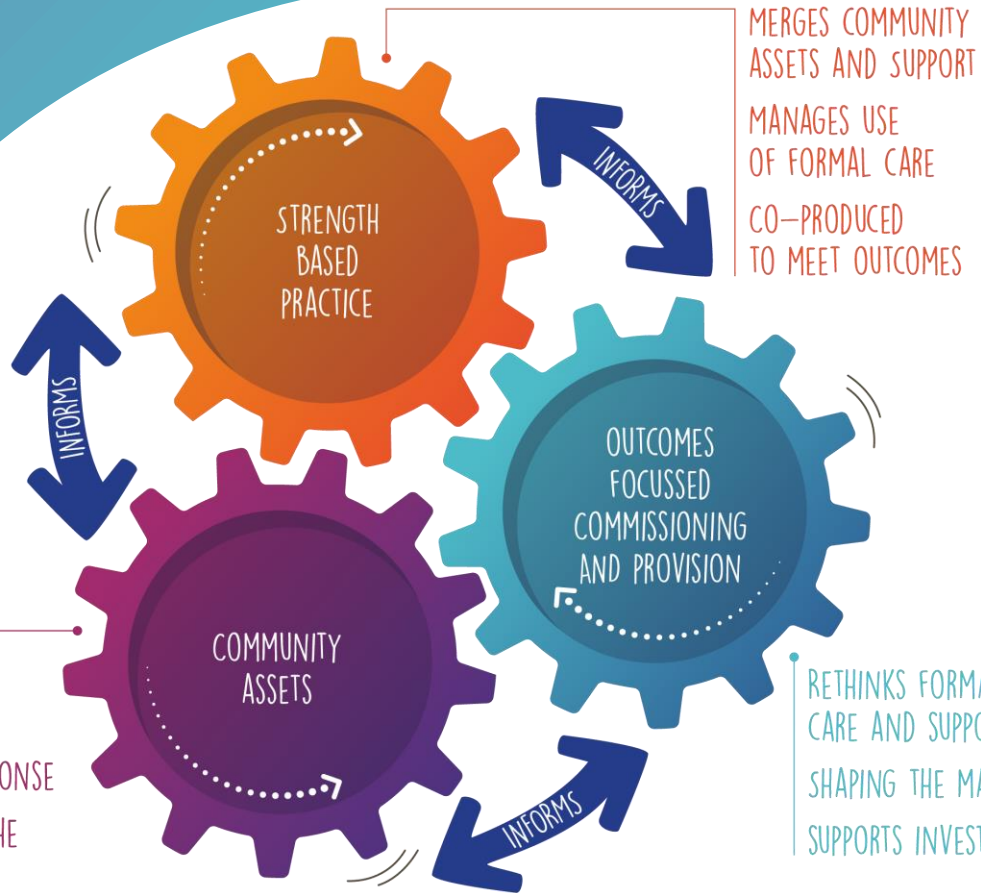


ASC Transformation Delivery Plan



Cheshire West will continue to be a place where **people and communities thrive.**



Introduction

Through consultation people supported our vision and ambition but wanted to know more about how we would make this real. We committed to sharing our plans. This document sets out our priority plans to deliver on the strategic ambition set out in our Adult Social Care strategy “Enabling Great Lives”. It is being published to demonstrate our accountability and commitment to making the pledges within the strategy real.

This plan details the key work programmes aligned to the three pillars for change. This is by no means all the work our services are doing to make things better but gives clear examples by which we can be held accountable for our progress.

We will update this plan and report on our progress each year.



Our pillars for change

We will achieve our vision through continuing to improve and adapt our ways of working. Our three pillars for change set out the central tenants to our plan.

01

Developing effective and impactful partnerships based on trust, openness and clear communication with health partners, third sector organisations, individuals with lived experience and carers where we are all aligned to common goals which strengthen communities.

Outcome Focused

02

Enabling the delivery of safe, high-quality services which support people to live independently with or without support and with maximum choice and control over their lives.

Community Assets

03

Listening and encouraging good conversations with people who currently, or may in the future, draw on care and support to understand what is important to them, build their confidence and support them to achieve their goals.

Strength-based

Through the delivery of

**Enabling
Great Lives**

Cheshire West will continue to be a place where **people and communities thrive.**



Getting the basics right

Underpinning our Strategy and key transformation priorities are basic foundations which we will ensure are in place to build the positive future we want to see.

Market Position Statement

Setting out how we will work with our market to develop and shape care and support services for our residents over the next ten years.

