

Inclusive Essex

The ASC Practice Model

Provider Forum



Introduction

Dr Tanya Moore has over 30 years experience as a social work practitioner, educator, and leader, and since April 2023 has been the Principal Social Worker (PSW) at Essex County Council Adult Social Care.

Previously held senior roles including:

- PSW at Hertfordshire County Council.
- Research/ Programme Lead for the Doctorate in Social Work/Social Care at the Tavistock Clinic.
- Senior Lecturer/ Programme Lead at the University of Hertfordshire

Author

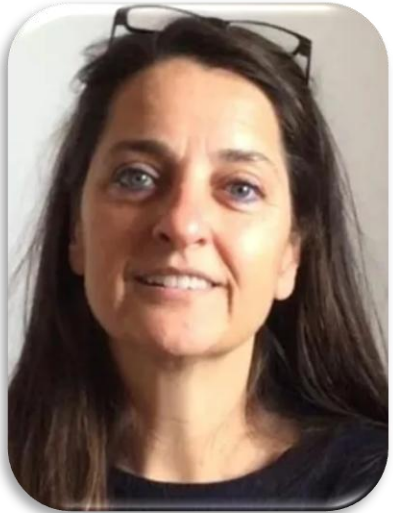
Various blogs and peer reviewed publications

Editor

- 1) Principles of Practice by Principal Social Workers
- 2) The Anti-Racist Social Worker + vol 2 The Anti racist Social Worker in practice
- 3) Human Leadership (publication date Nov 2025)

Advocates for:

- Thoughtful, relational practice



Inclusive Essex – A brief History

1. Officially commenced in summer 2024

2. Sponsored by Nick Presmeg, Executive Director Adult Social Care (DASS) and Jon Dickenson Director, ASC Alliance.

3. Key Programme Stakeholders:

- Alex Laidler – Principal Occupational Therapist
- Tanya Moore - Principal Social Worker
- Russell White – ASC Head of Customer Experience & Performance
- Rob Holton - ASC Customer Experience Lead
- Giles Goodeve – ASC Service Manager
- Stephen Hurry – ASC Systems Development Lead

4. Programme Management from:

- Sukhi Binns – Programme Manager
- Sean Russo – Project Manager
- Charlie Ware-Lane – Assistant Project Manager

5. Programme Workstreams:

- Skills & Capabilities
- Processes
- Systems
- Hearts & Minds

6. Objective: Everyone in Essex to have choice and control over their own lives. We will support them to do this in a sustainable way.



Why do we need a practice model?

- To **support practitioners to do what they do best**. To respond to the wellbeing requirements of Essex citizens in a person-centred way.
- Our new practice model has been co-developed across ACS with a steer from some people who draw upon services. It **builds on the best of what we already know**.
- The model values and prioritises practice and the **maximising of our skills** to work in the most effective and efficient way to meet demand.
- It will simplify our recording forms so we can **spend more time on practice** and less time on tick-boxes.
- Based upon the principles of the Care Act, it platforms the Prevent element of our work with its stated aim of maximising **supporting people to achieve maximum independence and control** over their lives.



The vision

Everyone in Essex should have choice and control over their own lives. We will support them to do this in a sustainable way.



Citizenship



Choice



Sustainability

With the right support, everyone can achieve some independence.

We want to support people to maximise their own potential for control over their lives

Inclusive Essex Operating Guidelines



Simplicity: Our processes and language are clear, accessible and uncomplicated.



Proportionality: Our processes & documentation are concise, focussed on what's needed to be helpful, reasonably safe, and legally compliant.



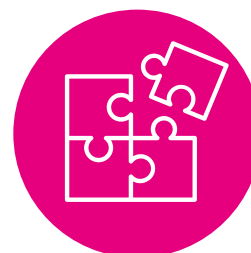
Person centred: responses are tailored to the person. Decision making is as close as possible to the person most impacted.



Creativity: We value creative approaches to meeting needs and preventing unnecessary dependency.



Trust: We trust in the judgment of Essex citizens to decide what's right for them. We have confidence in the professional expertise of our practitioners to support them, where necessary, to do this.

