

Improving Lives Every Day

Trafford Council's Adult Social Care Strategy

2025 - 2027



**TRAFFORD
COUNCIL**



Direction of travel

We want to work with you to make our plans a reality

| What we know already | What we are committed to doing | What you will see that is different |
|---|---|--|
| Our population is growing | We have a clear vision: "Improving Lives Every Day supporting people to be independent, safe and well, so that everyone in Trafford can thrive." | Shorter waiting lists |
| Demand for social care services is increasing, year on year. | | Better co-ordination between social care, NHS and voluntary, community, faith and social enterprise (VCFSE) sector organisations |
| We are spending around £131m (gross) every year on social care services | We will ensure that we get maximum value from the public money that we invest in social care services | Mental health services with a greater focus on helping people live the best lives they can |
| There are long waiting lists for assessments and for some services | We have an improvement programme, Improving Lives Every Day, which has three key priorities for 2025: <ul style="list-style-type: none">- Improving waiting lists- Improving community mental health services- Improving our arrangements for safeguarding adults. | Fewer safeguarding referrals and investigations needed because vulnerable people are being kept safe better |
| Our data shows us that we are not always successful at keeping vulnerable adults safe | | A higher profile for social care services within the Trafford Local Care Organisation |
| Our care market is at a good standard but is quite traditional | | A new target operating model with a strong emphasis on prevention |
| We know that there is more we can do to work with our partners to improve care | We will strengthen our participation within the Trafford Local Care Organisation | More participatory work with residents, e.g., to help develop future services |
| We need to prevent people from becoming unwell and needing social care services | We will develop a new operating model which will put prevention and self-help at the heart of everything we do | Improved feedback from the people who use social care services and their carers |

Trafford Council's
Corporate Plan



Trafford Locality Plan



How do we know what our challenges are?

Because people tell us...

Residents and carers provide us with valuable information about their experience of services. We also get information from a national survey called the 'Adult Social Care Outcomes Framework indicators' (ASCOF)

ASCOF tells us that in 2023/24 that Trafford did well against some measures, e.g., the proportion of older people still at home three months after hospital discharge.

...but that Trafford was doing less well against other indicators, especially those relating to the experience of carers

Our own questionnaire gives a more positive picture: 84% of recent comments were positive



Because our data tells us...

Too many people are waiting too long for an assessment for Deprivation of Liberty Safeguards (390), occupational therapy (700), Care Act 2014 (264), carers' assessment (165).

There are also very significant issues for example with NHS waiting times for assessments for autism and attention deficit hyperactivity disorder (ADHD)

In 2023/24, Trafford Council had 1,190 safeguarding concerns reported. This is in keeping with national trends.

Trafford admits more older people to residential or nursing care than most other boroughs in the North West (negative) but fewer young people (positive). Money invested in residential care for older people could be released for use in supporting independence in different ways.

- More than 4,000 people in Trafford are receiving adult social care services.
- About 18,000-20,500 of Trafford people identify themselves as carers
- 857 people used residential and nursing care services in 2023/24.
- There has been a 20% increase in people receiving long-term care
- Adult social care spent £131m in 2024/25, mostly on direct care services for local people, up from £127m in 2023/24 and £110m in 2022/23
- There are approximately 1,350 voluntary, community, faith and social enterprise-sector organisations working broadly in social care in Trafford

Our analysis of the challenges facing Trafford adult social care leads directly to our priorities, and to the key tasks for our leadership team

| Major priorities 2025 | Supporting priorities | Enablers |
|--|---|--|
| Improving waiting lists and access 'the front door' to adult social care | Improving our arrangements for young people preparing for adulthood | Workforce and the quality of social care practice Our systems and processes |
| Improving community mental health services | Supporting carers | Promoting equality, diversity, inclusion and tackling poverty |
| Improving the ways in which we keep vulnerable adults safe | Continuing to develop our Stay Well at Home programme. | Developing our Integrated Neighbourhood Teams and strengthening joint work with the VCFSE sector |

Each of these priorities and enablers are managed through programmes overseen by the Improving Lives Every Day Board

An additional priority is to develop the success measures and indicator set that will tell us if we are getting this right

Each programme is delivered through a range of projects, led by a project manager

Just because we have prioritised the areas above does not mean we will stop work on improving other areas!

