possible."



Having a place to call home is a critical part of anyone's health and wellbeing. Home, however we choose to define it, is a place where people should feel safe, comfortable and in control of the things that matter to us. It provides us with a base to connect with others and be part of our local communities.

As a Local Authority we have a role, in terms of Public Health leadership and in care provision, to support people's choice about where they grow old and ultimately where they choose to die.

At all stages of their lives, we will help people stay independent and with options for self-care as much as possible. We will work with partners to promote the use of modern designs and innovative construction techniques that create accessible, adaptable and efficient homes that can meet people's changing needs over time.

By 2025 we will:

- Review and renew our approved provider lists and modernise our approach to care market oversight
- Invest in and commission services that support people to maintain their independence and remain at home as long as possible
- Ensure people have information to make informed decisions about their future and be independent for as long as possible
- Work with partners so that more people with learning disabilities and/or autism can live in the community with the right support
- Undertake a full review of our Supported Accommodation offer
- Undertake and implement a review of the Shared Lives scheme

- Develop the next phase of Extra Care to include models to support more complex levels of care and small scale schemes to support rural communities
- Increase housing options including Community Housing, Shared Lives and Homeshare
- Develop and, subject to approval, implement the business case for Harrogate Dementia Village
- Develop and implement the Scarborough Complex Needs Housing project (REACH)
- Ensure support is available for people to secure and maintain independent living
- Work with other partners to ensure strategies and plans for affordable housing align with the needs of people at risk including ambitions for affordable and accessible housing
- Ensure high sustainability standards, including energy efficiency, are included in the commissioning and design of new developments
- Work more closely with housing colleagues as the new North Yorkshire Council is established from April 2023 – including streamlining arrangements for adaptations and equipment



My home, my community, my choice

Outstanding Services

“I can access high quality, affordable services within my community.”



We have a lead role in commissioning social care for people in North Yorkshire, including from care homes and home care agencies.

When people need support we will make sure that the services available in their community are, wherever possible, as close to their home as possible, high quality, meet their needs, help them to stay in control of their own lives and treat them with dignity and respect.

We will continue to work with organisations such as the Care Quality Commission and the NHS to make sure that the care delivered by these organisations is of a high standard, and introduce a diverse range of partnership contracts to give provider certainty and ensure appropriate capacity within the care market.

By 2025 we will:

- Develop a pathway that drives quality in our market and creates opportunities to have outstanding services
- Prepare for, and implement the new Adult Social Care Quality Assurance System
- Improve information about the quality and cost of care on offer
- Make it easier for people to raise concerns about services they are receiving
- Ask people what services they need and, with partners, commission a range of high quality affordable services within local communities
- Have a robust governance and performance framework to drive quality

- Implement the recommendations from the review of our Brokerage programme
- Focus on asset-based community development to improve local support
- Increase the number of services rated as ‘Outstanding’ by CQC. When problems do arise, we will take action to work with care providers to improve their standards
- Increase support available to people who self-care including through Direct Payments
- Work with partners to redesign and deliver community-based day activities
- Maximise opportunities for joint commissioning across systems that include primary care, public health and beyond
- Build on and embed approaches to promote equality, diversity and inclusion
- Complete and implement a review of our Emergency Duty Team
- Build on and find new ways to listen to our provider colleagues and incorporate feedback into our work, such as our online *Care Connected* sessions
- Learn from the pandemic to improve our communications with provider colleagues



My home, my community, my choice

Opportunities within my community

"I will have the opportunity to be an active part of my community where my contribution is recognised."

Good relationships with family and friends, opportunities for employment, learning and leisure, keeping active and healthy, are all associated with being able to live well and stay independent for as long as possible.

We want everyone to have the opportunity to play a full and active role in their community so that people can build their own networks of support and come together to support themselves and each other.

Working hand in hand with technology, we will support people to make connections in their communities, get a job, or achieve other life goals. Working with partners, and building on the foundations already laid, over the next four years we will continue to develop North Yorkshire as an age-friendly community and good place to grow old in. Key to this is working in partnership across the whole system to harness all the available assets and resources of individuals, their families and networks and within the community. Our starting point is to consider what people can do for themselves and build upon this.

We recognise and value the contribution that people already make to their communities and want to encourage this. Participation in volunteering and making a contribution to the wider community can be one way for people to remain active and independent.

