

Middlesbrough Better Together

Adult Social Care and Integration (ASC&I)

Vision and Strategy

2025-2035



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1. Foreword

We are thrilled to present Middlesbrough's Adult Social Care Strategy, which recognises our long term aims to enable the residents of our town to live their best lives. It sets out our overarching guiding principles for the delivery of Adult Social Care in Middlesbrough over the next 10 years, ensuring the service we offer people now and in the future, enables the people we support to thrive within their communities, be independent, healthy, safe and well.

This approach is expected to achieve more positive outcomes for residents. This will only be achieved through working together with a range of partners and with the involvement of people receiving support, their carers, and residents. In the future, starting now, we must move beyond providing core services into a greater exploration of how we support people to stay as fit, healthy and independent as possible for as long as possible. This strategy is also written in recognition of the fact that Housing, in relation to Temporary Accommodation and Homelessness, also have a key role to play in its effective delivery.

Working with people, our partners and key stakeholders moving forward is essential to getting this right. We invite residents and partners to work alongside us in delivering our long term ambitions. We acknowledge residents of Middlesbrough experience many of the issues that impact health which run in tandem with the levels of deprivation that exist locally including, poor housing, increased crime rates, increased substance misuse, limited access to services, mental health challenges and childhood adversity. Despite this, we are underpinned by a local strong and committed health and social care sector, with a workforce dedicated to making a difference.

We aim to build personal, community and system resilience to make the best use of our resources. Working alongside individuals; their carers and our communities, in a true partnership of co-production, which must become the touchstone for all that we do with our residents.



1. Foreword

Our Vision and strategy encompasses:

1. A focus on innovation; doing more of the same is not sustainable
2. The expansion and further development of digital technology and AI to promote and support independence
3. A relentless focus on a preventative approach using existing and developing new community assets to support this
4. Identification of young people likely to require support in adulthood sufficiently early to enable shaping of appropriate support
5. Reducing the reliance on long-term support for younger adults
6. Developing new accommodation solutions for vulnerable and homeless people
7. Consultation, feedback and co-production in all that we do

We have developed a long term view of how it will look and feel within Middlesbrough Adult Social Care in 10 years time, creating a future ambition that drives us forward. We recognise landscapes in terms of national direction, policy change and partnership remodelling will occur during the life of this strategy, however our Adult Social Care delivery plan, which underpins this strategy, will set out our direction of travel, be regularly refreshed and will enable us to flex and adapt to any strategic or policy changes along the way.



Louise Grabham



Cllr Julia Rostron

We want this strategy to be built together with our communities. Everyone deserves the chance to live well, and by listening to our local people and staff, we will make sure that our priorities truly reflect what matters most.

2. About Our Town



Middlesbrough is a lively and exciting place with an increasingly diverse population. Approximately **18%** of our people are of an ethnic minority. We are proud that our 2023 residents' survey found increasing numbers of people think Middlesbrough is a place where people from different backgrounds get on well together



Our population of around **144,000 lives** in an area of just 35 square miles. Roughly **19 people** live on each football pitch size of land making it the most densely populated part of the North East



We're the heart of the Tees Valley with **800,000 people** living within a 30-minute radius. We're a busy place with lots happening



Life expectancy and healthy life expectancy for men and women in Middlesbrough are both lower than national average



"We must transform our services in the face of reductions in government funding and declining resident satisfaction" - Middlesbrough Council Plan 2024-2027

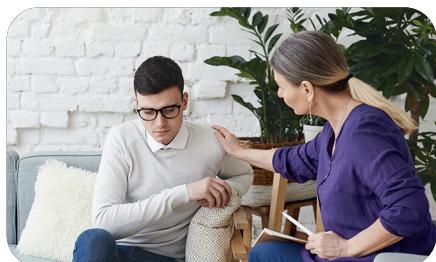
3. Our Vision for the Future

We have a Vision in Middlesbrough to support:

“ all of our people to thrive, in the place they call home, where they feel safe, valued and part of their community ”

Our people want to live as independently as possible, but sometimes they hit a crisis and reach out to us for support.