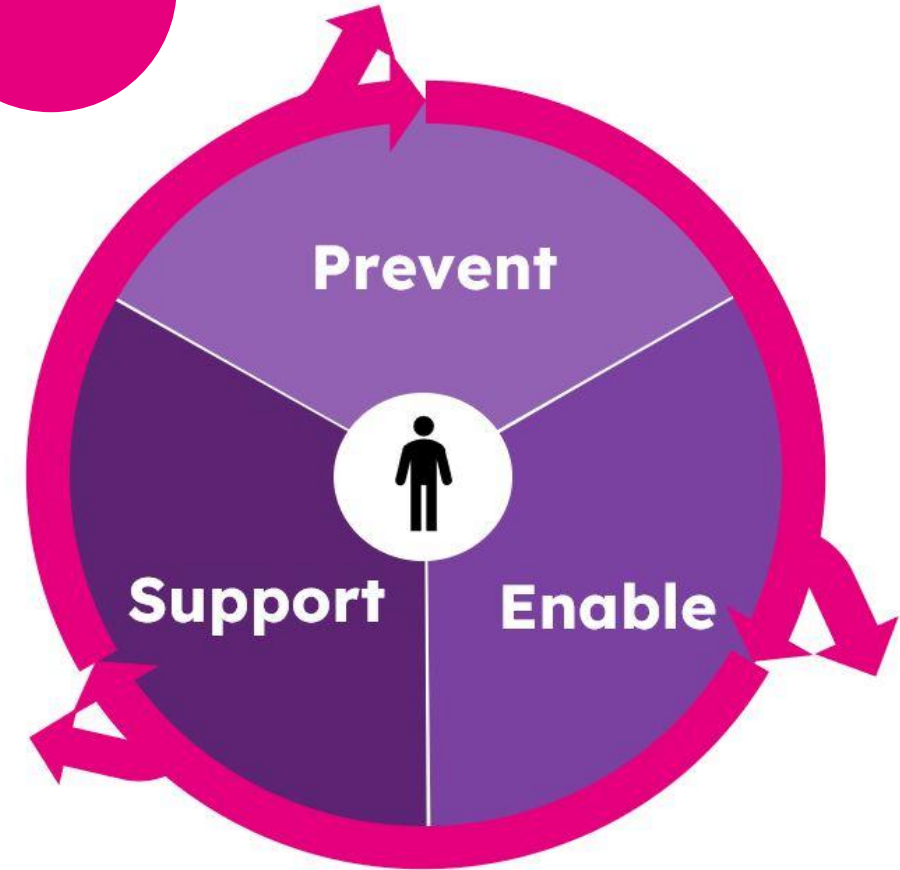


Inclusion: We value and promote diversity amongst the people who draw on and work in our services. We aim to be an anti-racist service.

Structure

- **Prevention** of the escalation of need
- **Enablement** support for people to maintain or regain control
- **Investment and Support** where this is needed, to enable people to live their lives in the best way possible for them.

Aim is always to **Prevent** need from escalating unnecessarily and where needed, to **Enable** people to regain control over their life. So even where person moves through Enable and onto **Investment/Support**, the aim remains to Prevent need from escalating and to Enable the person to maintain as much control as possible over their lives.



Practice Principles



Strengths-Based Practice

Strengths-based practice **highlights people's self-determination** and ability to cope.

We see strengths as a **relational coproduction**. The person tells their story, and the practitioner listens very carefully noticing the strengths and resiliencies and reflecting these back.

Strengths approach does not shy away from difficulty or need. Our understanding of strengths approach allows us to talk about needs. But people are not their disability, their illness or their difficulty. None of these elements of people's lives are defining characteristics.

We all have needs including the need to contribute. Strengths approach asks us to form **authentic relational connections** that allow the exploration of need, contribution and resilience.

We recognise every interaction is an intervention and remain curious, compassionate and connective.



Practice Principles

Risk Positive

Risk is an important part of life. We all take necessary risks every day in order to live our lives.

We also take unnecessary risks; sometimes for good reasons but sometimes for reasons that others find hard to understand. But we all have the right to take personal risks for our own reasons (and we are often vindicated!).

We use the Mental Capacity Act to **protect people's right** to make their own decisions.

Where we're needed to help people consider their risks or to make best interests decisions, we take a balanced view, recognizing potential benefits and aiming wherever possible to support people to make their own decisions whilst mitigating any potential harm. And we are clear with the person about the process and reasoning behind any decisions that are made



Practice Principles



Safeguarding

Safeguarding is everyone's responsibility.

We all have a role to respond where we believe people may be at risk of abuse or neglect and we follow the principles of Making Safeguarding Personal.

So our aim isn't to protect passive recipients of our services; it's to enable citizens to **make choices about how to keep themselves safe** in a sustainable way so they can continue to keep themselves safe.

Where we're needed to help citizens to make those decisions, we use the legislation to protect peoples' rights to exert choice and stay as much in control as is possible over what happens.



Practice Principles



Good understanding of the legal framework that supports and informs adult social care including the Care Act 2014, Mental Capacity Act 2005, the Mental Health Act 1983 and the Human Rights Act 1998.

