



**Adult Social Care Commissioning
Strategy for Care and Support
2023-2026**

Final Draft (@15.11.23)

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Foreword from the Portfolio Holder for Adult Social Care and the Operational Director for Commissioning & Provision

Welcome to Halton Borough Council's Adult Social Care Commissioning Strategy, which is intended to outline our commissioning intentions for care and support over the next three years.

This Strategy aims to support residents, unpaid carers and their families to have access to the right services and information, advice and guidance to make good decisions about the care and support they need.

To achieve this, we will:-

- Work with partners such as the NHS Cheshire and Merseyside Integrated Care Board and local community and volunteer run organisations, to provide services that work together and help provide a real sense of community in Halton;
- Continue to work closely with providers of social care services and develop good working relationships with them to learn from best practice and their expertise within care to do things differently, improve quality and increase the choice available to residents; and
- Listen, engage and work with Halton residents, unpaid carers, partners and stakeholders to ensure they are seen, heard and valued to enable Halton Borough Council Adult Social Care Services to continually improve services.

We are committed to Halton's Adult Social Care Vision of improving the health and wellbeing of our local people so that they live longer, healthier and happy lives; this strategy and associated commissioning intentions is intended to help support this.



Councillor Joan Lowe
Portfolio Holder for Adult Social Care



Damian Nolan MBE
Operational Director, Commissioning & Provision – Adults Directorate

1. Introduction

What is commissioning in Adult Social Care?

The focus of high-quality commissioning is on citizenship, health and wellbeing: achieving good outcomes with people using evidence, local knowledge, skills and resources to best effect. This means working in partnership across the health and social care system to promote health and wellbeing and deliver services which lead to positive outcomes for people.

Every person using social care services deserves the highest quality care and support, and the maximum opportunity to influence how that support is arranged and managed. Effective commissioning plays a central role in driving up quality, enabling people to meaningfully direct their own care, facilitating integrated service delivery, and making the most efficient use of the available resources.

Commissioning is the Local Authority's cyclical activity to assess the needs of its local population for care and support services that will be arranged by the Authority, then designing, delivering, monitoring and evaluating those services to ensure appropriate outcomes.

Effective commissioning cannot be achieved in isolation and will be best delivered in close collaboration with others, such as housing, NHS partners and the people who use services.

Good Commissioning supports people to attain what is most important to them by being:-

- Person-centred and outcome-focused;
- Inclusive;
- Co-produced;
- Well Led; and
- Which promotes a diverse and sustainable market.

What matters most to people?

- The person at the centre, rather than fitting them into services.
- People who use services and carers treated as individuals.
- Empowering choice and control for people who use services, and carers.
- Setting goals for care and support with people who use services and carers.
- Having up-to-date, accessible information about services.
- Emphasising the importance of the relationship between people who use services, and providers and staff.
- Listening to people who use services and acting upon what they say.
- A positive approach, which highlights what people who use services can do and might be able to do with appropriate support, not what they cannot do.

*Clenton Farquharson MBE
Co-Chair Think Local Act Personal*

(From: Commissioning for Better Outcomes: A Route Map – University of Birmingham & Health Services Management Centre Institute of Local Government Studies)

2. An Introduction to Halton

Location

The Borough of Halton is a unitary authority in the county of Cheshire. Since 2014, Halton has been one of the six local authorities that make up the Liverpool City Region Combined Authority. This is one of the few City Regions to have secured a Devolution Agreement with the Government, meaning decision making and resources around key priorities are managed locally.

Straddling the River Mersey, Halton includes the two towns of Runcorn and Widnes as well as surrounding parishes of Hale, Moore, Daresbury and Preston Brook. Halton is located in the middle of the economic triangle formed by Liverpool, Manchester and Chester.

The borough benefits from excellent connectivity and transport infrastructure. There are good road and rail connections to London (less than 2 hours by train) and Birmingham. Similarly, there is good proximity and access to airports at Liverpool and Manchester and to the Merseyside seaports.

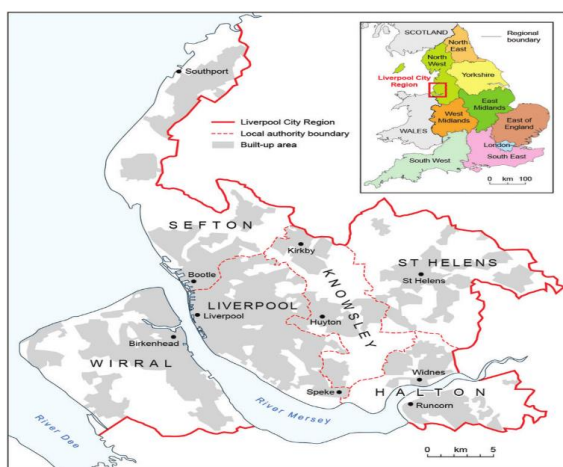


Fig 1. Liverpool City region including Halton Borough Council



Fig 2. Halton Borough Council

Population & Population Growth

The current population of Halton is 128,577¹; 51% of Halton's population are male, and 49% female.

The number of people aged 65 and over is rising more quickly than any other population group. This number is expected to increase by 40% in the next 10 years, and will account for 38% of the population of Halton by 2041². At the same time, the number of people aged 18 to 64 is expected to remain fairly static, leading to more a pronounced increase in the age of the population in Halton than in other parts of the country.

¹ [Halton Area Profiles & Statistics](#)

² [JSNA Summary 2021](#)

Deprivation

Halton is a deprived borough, relative to England as a whole (39th most deprived of 317)³. 30% of Halton's population live in areas of high deprivation.

Life Expectancy

There has been an increase in the life expectancy of people in Halton over the last twenty years. More recently, COVID has affected the rate of this improvement, and many people are now experiencing the physical and mental stress of a rise in the cost of the essentials in life.