We will be easy to get in touch with and always have a conversation.



People will tell us their story once, we'll listen to their problems to make sure we really understand what they would like to achieve through a tailored support approach designed with them.

We'll think differently about how we support people through their crisis, and increase their links into communities, charities and family. Where we connect people to services we'll 'stick like glue' to make sure everything works out.



If people need ongoing help we'll think creatively to design the support they need, and once they're settled we'll check in to make sure it's working for them. We'll also get in touch annually to make sure the right options are in place.

4. Our Ambitions and Priorities

1. Stay Well

Promoting health and independence in everything we do



- We will reduce the need for care & Support
- We will promote your independence
- We will promote a strength-based approach
- We will work with health colleagues to improve care and support
- We will adopt an independence first ethos
- We will work towards a healthy workforce

2. Stay Safe

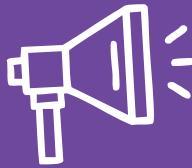
Protecting what matters most



- We will safeguard and protect individuals
- We will ensure services are high quality
- We will keep people safe from harm
- We will provide appropriate crisis response whilst promoting resilience of our people

3. Be Heard

Every voice matters and we are listening



- We will involve people in the planning and design of services
- We will provide a voice for our communities and ensure we have clear communication and feedback channels

4. Be Connected

Building bridges within our communities and neighbourhoods



- We will safeguard and protect individuals
- We will ensure services are high quality
- We will keep people safe from harm
- We will provide appropriate crisis response whilst promoting resilience of our people

5. What will Middlesbrough be like in 2035... Our Ambitions and Priorities brought to life

2035...Our People

In 2035, everyone in Middlesbrough will be empowered to live their lives well, in a safe and comfortable home, or in a homely setting, in their local integrated community. The right home, in the right place, with the right connections is crucial.

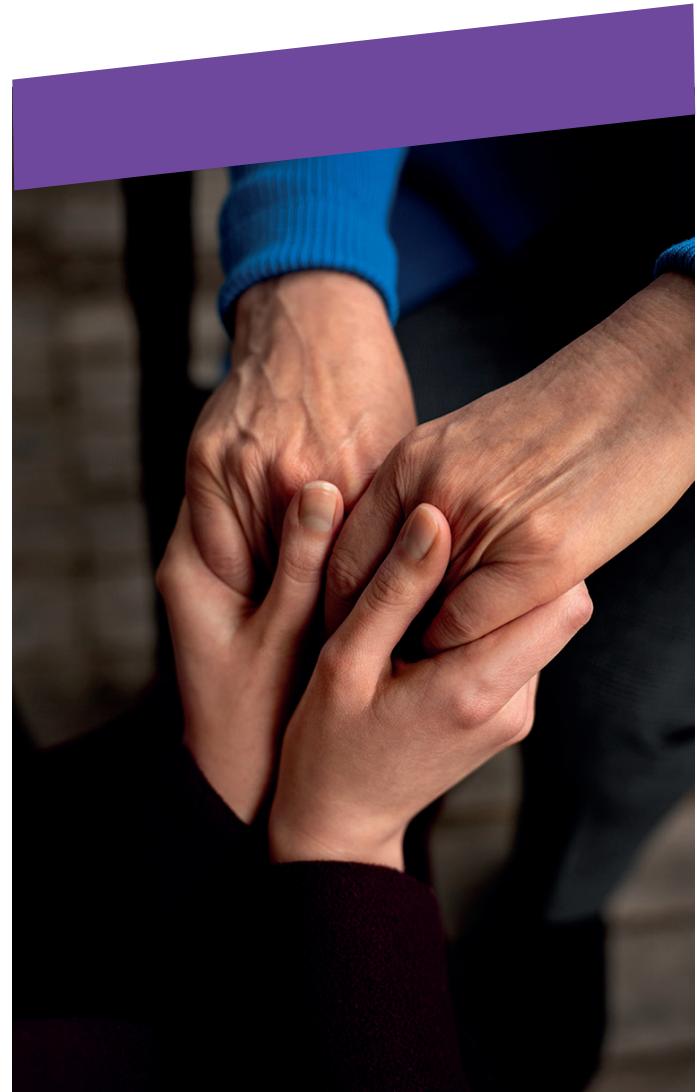
They are connected to communities that care, looking after one another; recognised and valued for who they are, so that they can focus on what matters to them and their local neighbourhood. Family and friends, hobbies and interests, new experiences, work, volunteering, or learning; these are the connections that matter, that make people feel valued, safe and well.