Detailing how we will deliver services which meet the new and increasingly complex needs our residents are facing.

Workforce Strategy

Outlining a clear direction by which we will recruit, retain, embed and develop our Adult Social Care workforce.

Ensuring we are monitoring quality of practice and providing our staff with the training they need to do their jobs effectively.

Performance Management Framework

Agreeing our criterion for success and making a commitment to transparency about how we are performing.

Using the experiences of the people who use our services, alongside the data and intelligence we have, to improve our services.

Self-Assessment

Providing a public facing stock take about our key areas of strength and development over the past 12 months, using feedback from people who use our services, our staff, partners and data to make informed decisions about our priority improvement areas.

Our plan on a page

Outcomes Focused

- **Market Shaping:** To shape a new kind of care market which enables people to live the life they choose.
 - **Home First:** People are supported to return home from hospital.
 - **Specialist Housing Solutions:** People have access to the right accommodation with support.
- **Embedding Co-production:** Our approach to co-production means people shape the way services are provided.

Community Assets

- **Market Quality:** Our regulated providers being rated good or outstanding by CQC for people.
 - **Model of Care & Support:** People will be able to live the life they choose.
- **Occupational Therapy First:** We maximise people's independence, focusing on prevention and early intervention.
- **Alternative Support Options:** Growing the number of small businesses that can meet people's needs to improve choice.
- **Short Breaks & Short-Term Care:** Improve the options available to people who need a short break or short-term care.
 - **Information & Advice:** People can access easy, user-friendly online information, advice and guidance.
 - **Supporting Independence at Home:** We will support more people to live at home for longer.

Strength based

- **Commitment to Carers:** Deliver the commitments in our all-age carers strategy and improve our offer to unpaid carers.
- **Our Practice Model:** Our Community Led Support way of working with people is embedded across all our services.
 - **Workforce:** We will have a sustainable workforce to meet increasing demand for adult social care services.
 - **Let's Talk:** We will work with our partners across the Cheshire West Place to develop an ongoing Let's Talk offer.
- **Direct Payments:** To improve our direct payments offer in line with what we have heard from people who use them and our staff who provide them.

Our Priority Programmes of Work

01

Developing effective and impactful partnerships based on trust, openness and clear communication with health partners, third sector organisations, individuals with lived experience and carers where we are all aligned to common goals which strengthen communities.

Outcome Focused

- Market shaping
- Home first
- Specialist housing solutions
- Embedding co-production



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Market Shaping

Outcomes Focused

What is our goal?: To shape a new kind of care market, one which is strength based and enables people to live the life they choose. Our market will have a primary focus on helping people, whatever their age and ability, to live a great life at home.

What are we doing?: Working closely with providers, partners and stakeholders, including people who use our services, carers and families, to create new models of care and stimulate a diverse range of appropriate high-quality services. We will ensure the market remains safe, vibrant and sustainable. The Council have introduced a more collaborative approach to commissioning through market collaborative and provider engagement sessions.

How long will it take?: The Market Position Statement outlines our commissioning intentions for the next ten years in Cheshire West and Chester.

What will be different?: There will be a vibrant, high-quality and sustainable adult social care market delivering strength-based and outcome focussed services for people. More people will be supported to live the life they want in the place they call home.

How can you get involved?: You can read more in the Cheshire West Market Position Statement [Market Position Statement 2023 - 2033 | Cheshire West and Chester Council](#)

Home First

Outcomes Focused

What is our goal? Cheshire West residents are supported to return home from hospital through a consistent therapy-led approach.

What are we doing? Developing Community Response Hubs across the Borough including our integrated community health and social care teams and CVS partners to ensure that people being discharge from hospital can return home with the right support in place.

How long will it take? We have two community response hubs operating now in Winsford and Rural and are learning from these. The aim is to have the model up and running by 2027 with at least 5 hubs in operation by the end of 2025.

What will be different? Health, social care and CVS partners will work together to offer a multi-disciplinary approach, this will mean there are fewer hand-offs and more consistent care leading to more people being supported at home and fewer people having to be discharged from hospital into care homes.

How can you get involved?: People who are experiencing the service are being asked to share feedback which will inform future development of the service.

Specialist Housing Solutions

Outcomes Focused

What is our goal?: People who need care and support have access to the right accommodation with support that can meet their needs, enabling them to live the life they choose.