Life expectancy varies across Halton depending on where people live - with men in the most deprived areas living on average 11.7 years less than men in the least deprived. For women, the gap is 9.6 years. These health inequality figures are slightly better than the average for the Northwest, but slightly worse than the average for England.⁴

Ethnicity, Faith & Sexual Orientation

Whilst Halton's population is predominantly homogeneous in relation to protected characteristics such as ethnicity, faith and sexual orientation, we recognise that there are key minority groups within Halton.

97.5% of Halton's population identify as White, with 97.34% of individuals identifying English as their main language.⁵

In terms of religion, 58.6% of Halton identifies as Christian, with 35.2% describing themselves as having no religion. The next largest faith identity is Muslim, with 0.6% of Halton's population. 2.63% of Halton's population has a non-UK identity. 2.63% of people in Halton identify as Lesbian, Gay, Bisexual or another sexual orientation other than heterosexual. 95.3% of Halton's population said that they had the same gender identity as at birth in the 2021 census. 4.3% did not answer this question, and 0.1% of people identified as a Trans man, and 0.1% as a Trans woman.

Employment

Halton is an industrial and logistics hub with a higher proportion of people working in manufacturing (particularly chemicals and advanced manufacturing), wholesale and retail, and transport and storage compared to the average for England.

Of the 103,948 people in Halton over 16 years of age, 60,121 are economically active (excluding full time students), which represents 57.8% of Halton's population. Of this 57.8%, 55.1% of Halton's population is in employment, with 2.7% unemployed.⁶

³ [Indices of Deprivation 2019 – Interactive Dashboard](#)

⁴ [Halton Borough Council – Public Health Annual Report 2022-2023](#)

⁵ [Halton Area Profiles & Statistics](#)

⁶ [Halton Area Profiles & Statistics](#)

3. An Introduction to Adult Social Care in Halton

Adult Social Care Vision

Our Adult Social Care Vision is:

“To improve the health and wellbeing of Halton people so that they live longer, healthier and happy lives.”

Halton Borough Council’s Adult Social Care Directorate is responsible for assessing the needs of adults with care and support needs in-line with Local Authority duties of the Care Act 2014.

Under the Care Act, Local Authorities also have responsibility to understand what services are likely to be needed in the future and make sure that people who live in their areas:

- Receive services that prevent their care needs from becoming more serious, or delay the impact of their needs;
- Can get the information and advice they need to make good decisions about care and support;
- Make decisions about how they want their needs to be met and be involved in preparing their care and support plan; and
- Have a range of provision of high quality, appropriate services to choose from.

Partnership working is highly regarded in Halton and Halton Borough Council’s Adult Social Care Directorate works closely with a number of partners including health, education, housing providers and voluntary and community organisations to signpost and connect people to the help these organisations can provide in their neighbourhoods.

Halton is part of the Cheshire and Merseyside Integrated Care System, and a member of the Cheshire and Merseyside Health and Care Partnership.

Halton is a ‘Place’ within the Integrated Care System, aligned with the boundaries of the local authority. This enables close partnership working between stakeholders in Halton. The place-based partnership is called ‘One Halton’, which seeks to create a more collaborative and targeted approach to how Health and Care services are delivered to Halton residents.

One Halton brings together colleagues from the Local Authority, NHS Organisations, GP Practices, Third Sector organisations, Health Providers and Hospital Trusts. The organisations involved have made a commitment to make the whole health and social care system work better for people – working together, to join up services, share ideas and resources and tackle the borough’s biggest challenges together.

The One Halton Health and Wellbeing Strategy 2022- 2027⁷ provides information on how Halton Borough Council, in partnership with colleagues aims to address health inequalities across the borough.

⁷ [One Halton Health & Wellbeing Strategy 2022-2027](#)

The Adult Social Care sector in Halton is comprised of a mix of provision that includes in-house services, independent sector commissioned services, grant-funded voluntary sector services and a range of services that are developed and funded independently. Halton Borough Council's Adults Directorate oversees the delivery and development of these services in line with its Strategic Objectives, which in turn are set against the current and projected needs of the population of the Borough.

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4. Commissioning Principles

When Commissioning services in Halton, we utilise a number of Commissioning principles to support us in delivering on the general duties in relation to providing care and support functions within the Care Act 2014, which are:-

- Promoting individual wellbeing;
- Preventing needs for care and support;
- Promoting integration of care and support with health services;
- Providing information and advice;
- Promoting diversity and quality in provision of services;
- Co-operating and co-producing; and
- Safeguarding adults at risk of abuse or neglect.