When people need support, they are listened to and encouraged to build on these connections, with a focus on enabling them to achieve their outcomes through personalised, person-centred, accessible, and high-quality advice, guidance, and support where required.

Young people with complex needs and their families are supported in the move from children's to adult's social care, with a good choice of excellent quality provision at every stage, tailored to their needs, that helps maintain and build their independence and recovery.

Those that care for people are supported and valued, including unpaid carers, who are recognised for the invaluable role they play. These unpaid carers are recognised for their expertise and supported to make the right choices for them and their family.

Everyone can live their lives well and live the end of their lives with dignity, where they wish.



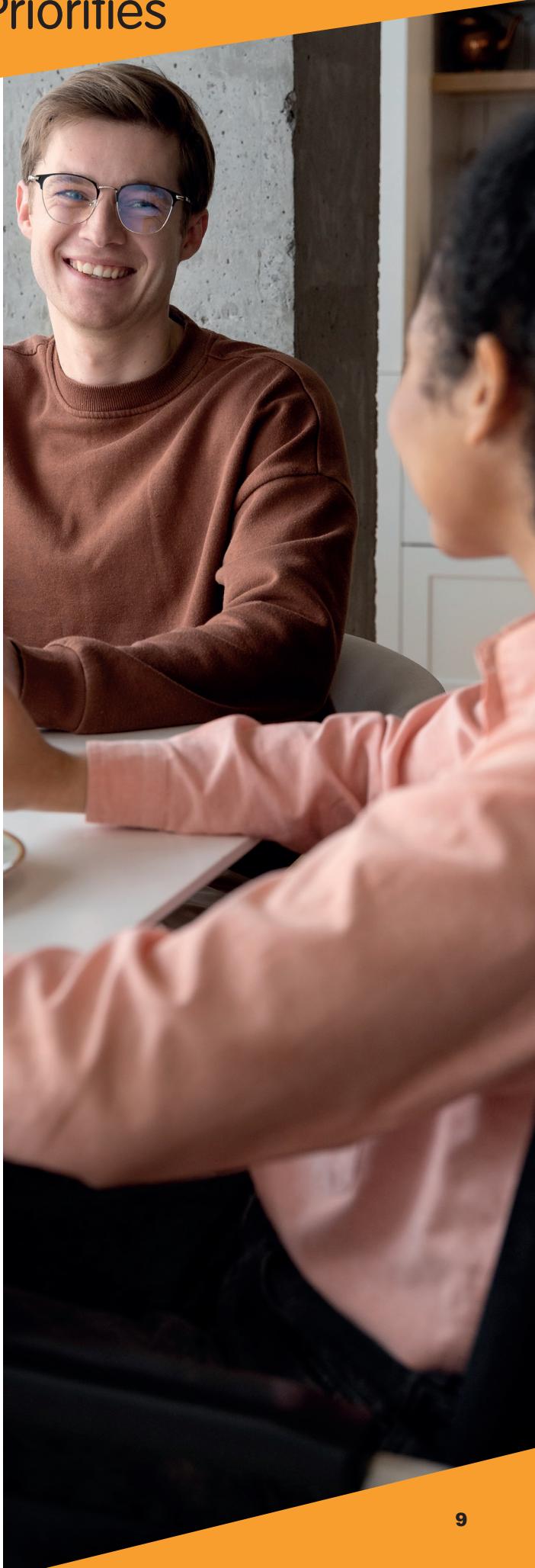
5. What will Middlesbrough be like in 2035...Our Ambitions and Priorities brought to life

2035...Our Integrated Offering

A strong partnership exists across social care, health, housing and the voluntary sectors. The organisations who plan, fund, and oversee the person-centered system work together to make sure of excellent outcomes. The system is committed to developing a strong, quality partnership of support with volunteers and communities that meet Middlesbrough residents' needs, whilst playing an important role in the South Tees area.