What are we doing? We are co-producing our specialist housing offer and working with housing providers and partners to better understand the existing property options that are available for people in the Borough. We will then work together; to develop solutions to address unmet needs and ensure we have the right types of accommodation with support in the future. We will provide people with up to date, quality information and guidance on housing options available to people with care needs.

How long will it take?: Our offer will be published with an investment and delivery plan in our housing prospectus by March 2025.

What will be different?: We will understand what we need locally to stimulate the market. We will have a plan for understanding future needs and how we will work with providers to address them. We will support more people in Borough and enable those placed out of Borough to return.

How can you get involved?: We would encourage people with lived experience to engage with this work by looking for opportunities to ['Participate Now'](#) with Council projects and engaging with the Council's overarching [Housing Strategy Development](#) and the [Local Plan development](#).

Embedding Co-production

Outcomes Focused

What is our goal?: To embed our approach to co-production across adult social care services so that we are shaping the way we work with local people.

What are we doing? We have recruited a dedicated co-production lead to embed the culture and practice of co-production across all our service areas. We have also worked in partnership with the CVS to develop the Local Voices Framework which provide the principles by which we co-produce. We have championed co-production across the Council and are working with partners across a range of services to embed co-production into 'business as usual'.

How long will it take?: Co-production is something we will continue to work on and develop however our co-production manager is already in post and the Local Voices Framework is active. Over the next 12 months we will be embedding co-production across areas of commissioning and operational activity such as short breaks, information and advice and specialist housing.

What will be different?: We will have a consistent and systematic approach to co-production that people who use our services feel they can take part in.

How can you get involved?: We would encourage people with lived experience to engage with this work by looking for opportunities to ['Participate Now'](#) with Council projects. To get involved in shaping how we co-produce in adult social care, please contact asctransformationteam@cheshirewest.gov.uk We will also be gathering feedback from people who use services through our customer experience survey. *link to be added upon launch prior to publication

Our Priority Programmes of Work

02

Enabling the delivery of safe, high-quality services which support people to live independently with or without support and with maximum choice and control over their lives.

Community Assets

- Market quality
- Our model of care & support
- Occupational Therapy first
- Alternative support options
- Short breaks & short-term care
- Information and advice
- Supporting independence at home



Market Quality

Helping people
have choice and
control

What is our goal?: To achieve 90% of our regulated providers being rated good or outstanding by CQC by working with commissioned providers of social care services to improve standards and the quality of life for people.

What are we doing? Implementing the new Quality Assurance Framework this includes completing visits and quality assessments for all Providers. Developing stronger working relationships with the care market, to improve quality. Improving attendance at networking and provider engagement forums to ensure timely information sharing and training opportunity. Creating an overall support offer for providers we commission.

How long will it take?: Continuous improvement is an ongoing process, but we have committed to completing a quality contact with every regulated provider over the next 12 months and have a structured communication plan including scheduled monthly bulletins to the market and engagement forums.

What will be different?: Providers will be engaged in our continuous improvement journey. We will focus on key areas of practice which impact on quality of life and safety. There will be a more open way of engaging with our providers. Our providers will have a clear and consistent quality support offer.

How can you get involved?: Contact the Council Quality and Improvement team at commissioningandcontracts@cheshirewest.gov.uk

Our model of care and support

Helping people have choice and control

What is our goal?: People with learning disabilities and/or autism or mental health needs, will be able to live the life they choose, with access to services that promote independence, choice, control and good quality outcomes.

What are we doing?: Embedding a new model of care, in line with our community led support approach, that will maximise people's independence; developing support services (such as day opportunities or technology) that optimise independence and encourage positive risk taking. There will also be a dedicated team who will manage specialist housing requirements; providing insight and intelligence to forecast future demands and advocating for people with care and accommodation needs.

How long will it take?: We will work with people over the next two years to review their existing support requirements and explore suitable alternatives if required such as day opportunities, technology and employment. Our housing programme is a 4-year work plan which is already underway.

What will be different?: Autistic people, people with learning disabilities and people with mental health needs are offered further opportunities to thrive, through a strengths-based approach to practice, greater opportunities for employment, a flexible community-based activity programme and appropriate technology to support independence.

How can you get involved?: We want to involve experts by experience to shape what the future of the service needs to look like. To join our partnership boards please contact LDAMHContracts@cheshirewest.gov.uk. We would encourage people with lived experience to engage with this work by looking for opportunities to '[Participate Now](#)' with Council projects.

Helping people
have choice and
control

Occupational Therapy First

What is our goal? To deliver an Occupational Therapy and Reablement offer which maximises people's independence, focusing on prevention and early intervention.