Halton's 10 Commissioning Principles for Adult Social Care	
Shared Values Where Outcomes are Prioritised	<ul style="list-style-type: none"> • A strong foundation for effective commissioning is based on a shared vision, trust and excellent leadership. Commissioners, people that use services, providers and partners should work together to agree and deliver good outcomes for people and communities. Integration with health and partners is our default position.
Independence & Citizenship	<ul style="list-style-type: none"> • Build services around people not organisations. People are at the heart of commissioning and everything we do should aim to give people greater control of their lives and improve their outcomes. This means building on the strengths and assets of people and communities – with a strong backing for carers.
Think Community	<ul style="list-style-type: none"> • Develop a rich picture of local resources and move beyond providing just 'good care'. Build active partnerships with people and communities to engage and empower communities to make the most of their local assets and social capital. Promote and support networks, making strong links with social prescribing activities. Ensure care settings are customer focussed and user friendly.
Match the Needs of People to the Provision	<ul style="list-style-type: none"> • Giving people a choice of high quality services balanced with the availability of resources means commissioners should develop and stimulate all sectors of the market. Ranging from community based, charities, statutory and private provision. Work closely with operational colleagues to understand local needs and resources.
Innovation & Ambition	<ul style="list-style-type: none"> • Commissioners should be risk-positive and try new things – co-producing services with people that use them. Evaluate properly and use learning as intelligence for the next thing. Stay abreast of national developments but close to local priorities. Be guided by ethical principles, making commissioning decision about more than money; and commissioning services from ethical providers.
Safeguarding	<ul style="list-style-type: none"> • Safeguarding adults at risk of abuse or neglect is one of our most important tasks and we should adhere to our safeguarding policy and guide. Safeguarding is everyone's responsibility so we all have a role to celebrate good practice and take immediate action when things fall short of our own standards.
Value for Money, Effectiveness & Efficiency	<ul style="list-style-type: none"> • Review the effectiveness of the commissioning process in meeting local needs by seeking regular feedback from people that use services, communities and providers. Ensuring contracting processes are transparent and fair and maximise volunteering opportunities, recognising this benefits everyone. Use quality data to develop more outcomes focused specifications.
Embed Commissioning Principles at Every Step	<ul style="list-style-type: none"> • Services, care and pathways should always be designed and commissioned to prevent needs from escalating and enable people to achieve outcomes and live independent lives. We have a responsibility to ensure providers and partners understand their role in this. The Commissioning Principles must be at the heart of every commissioning stage, from designing pathways, procurement, contract management and monitoring.
Clear Understanding of the Strategic & Legal Framework for Adult Social Care	<ul style="list-style-type: none"> • Commissioning excellent services requires an understanding of the strategic and legal framework surrounding adult social care and commissioning and procurement regulations.
Support for Our Staff	<ul style="list-style-type: none"> • Outcome based commissioning is highly skilled work and requires staff to be innovative, resilient and collaborative. Staff can expect clear leadership from managers, regular supervision and good, varied opportunities to develop. The Commissioning Principles provide support for staff in their day to day work.

5. Halton Adult Social Care Commissioning Cycle

Halton Borough Council is committed to using a commissioning cycle as a framework to deliver our approach to delivering adult social care services.

The 6 steps of the commissioning cycle, underpinned by the Commissioning Principles, will enable us to make evidence-based decisions about the services we provide.



Step 1 - Challenges

Our commissioning challenges are many and varied.

At the beginning of the cycle, a problem can be identified, for example, an increase in demand or a change in the landscape that needs responding to. The challenge for us is how we redefine the offer, to meet the need.

This needs to show how we're improving lives. It's about a person-centred approach that puts residents at the centre of service redesign.

This ensures we deliver high quality and efficient services that offer value for money, and social value in line with Halton's overall strategic vision.

Step 2 - Know Your Residents

The individual needs of our residents should be at the heart of our decision-making.

By ensuring our residents' voices are heard and understood, through effective engagement and co-production, we can inform and implement effective decision-making across the commissioning service.

By understanding the communities we work with, using a wide range of qualitative and quantitative data and information to understand trends, which will have multifactorial causes, we can understand what services we need to commission.

This also allows us to identify any gaps in the market and understand how we can develop the market to meet these gaps, helping to attract new providers into our borough.

Step 3 - Outcomes

The outcomes we aim to achieve need to be measurable.

Our commissioning vision needs to clearly set out what we are going to achieve, so we can measure the impact of the changes and how they are benefitting our residents and communities.

We must have a clear focus and outcomes-based approach, which ensures we are offering social value and the best use of the available resources.

Step 4 - Knowing Our Market

If a significant change is needed, the current marketplace and provision may not be equipped to meet any new demand.

This stage of the commissioning cycle focuses on market engagement, to help understand and ensure that providers are ready to work in new ways.

This may involve piloting services, prior to implementation to help test new ways of working. This will enable greater responsiveness where further roll out is appropriate.

Step 5 - How Will We Get There?

We use robust processes to ensure a rigorous procurement evaluation and decision-making process is in place.

We ensure that there is detailed performance monitoring in place and will include pathway and performance indicators.

We also monitor key milestones through implementation plans. All commissioning processes will fit into the council's existing procurement procedures, to help us achieve our goals.

Step 6 - What is the Final Impact?

We always assess the impact and effect of our projects, for example:

- Has it achieved the outcomes specified?
- Has it delivered other outcomes or objectives?
- What has happened as a result of the project?

Although this is the last stage, we are always mindful of the need to check the impact of our commissioning work through the cycle. We use performance indicators to clearly check and monitor our progress.

Project work can be short-term or ongoing and we continuously evaluate effectiveness through the commissioning cycle, adapting, refining and transforming provision as needed.

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6. Commissioning Priorities/Intentions

Halton is proud that it has a strong foundation in its social care offer for adults, however, alongside this we also recognise there are some key challenges locally that need to be addressed.

These challenges are focused in the following areas:-

- Prevention
 - Halton has a good preventative offer, however, there is more that needs to be done to enable people to make the best use of this, including supporting people to access preventative services without the need for a Care Act assessment, when appropriate.
- Strengths Based Approach
 - Social care staff work to a person-centred model, however we need to ensure the full implementation of a strengths-based approach to social work. There is a need to move forward, at pace, on this. This approach will be the default way that we work with people.
- Equality, Diversity & Inclusion
 - We do not consistently consider protected characteristics in strategic planning or individual work with people. Along with a whole Council approach, there is a need to ensure that taking into account equality, diversity and inclusion is central to all of our work.
- Co-Production
 - Some of our approaches to working involve engaging with residents and experts by experience, however, we do not have as consistent an approach to involving residents as we would like, and there is a need to move to embedding an agreed model of working together, as an integral part of how we do things in Halton.
- Workforce
 - A more holistic plan across the adult social care workforce in Halton needs to be developed, which will provide us with a clear focus on future staffing needs. There is a risk that there is a lack of shared understanding of workforce requirements and development needs across the whole sector. With recruitment and retention issues impacting nationally on social care delivery, there is a need to ensure that we have a clear strategy going forward for all of adult social care in Halton.
- Financial
 - As with all local authorities, the funding available to Halton Borough Council has declined significantly since 2010. The Council's Medium Term Financial Plan and agreed revenue budget for 2023/24 demonstrates the challenges in supporting a high quality and viable market of social care, as population needs become more complex and inflationary pressures increase the cost of care provision.