Assistive technology and artificial intelligence has been fully integrated into our health and care system, enabling people to access excellent and appropriate advice and guidance to be given at the right time and in the right place.

Virtual systems and simple connections allow people to remain in their homes for longer and with more of their needs being diagnosed and managed at home successfully.



5. What will Middlesbrough be like in 2035... Our Ambitions and Priorities brought to life

2035...Our Workforce

We understand that our workforce is key to our success, Middlesbrough is a great place to have a career in social care. Our workforce is empowered to make decisions with the people they support. They are supported through excellent quality, ongoing professional development, innovative and creative practice, and competitive salary and advancement opportunities.

The wider social care workforce is supported to have opportunities to grow and develop, and the care providers we commission offer good work, at a living wage, with opportunities for career progression.

The workforce is supported and nurtured, and is aware of clearer routes into the care sector for residents. We have people who value our neighbourhood communities and who want to work with our residents to support and build their resilience and achieve the quality of life they deserve.

Our staff are supported by an underpinning strategy of 'diverse by design'* and a refreshed workforce development strategy.

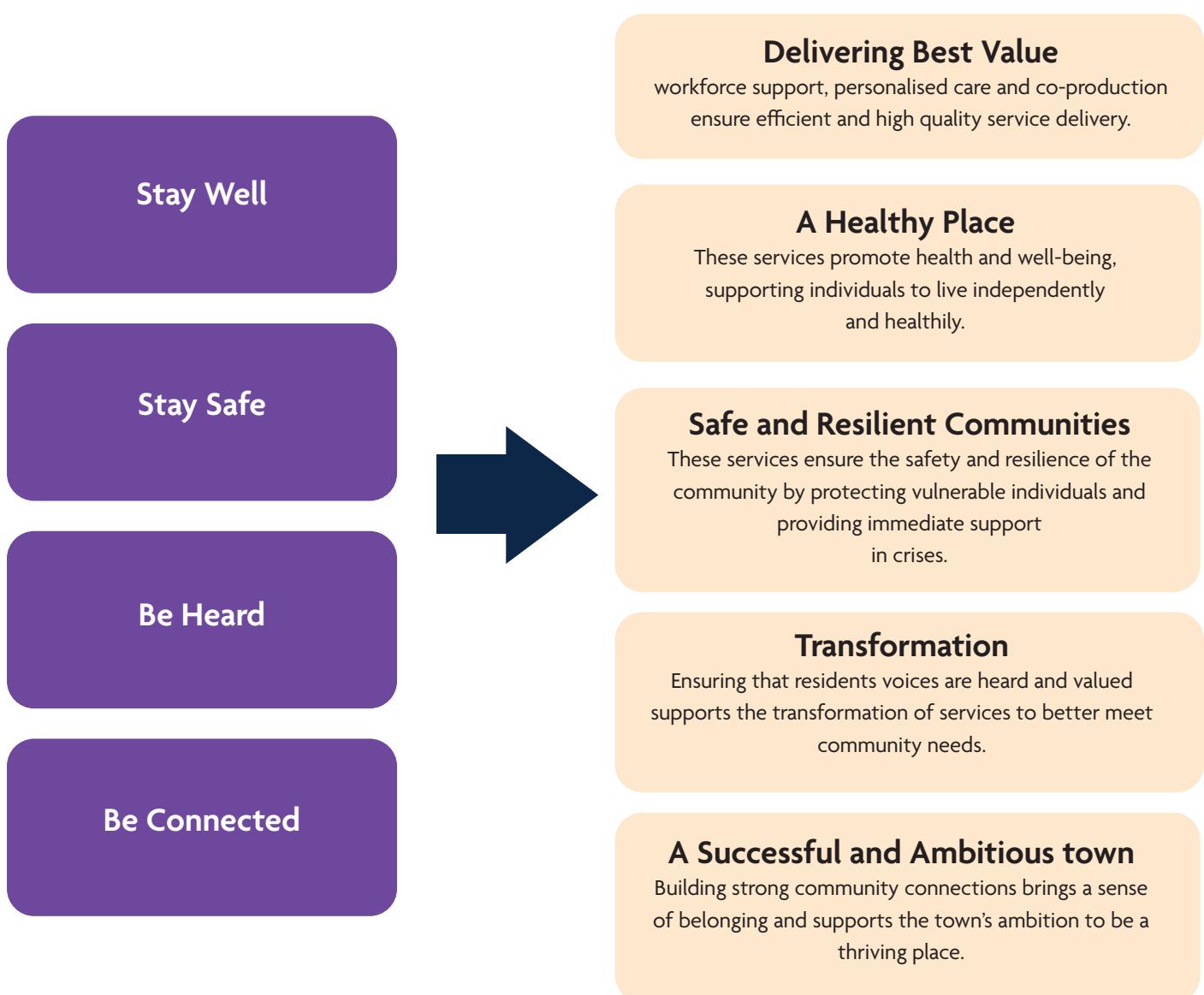
*'Diverse by design' refers to the practice of intentionally incorporating diversity and inclusion into the development of products, services, or systems from their very inception.