What are we doing? Changing our services so that people have access to Occupational Therapy and Reablement services as early as possible. We have a new Promoting Independence team working alongside Reablement to ensure that we take an Occupational Therapy-led, strengths-based approach, to prevent or reduce the need for ongoing care. We have implemented a new way of scheduling our care calls to make the best use of our Reablement capacity and have added a new digital tool called [Ask Sara](#) to make it easier for people to explore options around equipment that can help them maintain independence within their own homes.

How long will it take?: Our new model went live in April 2024.

What will be different?: More people will be offered Occupational Therapy and/or Reablement services at an earlier time. This will enable people to achieve better outcomes, reducing both the numbers of people who need long-term care, and the amount of care people require.

How can you be involved?: We will be gathering feedback from people who use these services through our customer experience survey. *link to be added upon launch prior to publication

Helping people
have choice and
control

Alternative Support Options

What is our goal: Growing the number of small businesses that can meet peoples support needs to improve the choices available.

What are we doing? We are working with an organisation called Community Catalysts to grow our micro-enterprise sector. This includes an online web offer (Small Good Stuff) to connect people and professionals to the services available.

How long will it take?: We have already established 50 micro enterprises and plan to continue to grow this offer with a minimum of 20 new businesses being registered each year.

What will be different?: We will understand the benefits of this approach through feedback from people and our statutory reporting. We should also see an increase in the numbers of people who use a Direct Payment.

How can you get involved?: We would encourage people who want to establish a business to contact Sonia.Holdsworth@communitycatalysts.co.uk. If you wish to use one of these services to meet your care and support needs, use the Small Good Stuff [website](#) to find out what's available and speak to your social care worker.

Helping people
have choice and
control

Short Breaks & Short-Term Care

What is our goal?: We will work to improve the options available to people who need a short break or short-term care, ensuring that this meets their outcomes in the best way possible.

What are we doing?: We are co-producing a new short breaks and short-term care offer to improve the options available and give people more choice and control over how they access it.

How long will it take?: By August 2024 we will have updated our systems to allow us to gather better quality data to understand demand. By August 2025 we will have co-produced our new service offer and will have begun to commission these services.

What will be different?: People will have more flexibility, choice and control as we will focus on developing a wider range of short breaks and short-term care options. We should also see an increase in the numbers of people who use a direct payment.

How can you be involved?: We want to involve experts by experience to shape what the future of short breaks/ short-term care in the Borough. To get involved contact asctransformationteam@cheshirewest.gov.uk

Information & Advice

Helping people
have choice and
control

What is our goal?: People can access easy, user-friendly online information, advice and guidance.

What are we doing?: We are working with people who access our services and partners to re-design our public facing web pages to make them easier to find the information people need and we are planning to improve our Live Well platform for easier access to information about what is available locally.

How long will it take?: By March 2025, we will have re-designed and published our new webpages and have a clear plan to improve Live Well.

What will be different?: We will ensure that information, advice and guidance is easy to find and accessible in its format and language. We will be maximising the use of Live Well and Ask Sara to provide quick solutions for people who would otherwise need to contact us for support.

How can you be involved?: We will be reaching out to people who access our online services to find out how we can make things better. If you would like to get involved in helping us shape this work, please contact asctransformationteam@cheshirewest.gov.uk. You can also access our Live Well site here [Home | Live Well Cheshire West](#) (cheshirewestandchester.gov.uk)

Supporting Independence at Home

Helping people
have choice and
control

What is our goal?: We will support more people to live at home for longer through an improved care at home service offer.

What are we doing?: We will develop a more sustainable and efficient care at home model based on the neighbourhoods our extra care schemes are located and make greater use of community assets. We are developing a blended health and care role to attract and retain more staff in the sector.

How long will it take?: We will commission our new model for care at home and extra care in 2025 which includes the implementation of neighbourhood models and blended roles. We have a long-term plan to further transform our approach to care at home and extra care to be further embed Community Led Support.

What will be different?: We will have a more sustainable service which will ensure stability for providers and better outcomes for people because the model will be more efficient, and services will be more integrated with other community assets. Care workers will have the opportunity to progress into blended health and care roles, encouraging skills development and career development .

How can you be involved?: We have already invited people with lived experience, ASC Staff, cares and providers to co-produce how we deliver this. If you to be involved, contact -CareatHome&ECH@cheshirewest.gov.uk

Our Priority Programmes of Work

03

Listening and encouraging good conversations with people who currently, or may in the future, draw on care and support to understand what is important to them, build their confidence and support them to achieve their goals.