Six priorities have been identified which provide a focus for the delivery of the Commissioning Priorities/Intentions.

These priorities will not only aim to support addressing the challenges identified but will prioritise approaches that reduce or delay the need for care and support, building on the strengths of people's existing support networks and also ensure we adhere to our duties under the Care Act 2014.



Priority 1 – Universal Prevention & Wellbeing

Universal Services that connect people with their communities

The design of universal services around the needs of local people is key to connected and sustainable communities. Involving people who use services and those with lived experience to inform change and improvement is key.

We will:-

- Work with our Halton partners, such as NHS Cheshire & Merseyside, to develop and promote place-based models of support/pathways that grow voluntary and community sector activity within the Borough.
- Supported by our Prevention Strategy, develop access to information through online tools and face-to-face contact that will guide people to opportunities and support, ensuring that the workforce is aware of and is able to promote local assets and resources (e.g., clubs, groups etc).

Priority 2 – Independent at Home

Timely interventions that focus on strengths, wellbeing and independence. A responsive and co-ordinated offer of support in times of crisis or escalating need

There is a need to provide support quickly to help people when there has been a change in their lives, such as a fall or coming home from hospital, and to do this in a way that helps people regain their ability to live more independently, and in their own home, wherever possible.

We will:-

Improve the speed of access to assessment and preventative interventions

- Research options and implement a plan to introduce trusted assessor models, where providers of services can react quickly to an individual's sudden change in need, which might lead to an avoidable admission to hospital or a more intensive care setting.
- Build on existing joint working with health and the voluntary sector to expand multi-disciplinary team working (MDT) to include non-statutory and wellbeing services for a more preventative approach, feeding into the wider development of neighbourhood based multi-disciplinary teams, to provide more effective person-centred support.
- Ensure that Halton Borough Council and Partners, such as NHS Cheshire & Merseyside, invest in low level wellbeing services to support physical and mental health, grow availability and support people to live well.
- Engage with the Transforming Mental Health programme through the development of a new integrated commissioning post with NHS Cheshire & Merseyside. This will maximise the opportunity for people with more complex and long terms mental health needs to be supported by primary care and the continued provision of crisis support to people with mental health needs by providing prompt, targeted and short-term support.

Support informal/family carers to live good lives at home and in their communities

- Develop, implement and promote a Carers Strategy which prioritises carers to live and enjoy their own lives while caring for others.
- Support carers to reshape the services offered to them and work with partners to address gaps or duplication in support provision.
- Work with the overall Health & Social Care system to focus on improving the health and wellbeing of carers.

- Review respite provision to support family carers to meet the needs of those with more complex conditions.

Ensure Technology Enabled Care and Aids/Adaptations are easy to access and widely available to people, whether at home, at work or in their local community

- In line with the Government’s Digital Transformation Framework, build on the use of technology-enabled care beyond our current Telehealth care service to support prevention and increase independence.

Continue to deliver, modify and expand our Home First, Intermediate Care and Domiciliary Care offers beyond the current models

- Ongoing review of pathways out of hospital to maximise links to community services and resources.
- Review and expand integrated, intermediate care services, both community and bed-based, to reduce reliance on long term services, including access to these services e.g. Single Point of Access.
- Undertake a re-commissioning exercise for Domiciliary Care provision in Halton, which aims to develop a more diverse market of homecare in Halton.

Focus on prevention and strengths-based services/approaches for the avoidance of hospital admissions and long-term care

- Work with system partners, including NHS Cheshire & Merseyside and Acute Trust providers, to further develop the Halton approach to deliver a reduction in hospital admissions and develop the market further, embedding short term interventions that prevent escalation of need e.g., short terms services to maximize breaks and urgent crisis response services.
- Support Adult Social Care staff to develop a culture that promotes self-care, active lives and independence.
- Work with people in an individual way to build the right solutions for themselves, based on the support they have around them, the things and people that they love, and the way they want to live in the future. Ensure strengths-based practice is embedded across Adult Social Care, via the rollout of the associated model in Halton.

Priority 3 – Socially Engaged

Support people to meet their aspirations as part of the wider community.

Social engagement, also called social participation or social involvement, forms the basis of social relationships or participation in a community, and provides a sense of belonging, social identity, and fulfilment.

We will:-

- Through contracting of supported living and day services, enable providers to exercise flexibility to adapt services to meet individual choices.
- Create an environment where providers are more able and willing to collaborate.
- Review our current day opportunities (including employment opportunities) for people with learning disabilities and/or autism, in partnership with people with lived experience and the voluntary and community sector, to ensure that our model gives every opportunity to engage in activity that is meaningful to them, enabling more people with a learning disability and/or autism to live a full and independent life in the community.
- Increase connections for people with an interest in returning to learning or employment, by developing robust and effective pathways.

Priority 4 – Housing

Local Housing, including for those with Complex Needs, providing a safe, supportive and enabling environment

Good quality, suitable and affordable housing is vital to a person's resilience, health and wellbeing. Housing that is properly adapted to suit the needs of residents, and having the right support in place, is key to keeping people out of hospital and living independently.