6. Aligning with Whole Council Priorities

The ASC vision and strategy align closely to the wider Middlesbrough corporate priorities, focussing on our aspiration to put residents first, and the delivery of services on a neighbourhood, place-based footprint, working with our local communities.

Through working in partnership with Directorates across the Council, and Middlesbrough's wider system partners, the strategy is designed to support the delivery of the wider plan, aligned to the Council Key Priorities as outlined below:



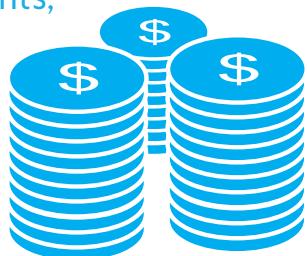
7. Our Commitments

Aligned with the mission-led approach of the Council's Health and Wellbeing Strategy, we will work with key system-wide partners including residents, the NHS, the voluntary sector and others to identify and adopt new innovative approaches.



We will work with our people in co-production for all key decisions relating to their care or support.

We will deliver benefits, both financial and non-financial for our Council and Neighbourhoods through continuous service improvement.



We will make evidence-informed decisions about the commissioning and decommissioning of services across the Town



We will focus on a 'can do' strengths-based prevention and early intervention approach to improve outcomes and reduce ongoing treatment and care needs.



If care is needed, we will consider the best resources, connectors and support that will enable the person to live their chosen life in the right system-wide setting at the right cost.

We will strive to continually improve priority outcomes for our residents.

We will promote equality in all that we do



We will Provide a transparent framework for our system partners to operate proactively and work together.

8. What Outcomes are we trying to Achieve?

It is critical to our success and for the residents of Middlesbrough, that we are clear on what outcomes we are trying to achieve and we can then measure progress against these. We have started to develop our Outcomes Framework in collaboration and co-production with partners, staff and people who draw on support, but this will evolve further as we implement the Strategy across the Middlesbrough system. There are however a series of well-established frameworks which highlight and monitor and co-production outcomes nationally and locally. These include:

1. **The Adult Social Care Outcomes Framework (ASCOF)** sets priorities for the sector focused on how well services help adults with care needs and unpaid carers achieve outcomes across six key areas:
 - **Quality of life:** people's quality of life is maximised by the support and services which they access, meaning how good they perceive their life to be across multiple aspects, while ensuring that public resources are allocated efficiently.
 - **Independence:** people are enabled by adult social care to maintain their independence and, where appropriate, regain it.
 - **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.
 - **Safety:** people have access to care and support that is safe, and which is appropriate to their needs.
 - **Social connections:** people are enabled by adult social care to maintain and, where appropriate, regain their connections to their own home, family and community.
 - **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.