By 2025 we will:

- Reduce and delay the number of people who need care because they are supported to be part of their community
- Build on current and planned initiatives by our Living Well and Stronger Communities Teams, to support and enable locally-led community-based groups and activities
- Continue to invest in and develop our Living Well team to offer proactive preventative support around loneliness and isolation
- Support opportunities to work with partners to develop more accessible support in local communities for example through contributing to the Ministry of Defence Catterick Garrison project.
- Support more working age adults to seek and retain paid employment across Living Well and Supported Employment Teams
- Develop the social economy, particularly capitalising the skills and experience of older people who are no longer in paid employment
- Implement and evaluate the Reeth super-rural project
- Contribute to the new locality delivery model for the North Yorkshire Council which will be in place from April 2023 onwards



Discoveries on Your Doorstep

Josh Wood on the Scarborough Mere trail – a three-mile trail taking in Oliver's Mount and the war memorial, the Mere and the Dell

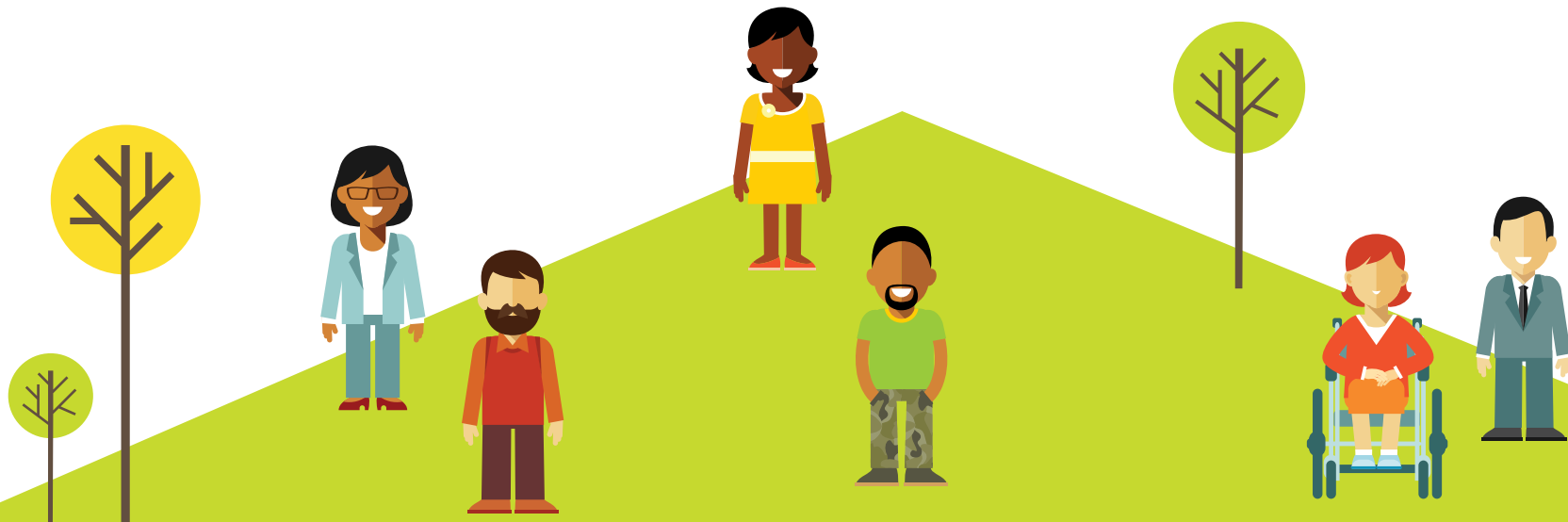
Section 6: A strong, skilled and diverse workforce

Our success in delivering this Plan depends on our public health and adult social care workforce. This includes everyone from frontline colleagues who work directly with the people of North Yorkshire to deliver support and services, to those who design, fund, support and monitor our services and systems.

Colleagues told us they want to have a voice about the way we work. They want to feel supported and have permission to focus on the outcomes people need, make the right decisions with compassion, and spend public money wisely. To do this we need a workplace where colleagues can work creatively and take positive risks.

Many people in our workforce are North Yorkshire residents, with families and loved ones. A large number also have caring responsibilities, and over half already work shift patterns. We want to support them by offering them flexible and better working options.

We want to be an exemplar employer within North Yorkshire. We will achieve this by learning from others and having a culture of continuous learning and improvement.



By 2025 we will:

- Continue to develop the skills and confidence of our workforce through the HAS Organisational Development programme
- Build on *Make Care Matter* to promote careers in health and social care and encourage more people to choose to work in the sector
- Ensure colleagues have clear career progression opportunities, whatever their role, including across health and social care and joint posts with partner agencies
- Introduce more family friendly shift patterns, increasing flexibility for employees
- Increase the number of colleagues feeling supported to carry out their role with a good work-life balance
- Develop our wider Public Health capacity and expertise as eight councils merge into one organisation
- Build on our *Summer Conversations* to develop a workplace where colleagues have space to share ideas, speak up and be heard, and influence the way we all work
- Embed a 'culture of curiosity' where staff have permission to try new approaches
- Increase apprenticeship roles including opportunities for young care leavers

- Be recognised as a healthy workplace and influence others to be the same
- Contribute to the NYCC *Looking After You* workplace mental health programme
- Develop and implement a workforce practice, research and evaluation programme
- Develop methods of training and learning – including coaching, mentoring, peer support action learning with partners, and online training delivered by experts and practitioners
- Develop Practitioners with special interests and Practice Champions so that people have access to the right advice and expertise
- Retain and build our workforce and reduce turnover across the sector

As part of the Make Care Matter campaign – care home manager, Sharon Moss, revealed how her footballer grandfather's illness led her into a caring career.