We will:-

- Commission sufficient supported accommodation that can meet complex needs within and across the borough, for example, with good transport links, access to community and learning opportunities and open spaces.
- Contribute to the development of Halton's Housing Strategy in order to respond to the growing demand for age-friendly and dementia-ready social and private rented housing.
- Ensure suitable adaptations are available to comply with the Disability Discrimination Act and to meet the long-term requirements of those with the most complex physical needs and also provision which incorporates design features for those with sensory needs/challenging behaviours.

- Utilise flexible approaches to support individuals to maintain tenancies in their own homes through the ongoing development of outreach services.
- Ensure supported accommodation adopts innovation and uses technology enabled support and strengths/asset-based approaches to support independence.
- Ensure the timely deployment of equipment and/or technology to ensure that people can remain at or return home.

Priority 5 – Good, Local, Affordable, Quality Care

Developing a care and support market, that provides choice, sufficiency and person-centred care

We are committed to stimulating a diverse, high-quality market for Adult Social Care. We want to continue to work closely with providers, as partners, to deliver innovative, flexible and responsive Adult Social Care services, to enhance provision and the outcomes for the residents in Halton.

We will:-

- Develop and expand the current care at home offer in Halton.
- Stimulate market provision that provides choice and control for individuals to meet growing long-term demand, through a direct payment, individual service fund or as a commissioned service. Some people have complicated support needs that mean that a nursing or residential home might be the right place for them to get the best care. When this is the best option, we will make sure that the home is providing good quality care in a pleasant environment that feels like home.
- Support the integration of the workforce through training and sharing of culture between public and independent sector services.
- Ensure appropriate advocacy services are in place, including Mental Health Act, Mental Capacity Act and Care Act advocacy.
- Work with Partners, including NHS Cheshire & Merseyside, and service providers to ensure a commitment to ongoing quality improvement, which translates into standards of proactive care that ensure that people who use our Services are kept safe and well, both physically and mentally.
- Design a model of consultation and co-production with local community partners and people that supports the development of new services and pathways for support.

Priority 6 – A Confident, Sufficient and Skilled Workforce

A skilled workforce that is recognised, respected and valued

High quality care and support services are dependent upon a highly skilled and valued workforce, appropriately rewarded for their work. They have a vital impact on people's lives.

Working with partners and as part of the development of a Workforce Strategy for Adult Social Care in Halton, we will:-

- Support the sector to develop values-based recruitment and innovation in retention.
- Make 'Care' an attractive sector in which to work through local promotion, respect campaigning and positive rhetoric, that promotes training and wellbeing.
- Improve terms, conditions and training for frontline staff.
- Building on the success of championing apprenticeships for social work training and the establishment of new roles such as Nurse Associates and Assistant Practitioners, increase the use of relevant apprenticeships with positive pathways to potential employment within the Health and Social Care sector (e.g. local authority apprenticeships in place to encourage providers to employ and develop apprentices).
- Increase the workforce through improved recruitment for the local health and social care sector.
- Ensure staff/practitioners are appropriately trained/skilled to undertake their roles via the commissioning of associated training e.g., equality, diversity and inclusion training, best interest assessments, etc.
- Support the development of volunteer networks, not only to increase volunteer activity, but to increase access to the Health and Social Care economy.

7. Delivery Plan 2023/24 – 2025/2026

Priority 1 – Universal Prevention & Wellbeing

Commissioning Intention	Action to be Undertaken	Year 1	Year 2	Year 3	Responsible Service Area
Work with our Halton partners, such as NHS Cheshire & Merseyside, to develop and promote place-based models of support/pathways that grow voluntary and community sector activity within the Borough.	Continue to invest in the voluntary and community sector within the Borough.	Ongoing	Ongoing	Ongoing	Adults Directorate – Commissioning & Development Team
	Contract for the provision of Wellbeing & Engagement Services in Halton.	Ongoing Monitoring and Evaluate	Re-tender/Direct Award & Ongoing Monitoring	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
Supported by our Prevention Strategy, develop access to information through online tools and face-to-face contact that will guide people to opportunities and support, ensuring that the workforce is aware of and is able to promote local assets and resources (e.g., clubs, groups etc).	As part of our strengths-based approach and the Transformation Programme, support the creation of a Universal offer for wellbeing via the 'Front Door', which would involve staff providing personalised information and giving direct support to people, who might need some help to engage in groups or activities that would be of benefit.	Develop Approach	Implement & Ongoing Monitoring	Ongoing Monitoring & Evaluation	Adults Directorate – Care Management Chief Executive's Directorate – Transformation Delivery Unit

Priority 2 – Independent at Home

Commissioning Intention	Action to be Undertaken	Year 1	Year 2	Year 3	Responsible Service Area
Research options and implement a plan to introduce trusted assessor models, where providers of services can react quickly to an individual's sudden change in need, which might lead to an avoidable admission to hospital or a more intensive care setting.	Develop Trusted Assessment Model for Domiciliary Care.	Develop & Implement	Monitoring & Evaluate	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
	Develop Care Home Trusted Assessor Role.	Develop & Implement	Monitoring & Evaluate	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
Build on existing joint working with health and the voluntary sector to expand multi-disciplinary team working (MDT) to include non-statutory and wellbeing services for a more preventative approach, feeding into the wider development of neighbourhood based multi-disciplinary teams, to provide more effective person-centred support.	Develop Integrated Neighbourhood Model to facilitate greater opportunities for MDT working.	Develop	Develop & Implement	Ongoing Monitoring & Evaluate	Adults Directorate – Care Management
Ensure that Halton Borough Council and Partners, such as NHS Cheshire & Merseyside, invest in low level wellbeing services to support physical and mental health, grow availability and support people to live well.	Provide input/support into Halton Borough Council's Health Improvement Team to support the continued development of low-level wellbeing services.	Ongoing Input/Support	Ongoing Input/Support	Ongoing Input/Support	Adults Directorate – Commissioning & Development Team Adults Directorate – Policy, Performance & Customer Care Team
Engage with the Transforming Mental Health programme through the development of a new integrated commissioning post with NHS Cheshire & Merseyside. This will maximise the opportunity for people with more complex and long terms mental health needs to be supported by primary care and the	Recruit to the Mental Health Integrated Commissioning post.	Recruit to Post	N/A	N/A	Adults Directorate – Commissioning & Development Team
	Ensure contract in place for the provision of a robust Dementia Post Diagnosis Community Pathway.	Ongoing Monitoring & Evaluate	Tender & Award Contract	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team