9. How we will measure success

We will use our developing Outcomes Framework and delivery plan to set clear actions and monitor progress against the Adult Social Care Strategy on how we are performing and what people tell us about their experiences of adult social care. The Plan will be managed with detailed governance applied across and with both the Council and key strategic system partners in the change. We will develop a set of structured key performance indicators to evidence our success. We will use evidence to show that we are making best use of our partnerships and avoiding waste and system duplication so that our statutory complex interventions are always appropriate and necessary.

Some Local Key Performance Indicators will include:

- A reduction in Temporary Accommodation and homelessness numbers
- An increase in the number of people leaving reablement with no ongoing care requirements
- A measurable reduction in the number of commissioned homecare hours – indicating more people are accessing our community offers enabling their independence
- An increase in Technology Enabled Care (technology designed to support work to keep people safe in the community such as falls alarms, sensors, GPS trackers and other AI systems)
- A reduction in costly residential placements
- An increase in the number of enquiries resolved at first contact
- Developing qualitative information (and ASCOF measures) that tells us that people have regained independence, health and wellbeing

LOCAL MEASURES

Local Community level population health and Key Performance data

Regular Staff Surveys and Feedback

Feedback from our Residents and neighbourhoods

Feedback from Key System Partners and Stakeholders

NATIONAL MEASURES

Benchmarking National population health and Performance Management Data

ASCOF Data

CQC Evaluations Data

Benchmarking with Peers

9. How we will measure success

We are developing a detailed Performance Management Framework involving a structured approach to enhancing the quality and effectiveness of services in Middlesbrough. It involves setting clear goals, measuring performance against those local performance indicators, and implementing strategies to address areas needing improvement.

Key aspects include person-centred care, continuous quality improvement, and robust data collection and analysis of our performance for our staff and residents.



10. How will it feel for Our Communities

Having assessed how well our services achieve the key outcomes we have identified, we will be able to evaluate improvements in individuals' health, wellbeing, and independence. However, most importantly, we will use their feedback in a well developed process of co-production to obtain and evaluate their satisfaction with the advice and care received. We will gather views of stakeholders in the community and ensure they are shared with strategic leaders. We will also establish working groups along with a co-production group to identify and take forward any projects the Change Board want to take forward, working closely with the Middlesbrough voluntary and community sectors. Our aim is to create a system that is seen to be fair, accessible, and empowers individuals to maintain their well-being and connections within their communities. The statements below capture this from a resident's perspective and we strive to repeat these across the neighbourhood communities of Middlesbrough.

- "I feel confident and supported to live the life I choose"
- "Services are easy to access and use"
- "I can get support early on, before things get much worse"
- "I am an equal partner in decisions and conversations about me" "The care and support I receive is tailored to my goals and what is important to me"
- "I feel listened to and respected"
- "It seems the professionals and services involved in my care talk to each other and work together"
- "Professionals regularly communicate with me and they are open and honest"
- "I only have to tell my story once"
- "I know where to find information or who to speak to if I have any questions"
- "My language and communication needs are met"
- "I have fair access to support and care"
- "I am free from harm and feel safe"



11. The Strategy in Context

There are a range of other key strategies across Middlesbrough and Redcar & Cleveland and South Tees that partners work together to support the delivery of this critical strategy vision including:

- South Tees Health & Wellbeing Strategy
- South Tees Health and Social Care Integration Strategy
- Middlesbrough Council Plan
- Redcar and Cleveland Borough Council Plan
- NENC Joint Forward plan
- Tees Valley Places plan
- Joint Strategic Needs Assessment (JSNA)

This strategy will be accompanied by a Strategy Delivery Plan, updated annually that sets out the detail we'll need. The strategy is based on our long-term vision. We understand how quickly situations change and priorities shift, so our delivery plan will need to be mindful of this shifting landscape and is set out starting from September 2025.

In order to understand all of the improvement opportunities of the revised strategy and plan, a detailed consultation and engagement exercise will take place with our residents and system-wide partners across Middlesbrough.