Strength-based

- Commitment to carers
- Our practice model
- Our Workforce
- Let's Talk
- Direct Payments



Through the delivery of

**Enabling
Great Lives**

Cheshire West will continue to be a place where **people and communities thrive.**

Having good
conversations
together

Commitment to Carers

What is our goal?: To continue to deliver the commitments in our all-age carers strategy and continuously improve our offer to unpaid carers.

What are we doing?: We are developing a new digital offer for carers and working with our carers service provider to increase the numbers of carers assessments we are completing. We have launched a Carers Charter and are rolling out a number of community sector support services as part of our Community Led Care and Carers schemes.

How long will it take?: We will have provided a new digital offer for carers as well as increased the numbers of carers assessments completed by March 2025. Our new Community Led Care and Carers schemes will be delivered in January 2025.

What will be different?: We will have provided more carers assessments and associated support services, and unpaid carers will have more choice and control about how to access the information, advice and support that is available to them.

How can you be involved?: We want to involve experts by experience to shape what the future of the service needs to look like. To join our Carers Partnership Board please contact engagement@cheshirewestandchester.gov.uk.

Having good
conversations
together

Our Practice Model

What is our goal?: Our Community Led Support way of working with people is embedded across all our services.

What are we doing?: Our teams will work with people in a strengths based, person centred way. We will continue to work with our commissioned partner (NDTi) to embed this model across our workforce. We will have an established approach to monitoring quality and consistency in practice.

How long will it take?: We are three years into this approach to delivering adult social care. By March 25, we will have a sustainable training model and rolled out resources and support offers to fully embed this way of working.

What will be different?: People we work with will have good conversations that focus on people's strengths and maximise opportunities for people to live the life they choose.

How can you be involved?: People who use our services can tell us about their experience through our customer experience survey which can be found on our website. *link to be added prior to publication. As part of our approach to checking the quality of our work we will contact people directly to ask about their experience of Adult Social Care.

Workforce

Having good
conversations
together

What is our goal?: Through the delivery of our workforce strategy, we will have a sustainable workforce to meet increasing demand for adult social care services.

What are we doing?: We will further expand on our 'grow your own' philosophy by delivering more placements for University, Think Ahead and Apprenticeship students across both Social Work and Occupational Therapy. We will improve our career pathways to attract and retain experienced practitioners and will be reviewing future demand forecasts to ensure we fully understand the needs of people who use our services in the future.

How long will it take?: Our grow your own programme is already underway with over 80 places having been delivered. Our workforce strategy has an action plan to be delivered incrementally by 2028.

What will be different?: We will have sufficient workforce capacity so the right people with the right skills can work with people in a timely way.

Having good
conversations
together

Let's Talk

What is our goal?: We will work with our partners across the Cheshire West Place to develop an ongoing Let's Talk offer. This will provide a safe space, in local communities, where people can come for support relating to things which impact their health and wellbeing.

What are we doing?: We will establish at least 9 Let's Talks, with weekly adult social care input, aligned to our Community Partnerships. Each Let's Talk will be tailored to meet the needs of its local community with support available from organisations who can positively impact on people's outcomes, reducing the likelihood of people reaching crisis. We will focus on having good conversations with people that maximise and promote preventative approaches.

How long will it take?: We will have an established and sustainable Borough wide offer by the November 2024

What will be different?: Let's Talk will offer additional access points to people who require support relating to things which impact on their health and wellbeing. Let's Talk offers people the opportunity to have their needs met holistically through joined up, good conversations. We will work with people as early as we can to explore preventative solutions.

How can you be involved?: You can find out more about your local Let's Talk locations [Let's Talk health and wellbeing | Cheshire West and Chester Council](#).

Having good
conversations
together

Direct Payments

What is our goal?: To improve our direct payments offer in line with what we have heard from people who use them and our staff who provide them.