continued provision of crisis support to people with mental health needs by providing prompt, targeted and short-term support.	Monitor and review current Day Services contract.	Ongoing Monitoring	Extend current contract to facilitate review	TBC (once review complete)	Adults Directorate – Commissioning & Development Team
	Implementation of the Dementia Delivery Plan.	Implement	Ongoing Monitoring	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
	Develop and implement an associated Mental Health work programme for 2023-25.	Develop & Implement	Monitoring & Evaluate	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team NHS Cheshire & Merseyside Integrated Care Board (Halton Place)
Develop, implement and promote a Carers Strategy which prioritises carers to live and enjoy their own lives while caring for others.	Develop & Implement Carers Strategy.	Develop & Implement	Monitoring & Evaluate	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team Adults Directorate – Policy, Performance & Customer Care Team
Support carers to reshape the services offered to them and work with partners to address gaps or duplication in support provision.	Implement as part of the Carers Strategy Action Plan.	Implement	Monitoring & Evaluate	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team Adults Directorate – Policy, Performance & Customer Care Team
Work with the overall Health & Social Care system to focus on improving the health and wellbeing of carers.	Implement as part of the Carers Strategy Action Plan.	Implement	Monitoring & Evaluate	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team

					Adults Directorate – Policy, Performance & Customer Care Team
Review respite provision to support family carers to meet the need of those with more complex conditions.	Dispersal of the Carers Breaks Grant Funding for Adult Social Care.	Allocation & Ongoing Monitoring	Allocation & Ongoing Monitoring	Allocation & Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
	Commission Home Based Respite Care Service for Carers.	Commission & Ongoing Monitoring	Commission & Ongoing Monitoring	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
	Commission a short stay residential respite service.	Ongoing Monitoring	Ongoing Monitoring & Evaluate	Tender & Award Contract	Adults Directorate – Commissioning & Development Team
	Undertake review of current Respite Provision.	Review	Implementation & Ongoing Monitoring	Ongoing Monitoring & Evaluate	Adults Directorate – Commissioning & Development Team
In line with the Government’s Digital Transformation Framework, build on the use of technology-enabled care beyond our current Telehealth care service to support prevention and increase independence.	Digital technology solutions are being explored across Adult Social Care and pilots will be utilised where relevant, including the Supporting Independence Through Technology (SITT) pilot with Community Integrated Care.	Mobilisation and implementation of pilot	Evaluation of pilot and options appraisal	N/A	Chief Executive’s Directorate – Transformation Delivery Unit
Ongoing review of pathways out of hospital to maximise links to community services and resources.	Commission a Help at Home Service which provides one to one short term support to increase a person’s resilience and independence following an illness, injury, hospital admission or other crisis.	Ongoing Monitoring	Evaluate	Award new contract	Adults Directorate – Commissioning & Development Team

	Commission Early Support Discharge Scheme e.g., Stroke.	Ongoing Monitoring, Evaluate & Re-Commission	Ongoing Monitoring, Evaluate & Re-Commission	Ongoing Monitoring, Evaluate & Re-Commission	Adults Directorate – Commissioning & Development Team
Review and expand integrated, intermediate care services, both community and bed-based, to reduce reliance on long term services, including access to these services e.g., Single Point of Access.	Commission Medical Services into Intermediate Care Bed Based Services within the Borough.	Ongoing Monitoring	Ongoing Monitoring, Evaluate & Re-Commission	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
	Commission Nursing and Therapy provision into the Halton Intermediate Care & Frailty Service.	Ongoing Monitoring, Evaluate & Re-Commission	Ongoing Monitoring, Evaluate & Re-Commission	Ongoing Monitoring, Evaluate & Re-Commission	Adults Directorate – Commissioning & Development Team
Undertake a re-commissioning exercise for Domiciliary Care provision in Halton, which aims to develop a more diverse market of homecare in Halton.	Undertake Options appraisal for Domiciliary Care Provision/Model within the Borough.	Options Appraisal	Options Appraisal	N/A	Adults Directorate – Commissioning & Development Team
	Undertake Domiciliary Care Tender exercise.	N/A	Tender & Award Contract	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
Work with system partners, including NHS Cheshire & Merseyside and Acute Trust providers, to further develop the Halton approach to deliver a reduction in hospital admissions and develop the market further, embedding short term interventions that prevent escalation of need e.g., short term services to maximise breaks and urgent crisis response services.	As part of the Halton Health & Wellbeing Strategy, full engagement with the One Halton Place-Based Partnership work streams associated with the priorities of Living and Ageing Well.	Ongoing Engagement	Ongoing Engagement	Ongoing Engagement	Adults Directorate – Commissioning & Development Team