The wellbeing principles of the Care Act underpin all our activity.

These are:

- ✓ Personal dignity
- ✓ Physical, mental health and emotional health
- ✓ Freedom from abuse and neglect
- ✓ Control over own life
- ✓ Participation
- ✓ Social and economic wellbeing
- ✓ Domestic, family and personal life
- ✓ A place to call home
- ✓ The ability to contribute



Practice Principles



Accountable Decision Making and Recording

Our recording is **clear, respectful, timely and accountable**. Our case records are completed within 2 working days of contact. To help you do this, we will sort out the recording forms.

We are constantly mindful that the records are those of the citizen and although differences in view are clearly recorded, we are considerate of how the person might feel when they see their records.

Our recording is **proportionate** to the circumstance.

We avoid unexplained jargon and acronyms. Our recording is respectful, considerate and can be understood by everyone.

Where decisions are taken, our recording details analysis of the options considered and shows how decisions have been reached.



Practice Principles



Best and most sustainable use of money

Essex citizens are encouraged to make their own choices about how available resources are used.

Support plans are co-produced between the citizen, perhaps with the people they care about and the practitioner. Long-term investment/support is considered when all other options have already been explored.

Personal budgets including Individual Service Funds and Direct payments are offered where appropriate to enable maximum control.

The views of other professionals are taken into account, but ASC practitioners have the ultimate professional responsibility for the social care assessment and would be expected to challenge other professionals where their opinion differs.



Practice Principles

Working with partners and providers to achieve good outcomes

Any service commissioning will be informed by the themes of **citizenship, choice and sustainability**.

These themes remain consistent as services, care and pathways are designed to prevent needs from escalating and to support maximum independence.

We don't just commission; we work with provider services and all other partners to clarify their role in supporting people to achieve and maintain choice and control over their lives.

Where people are willing, we'll explore the use of tech to help them stay in control of their lives.



Practice Principles



Support for our Practice

Working directly with people and their families is highly **skilled and complex** work. It can create emotional as well as practical and intellectual challenges.

Practitioners can expect **clear leadership** from managers, regular reflective supervision and good, varied opportunities for development to support us in our roles.

Our leadership team work to create a trauma-reducing, safe and supportive culture and organisational environment that supports the health and wellbeing of staff

Systemic thinking is developed across our organisation and applied in practice to help people make the changes they wish to see.

It's also applied in our interactions with each other to help us understand the complex dynamics of organisational life and to hold the confidence required to maintain clear thought.



Practice Principles



Aim is Choice, Control and Sustainability for People in Essex

Our ultimate aim is not good services. Our aim is for **citizens in Essex to live the lives they want to live.**

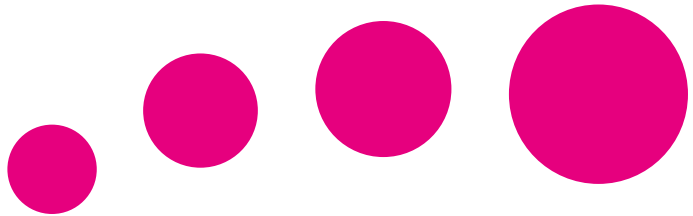
Through creative co-production, we explore ways for people to achieve and maintain choice and control over their lives.

This might mean use of services, but it may also be about kindness, about listening and being present and responsive.

We're aware of the **impact of our language** and jargon on how people experience our services.

Where ongoing support is needed, our first consideration will be for creative opportunities, use of community and utilising what is already there.