Key Contacts



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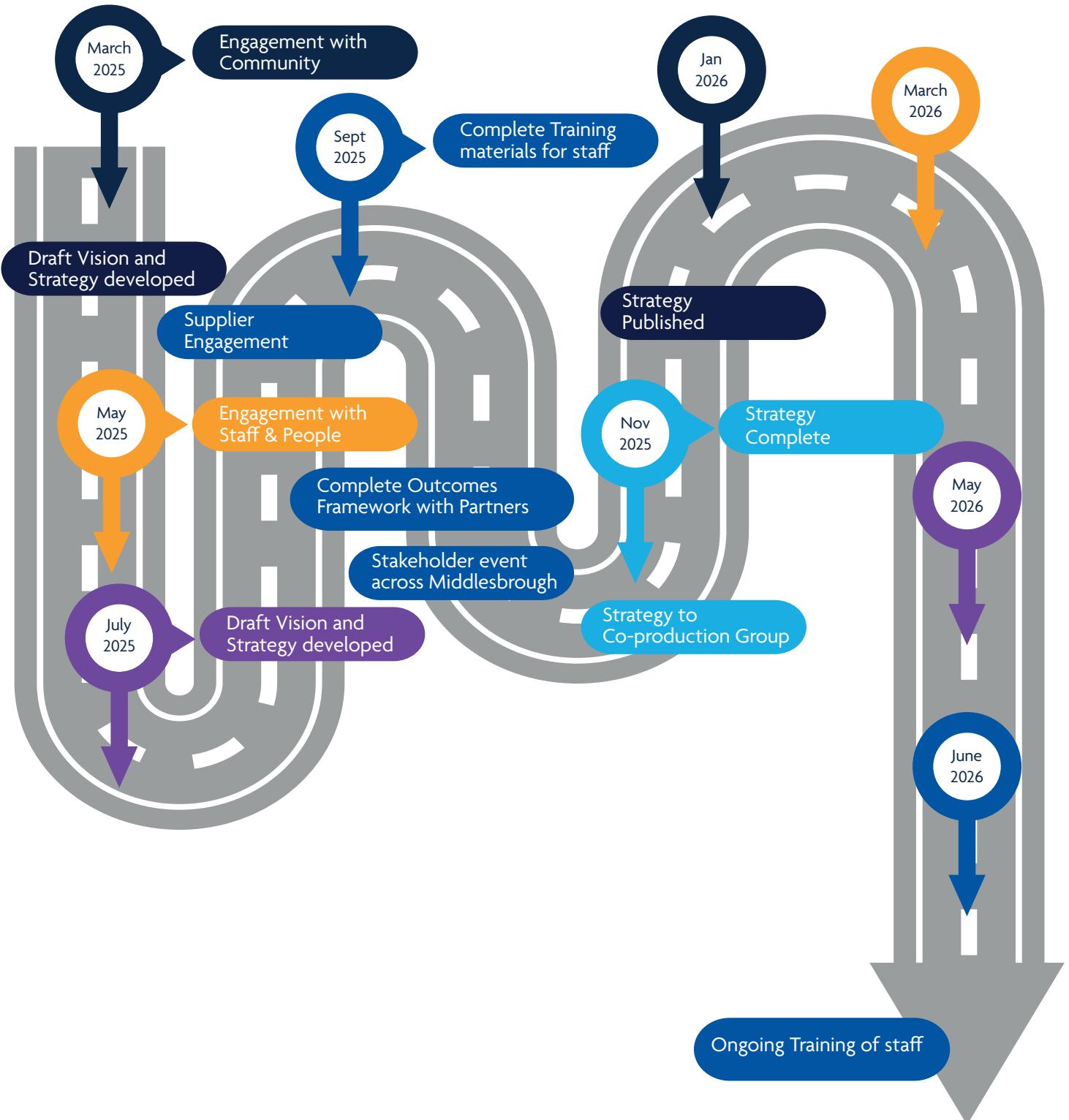


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The Strategy Journey






Middlesbrough
moving forward