Support Adult Social Care staff to develop a culture that promotes self-care, active lives and independence.	As part of our strengths-based approach and the creation of our Universal offer for wellbeing, ensure that staff have the appropriate skills to be able to provide personalised information and direct support to people, who might need some help to engage in groups or activities that would be of benefit.	Develop & Implement Strengths Based Training Programme	Implement & Ongoing Monitoring	Ongoing Monitoring & Evaluation	Adults Directorate – Care Management Adults Directorate – Policy, Performance & Customer Care Team
	Work with Adult Social Care providers to ensure that a culture continues to be embedded that promotes self-care, active lives and independence.	Ongoing	Ongoing	Ongoing	Adults Directorate – Commissioning & Development Team Adults Directorate – Quality Assurance Team
Work with people in an individual way to build the right solutions for themselves, based on the support they have around them, the things and people that they love, and the way they want to live in the future. Ensure strengths-based practice is embedded across Adult Social Care, via the rollout of the associated model in Halton.	Roll out and embed a consistent strengths-based/model approach to social work practice in Halton.	Rollout & Embed	Embed & Monitoring	Ongoing Monitoring	Adults Directorate – Care Management
	Commission an Integrated Sensory Service.	Ongoing Monitoring	Evaluate, Tender & Award Contract	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
	Ensure robust contract in place for the provision of a Community Meals Service for individuals, where appropriate.	Contract Awarded	Ongoing Monitoring	Assess if extension to contract is to be initiated	Adults Directorate – Commissioning & Development Team

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Priority 3 – Socially Engaged

Commissioning Intention	Action to be Undertaken	Year 1	Year 2	Year 3	Responsible Service Area
Through contracting of supported living and day services, enable providers to exercise flexibility to adapt services to meet individual choices.	New models of care and funding will be explored with services and through research, including pilot for Individual Service Funds (ISF) with PossAbilities, which gives providers flexibility in meeting individual's needs.	Research and ISF pilot implementation	ISF pilot evaluation and options appraisal	N/A	Chief Executive's Directorate – Transformation Delivery Unit
	Extend Supported Living Contracts currently in place working across the Liverpool City Region to adopt shared service specifications to align standards of provision and make best use of the Flexible Purchasing System to procure against local needs.	Extend contracts & Ongoing Monitoring	Option to extend/Transfer onto new Framework	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
Create an environment where providers are more able and willing to collaborate.	Communications and Engagement Plan to be developed for each area of focus, which will include providers.	Comms and Engagement plan development	Engagement and consultation to begin	Ongoing	Chief Executive's Directorate – Transformation Delivery Unit
Review our current day opportunities (including employment opportunities) for people with learning disabilities and/or autism, in partnership with people with lived experience and the voluntary and community sector, to ensure that our model gives every opportunity to engage in activity that is meaningful to them, enabling more people with a learning disability and/or autism to live a full and independent life in the community.	New models of care will be considered as part of the individual areas of focus across Adults with Learning Disability services.	Research	Co-production and consultation	Implementation of new models of care	Chief Executive's Directorate – Transformation Delivery Unit

<p>Increase connections for people with an interest in returning to learning or employment, by developing robust and effective pathways.</p>	<p>As part of the ALD areas of focus, pathways into learning and employment will be explored, linking in with HPIJ and local colleges.</p>	<p>Mapping of current pathways with involvement of staff group</p>	<p>Co-production and consultation on revised pathways</p>	<p>N/A</p>	<p>Chief Executive's Directorate – Transformation Delivery Unit</p>
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Priority 4 – Housing

Commissioning Intention	Action to be Undertaken	Year 1	Year 2	Year 3	Responsible Service Area
Commission sufficient supported accommodation that can meet complex needs within and across the borough, for example, with good transport links, access to community and learning opportunities and open spaces.	Commission extra care housing/housing related support	Ongoing Monitoring & Extend Contract	Undertake Review	TBC	Adults Directorate – Commissioning & Development Team
Contribute to the development of Halton’s Housing Strategy in order to respond to the growing demand for age-friendly and dementia-ready social and private rented housing.	Ensure that health and social care needs are reflected through community integrated housing options, which offers flexibility and greater independence to adults with additional needs. This requires increased capacity across the borough for appropriate supported living accommodation.	Feed into Strategy Development	Ongoing Monitoring	Review	Adults Directorate – Commissioning & Development Team
Ensure suitable adaptations are available to comply with the Disability Discrimination Act and to meet the long-term requirements of those with the most complex physical needs and also provision which incorporates design features for those with sensory needs/challenging behaviours.	Undertake a review of the Disabled Facilities Grant application process and associated delivery of activity, in light of the Department for Levelling Up, Housing and Communities guidance.	Undertake Review	Implement Recommendations	Ongoing Monitoring	Adults Directorate – Independent Living Division
Utilise flexible approaches to support individuals to maintain tenancies in their own homes through the ongoing development of outreach services.	Commission a low-level floating support to enable individuals to develop their capacity and gain skills to maintain and develop maximum levels of independence within their own home and in the community.	Re-Tender	Contract Start/ Implementation	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team

<p>Ensure supported accommodation adopts innovation and uses technology enabled support and strengths/asset-based approaches to support independence.</p>	<p>Digital technology solutions and strengths/asset-based approaches are being explored across Adults with Learning Disabilities and pilots will be utilised where relevant, including the Supporting Independence Through Technology (SITT) pilot with Community Integrated Care, which is a blended approach of face-to-face care and digital technology solutions.</p>	<p>Mobilisation and implementation of pilot</p>	<p>Evaluation of pilot and options appraisal</p>	<p>Implementation of solutions or new models of care</p>	<p>Chief Executive's Directorate – Transformation Delivery Unit</p>
<p>Ensure the timely deployment of equipment and/or technology to ensure that people can remain at or return home.</p>	<p>Commission Community Equipment Service to facilitate discharge and support people to remain living independently.</p>	<p>Ongoing Monitoring, Evaluate & Re-Commission</p>	<p>Ongoing Monitoring, Evaluate & Re-Commission</p>	<p>Ongoing Monitoring, Evaluate & Re-Commission</p>	<p>Adults Directorate – Commissioning & Development Team</p>