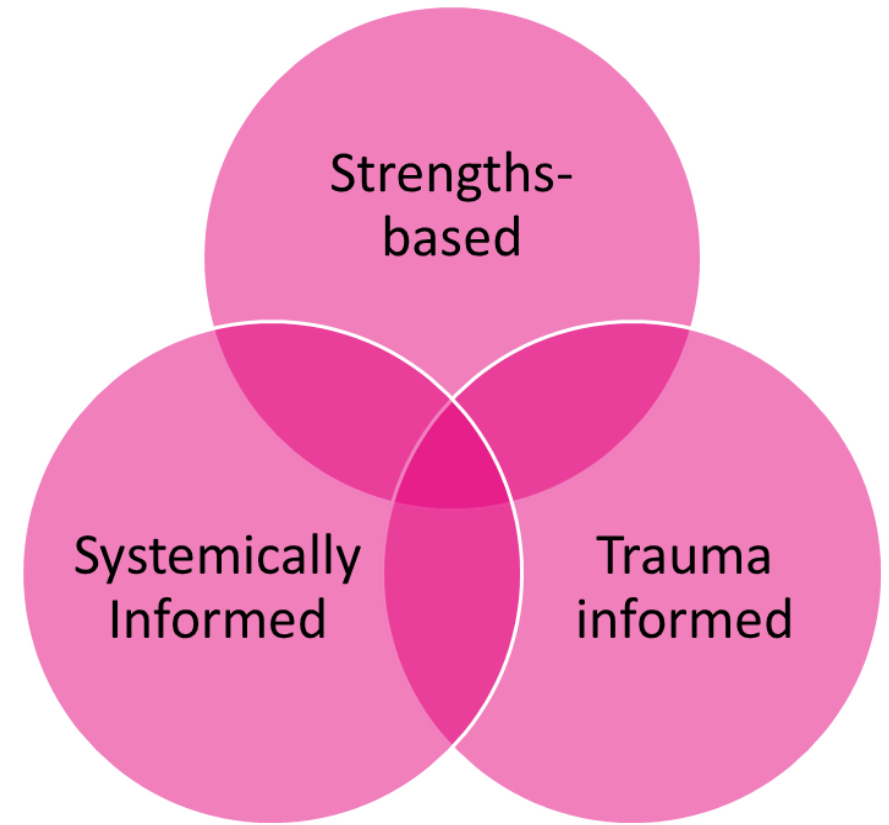
A Note on Practice

Our practice is **strengths based, systemically informed and trauma aware.**

So we don't work through a list of questions; we ask the person to tell us their **stories**. The story-teller decides what's relevant based on what feels important to them at the time

Telling stories instead of completing check boxes allows the person to talk (and think) about how they **feel** and it allows us to respond in a considered way **enabling fuller consideration of options for change.**

Seeing **emotion** allows us a fuller understanding of the person's situation and the impact of their difficulty. It also gives us the chance to notice the **strengths and resilience** in their story and highlight these to help the person maintain a clear view of how they manage and how they can build on this to **sustain choice and control over their lives.**



Promoting physical activity for all?

Physical activity has a vital role in supporting the **Inclusive Essex** vision by promoting wellbeing, inclusion, and community connection. Not just about fitness. It creates opportunities for everyone to participate, feel valued, and thrive.

- **Wellbeing:** Physical activity contributes to mental, emotional, and physical wellbeing.
- **Inclusive Participation:** Importance of access to green and blues spaces as well as other leisure and physical activity to create opportunities for reducing isolation and enjoying a sense of belonging.
- **Community Connection:** Physical activity can be a gateway to stronger community ties. This may be about shared enjoyment and connection through movement-based activity. But is also about maintaining maximum movement so can get to where want to be!



Care Provider Link

Inclusive Essex is about creating a community where everyone feels valued, respected, and included. It promotes inclusivity in all aspects of life, including the care and support services provided.

Colleagues in provider services are at the forefront of care and support in Essex. Their role involves:

- **Inclusive Practice:** offering care and support that's accessible and respectful to everyone who needs them
- **Dignity and Respect:** recognising the unique needs and preferences of everyone accessing support
- **Advocating for Citizens:** ensuring their voices are heard and their rights are protected.



Care Provider Link

Social care practitioners interact with people daily. The principles of Inclusive Essex highlight the importance of:

- **Building Trust and Relationships:** people and their care and support professionals.
- **Improving Quality of Care:** Through understanding and respecting the diverse needs of people, offering higher quality, person-centered care.
- **Wellbeing for Social Care Practitioners:** Working in an inclusive environment can lead to greater job satisfaction and a sense of meaning and pride in our work.



Care Provider Link

We support and encourage you to further:

- **Provide Learning and Development opportunities and Resources:** Offer training sessions and resources on inclusive practices and the principles of Inclusive Essex.
- **Encourage Open Communication:** where colleagues feel comfortable discussing inclusivity and sharing their ideas and experiences.
- **Set Clear Expectations:** Clearly communicate the expectations and goals of Inclusive Essex, and how everyone can contribute to achieving them.
- By understanding their role and the relevance of Inclusive Essex to their daily tasks, colleagues across social care can actively contribute to creating a more inclusive community for all residents.



...and finally



Inclusivity



Person
Centred Care
and Support



Collaboration &
Communication



Kindness



Showcase
best Practice

Exercise

Discuss & feedback:

1. What does **Inclusive Essex** mean to you/your organisation in your daily work?
2. How can you promote **inclusivity** in your interactions with residents, what challenges do you face and how can they be overcome?
3. How can you know where **kindness** is incorporated into your daily interactions with residents and colleagues?



This information is issued by:
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