Sharon talking to Blenkhill Lodge resident Les Kelly.





Summer conversations



Summer Conversations sessions took place across the County in 2019



Section 7: A commitment to improvement

Value for Money

We are committed to improving the efficiency of how we work as a Council – constantly challenging ourselves to change, innovate and find value for money to improve the experience of people who use our services. We will:

- use benchmarking data and good practice from elsewhere to ensure we know how well we perform when compared with others
- maximise use of grants and managing them to ensure that one-off extra spend contributes something extra
- use technology to deliver services and to cut down on costs and carbon footprint
- ensure managers understand, and comply with, good budget and contract management guidance and that procurement is effective
- listen to staff and people who use our services to understand their views on getting best value

Commercially Minded

We have a responsibility under the Care Act to shape the care market to ensure quality and equality of access to all.

Our focus for the next four years will be to develop a range of services and interventions that will enable the Council to shape the market to meet needs, whilst recognising different ways of doing things.

We will be clear about current and future need and will set out our ambitions for transformation via the review of the Approved Providers lists across the county.

This mixed market approach will consider the development of commercial opportunities, alongside re-focused Council-operated provider services to ensure a balanced approach to managing market pressures and delivering access to good quality care for all.

Environmentally Aware

Sustainability is an underlying principle of this plan. Through our actions we will support the Council's goals to reduce the carbon footprint of the Council, its employees and of the services we commission. As part of this, we will:

- implement the Climate Impact Assessment
- support the NYCC Beyond Carbon programme
- raise awareness of the health implications of climate change and advocate for individual and societal measures to mitigate these
- install green infrastructure including electric car charging points at care sites
- consider the environmental impact of commissioned and provided services
- buy more products locally
- limit mileage through more use of online, remote and flexible working

Working as partners

Partnerships are fundamental to delivering this Plan. By working collaboratively, we are better placed to contribute to and learn from others and achieve better outcomes for everyone in North Yorkshire. We will:

- work with our colleagues across the Council to support their work and find synergies with ours
- build on lessons from the pandemic to reinforce our work with the NHS, statutory bodies and the voluntary sector
- look for more opportunities to work with public sector and business partners to drive transformational innovation, providing growth in the North Yorkshire economy
- find more ways to work in co-production with the people of North Yorkshire
- work collaboratively with all community partners to influence, advocate and speak up for the people of North Yorkshire

Section 8: How we will measure success

We believe the priorities and goals set out in this HAS 2025 Plan will mean we can keep delivering on our vision of North Yorkshire as a place where people live longer, healthier more independent lives. However, to be successful we must deliver each of them to a high quality, and in a way that makes a noticeable difference in people’s lives.

To help us understand how we are doing, we will work with community groups and our partners to develop measures for each of the priorities. Together we will co-design real, tangible and meaningful measures to reflect progress on each of the statements below. We will use these to supplement our existing data collection and analysis through our Adult Social Care and Public Health Outcomes Frameworks.

1	1	Reducing inequality across North Yorkshire “I will have access to the same services and life opportunities wherever I live or whatever my life circumstances”.
	2	Staying well and healthy “I will have the information and support I need to keep myself as healthy and well as possible.”
	3	Protecting the health of North Yorkshire’s residents “I will live in a community that promotes good health across all ages and have access to information and services to support my own health and wellbeing”
	4	Improving mental health and wellbeing “I will know where to get information, advice and support when I need it.”
2	5	Respecting people’s time “I will only need to tell my story once to get the support I need. This will be based on my needs, and not delayed by decisions on how it will be funded”.
	6	Listening to peoples’ experiences “My experiences will be heard and used to help make decisions about the way services are designed and delivered.”
	7	Embracing technology together “I will be able to interact with the Council in more accessible ways, and have support to use technology to enhance my quality of life if needed.”
	8	A life outside of caring “As a carer I will feel valued and have a full and more balanced life.”
3	9	My home, my choice “I will be supported to live independently in my home of choice as long as possible.”
	10	Outstanding Services “I can access high quality, affordable services within my community.”
	11	Strengthening communities to create opportunities “I will have the opportunity to be an active part of my community where my contribution is recognised.”

We will develop and publish these measures during 2022. If you would like to know more or be involved please email HASengagement@northyorks.gov.uk.



Contact us

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Our Customer Service Centre is open Monday to Friday 8.00am - 5.30pm (closed weekends and bank holidays). Tel: **01609 780 780**

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If you would like this information in another language or format please ask us.

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