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Priority 5 – Good, Local, Affordable, Quality Care

Commissioning Intention	Action to be Undertaken	Year 1	Year 2	Year 3	Responsible Service Area
Develop and expand the current care at home offer in Halton.	Develop model of provision and implement associated action plan e.g., Soft Market Test, engagement with providers etc.	Develop Model	Tender & Award Contract	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
Stimulate market provision that provides choice and control for individuals to meet growing long-term demand, through a direct payment, individual service fund or as a commissioned service. Some people have complicated support needs that mean that a nursing or residential home might be the right place for them to get the best care. When this is the best option, we will make sure that the home is providing good quality care in a pleasant environment that feels like home.	Develop & Publish Halton Adult Social Care Market Position Statement.	Develop & Publish	Refresh	Refresh	Adults Directorate – Commissioning & Development Team
	Work with providers on the effective deployment of the Market Sustainability Improvement Funding.	Work with Providers	Work with Providers	N/A	Adults Directorate – Commissioning & Development Team
	Ensure robust contract in place for the provision of meals to Halton Borough Council in house care homes, where appropriate.	Contract Awarded	Ongoing Monitoring	Assess if extension to contract is to be initiated	Adults Directorate – Commissioning & Development Team
Support the integration of the workforce through training and sharing of culture between public and independent sector services.	Support the development and implementation of the Workforce Strategy for Adult Social Care in Halton.	Develop Strategy	Implementation & Ongoing Monitoring	Implementation & Ongoing Monitoring	Adults Directorate – Policy, Performance & Customer Care Team
Ensure appropriate advocacy services are in place, including Mental Health Act, Mental Capacity Act and Care Act advocacy.	Ensure robust contract in place for the provision of Healthwatch Halton and Advocacy Hub.	Award Contract	Ongoing Monitoring	Ongoing Monitoring	Adults Directorate – Commissioning & Development Team
	Develop self-advocacy support for people with learning disabilities.	Ongoing Monitoring of current contract	Ongoing Monitoring of current contract	Ongoing Monitoring of current contract	Adults Directorate – Commissioning & Development Team

Work with Partners, including NHS Cheshire & Merseyside, and service providers to ensure a commitment to ongoing quality improvement, which translates into standards of proactive care that ensure that people who use our Services are kept safe and well, both physically and mentally.	Embed the use of Provider Assessment Market Management Solution (PAMMS) approach within Adult Social Care, to support market quality.	Utilise Approach	Utilise Approach	Utilise Approach	Adults Directorate – Quality Assurance Team
	Ensure effective processes are in place for dealing with provider lead concerns and analyse information on an ongoing basis and agree and implement actions where areas of concern are identified.	Ongoing Monitoring	Ongoing Monitoring	Ongoing Monitoring	Adults Directorate – Integrated Adults Safeguarding Unit
Design a model of consultation and co-production with local community partners and people that supports the development of new services and pathways for support.	Devise One Halton Coproduction Charter and roll out through a range of work streams.	Develop Model	Rollout Model	Evaluate Effectiveness of Model	Adults Directorate – Commissioning & Development Team

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Priority 6 – A Confident, Sufficient and Skilled Workforce

Commissioning Intention	Action to be Undertaken	Year 1	Year 2	Year 3	Responsible Service Area
Support the sector to develop values-based recruitment and innovation in retention.	Develop and implement Workforce Strategy for Adult Social Care in Halton – Actions associated with the Commissioning Intentions listed will feature within the Strategy.	Develop Strategy	Implementation & Ongoing Monitoring	Implementation & Ongoing Monitoring	Adults Directorate – Policy, Performance & Customer Care Team
Make ‘Care’ an attractive sector in which to work through local promotion, respect campaigning and positive rhetoric, that promotes training and wellbeing.					
Improve terms, conditions and training for frontline staff.					
Building on the success of championing apprenticeships for social work training and the establishment of new roles such as Nurse Associates and Assistant Practitioners, increase the use of relevant apprenticeships with positive pathways to potential employment within the Health and Social Care sector (e.g., local authority apprenticeships in place to encourage providers to employ and develop apprentices).					
Increase the workforce through improved recruitment for the local health and social care sector.					
Ensure staff/practitioners are appropriately trained/skilled to undertake their roles via the commissioning of associated training e.g., equality, diversity and inclusion training and best interest assessments, etc.					

<p>Support the development of volunteer networks, not only to increase volunteer activity, but to increase access to the Health and Social Care economy.</p>	<p>Continue to invest in the voluntary sector e.g., Halton & St Helens Voluntary and Community Action to support the development of volunteer networks.</p>	<p>Ongoing Monitoring</p>	<p>Ongoing Monitoring</p>	<p>Ongoing Monitoring</p>	<p>Adults Directorate – Commissioning & Development Team</p> <p>NHS Cheshire & Merseyside Integrated Care Board (Halton Place)</p>
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Acknowledgements

This strategy has been developed referencing various guidance and published documents: -

- Birmingham City Council: Commissioning Strategy for Regulated Adult Social Care.
- Halton Borough Council: Adult Social Care Market Position Statement 2023-2026.
- Halton Borough Council: Public Health Annual Report 2022-2023.
- Hertfordshire County Council: Adult Care Services Connected Lives Commissioning Principles.
- One Halton Health & Wellbeing Strategy 2022-2027.
- Rochdale Borough Council Website: Commissioning Health and Social Care Services.
- University of Birmingham and Health Service Management Centre: Commissioning for Better Outcomes: A Route Map.
- Warrington Borough Council: Scrutiny Committee 22.6.22 Report – Adult Social Care Commissioning Strategy.

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