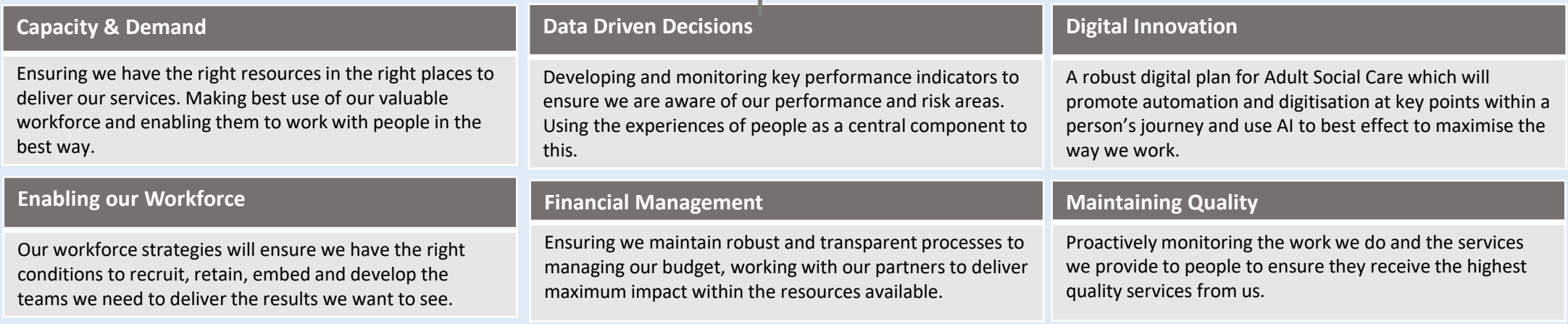
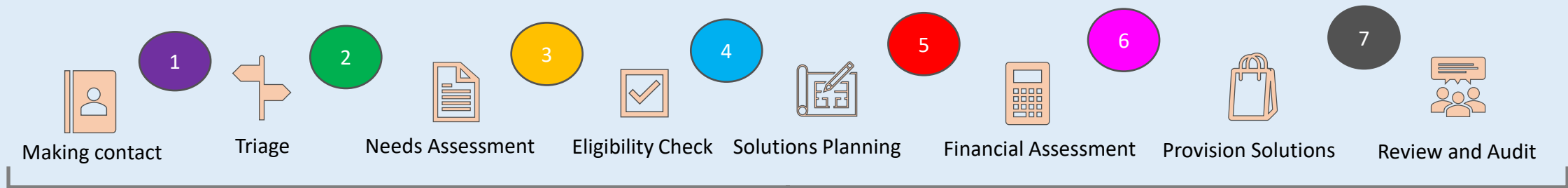
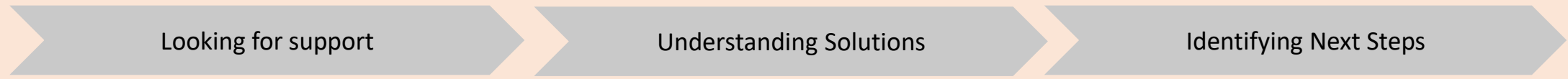
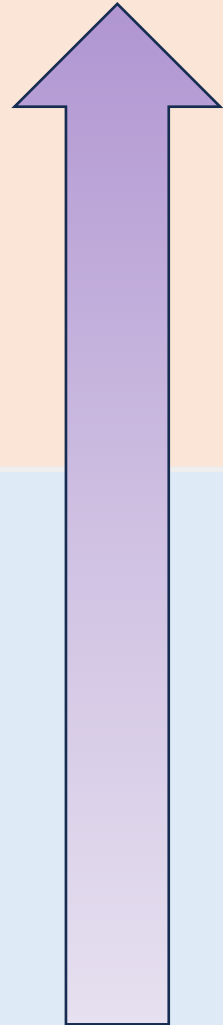
What are we doing?: Having worked with local people and our staff to understand the barriers to using direct payments, we are improving our internal processes, training, information and advice and our support offer to enable more people to make use of direct payments as a way of meeting their eligible needs.

How long will it take?: We intend to have a new direct payments offer by March 2025.

What will be different?: Our processes will be simpler and more efficient, our training will be shaped, and delivered, by people who use direct payments, our information and advice will be easy to understand and available in a variety of formats and our support offer will be timely and responsive.

How can you be involved?: We want to continue to involve experts by experience to shape what the future of direct payments in the Borough looks like. If you would like to join our working group, please contact asctransformationteam@cheshirewest.gov.uk

You will see...



We will do...

Conclusion

We want our delivery plan to be open and transparent and we want to understand how you are experiencing the changes we are putting into place to ensure we are making a positive difference to the lives of the people we support.

It is important to us that we hear from you about your experiences of our services throughout the year and not just when we are consulting about key pieces of work. Our new customer experience survey has recently launched on our website and is a great way of you providing us with feedback to help shape our services. If you would prefer a paper copy, please drop into one of our Let's Talk sites where a member of the team will be able to arrange for one to be shared with you.

We will update this plan and report on our progress each year.