Our ethos will be based on kindness and compassion and on working with everyone's strengths to improve independence and quality of life



Our new approach

Keeping People Safe, Healthy and Independent

We need to do more than we can achieve just through our improvement programmes... we need to change the way we work and have a new operating model



Specialist Interventions & Targeted Support

Provide tailored, intensive support for individuals with complex needs to promote independence and well-being. Also strengthening our pathways between mental health and social care services.

Mental Health
Safeguarding
Intermediate Care



Commissioning & Market Development

Strategically planning, procuring, and managing services to develop a sustainable, high-quality care market that meets evolving needs through robust commissioning, provider engagement.

Market Shaping
New models of care and support
Provider Services



Service Delivery & Integration

Ensure seamless, person-centred support by coordinating services across health, social care, and community providers to enhance efficiency and outcomes via multi-agency working.

Integrated commissioning
Preparing for Adulthood (PfA)
Integrated Neighbourhood Approach



Prevention, Self-Help via Voice of our People

Focusing on early intervention and prevention, aiming to maintain independence, reduce the need for long-term care, and improve overall well-being. The focus is on empowering individuals by incorporating lived experiences.

Front Door
Digital
Carers
Voice of Our People



Leadership & Culture

Addressing overarching issues that impact multiple areas within the service. This area aims will use strong leadership to ensure coherent and integrated approaches to workforce, quality, policies, processes and ensure we are CQC ready.

Workforce
Quality of Practice
CQC Readiness
Policies & Processes
EDI

Keeping People Safe, Healthy and Independent

Our People



Our staff are key partners in the ongoing design and implementation of our strategy and target operating model ...

| Social care workforce in Trafford | Feedback from staff | We are committed to |
|---|--|---|
| There are about 6,700 people working in Adult Social Care services in Trafford. 71% of all Council employees are also Trafford residents | "The cost of care and lack of affordable residential and nursing beds in the borough is a massive issue" | Providing regular opportunities for staff participation in developing this strategy |
| An average of over 2,500 Trafford people receive some form of social care support every week | "I feel that all the neighbourhood teams are firefighting at the moment" | Offering training, support and development to the whole social care workforce, e.g., through our provider forums |
| Together, our people have every right to be proud of what they do but often residents do not understand what social care is | 64% of respondents stated that they were 'very familiar' with the vision for Adult Social Care and that they 'frequently' use it in their work | Raising awareness through social media campaigns of the important work done by social care staff |
| Trafford wants to be a great employer for our people, and for the borough to be a place where social care staff want to work and stay for the long-term. We want people to work with us, learn and grow with us, stay and thrive with us and belong and connect with us | <i>Feedback from consultation on draft adult social care strategy, November/December 2024</i> | Recognising the contribution social care staff make to people's lives by supporting annual awards |
| The Council works with a set of EPIC values for its workforce: we EMPOWER, we COLLABORATE, we are PEOPLE CENTRED and we are INCLUSIVE | | Regularly asking our people about their experience of work and taking action to help them be happy and fulfilled at work |
| | | Monitoring and reviewing the working conditions for our people to continue to make Trafford a good place to work and live |

Working with others - part 1

Trafford Local Care Organisation (TLCO)

LCOs are public sector partnership organisations that provide NHS community health services and adult social care services.

The aim of Trafford Local Care Organisation is to improve health outcomes for people. We work to support people at home or in the community and to prevent or shorten hospital admissions for people who could be better cared for at home.

NHS staff and adult social care staff work together through 4 neighbourhood teams, covering each part of the borough.

Starting in 2025, we want to develop the level of integration between NHS and local authority staff in these teams still further

Mental health services

Adult social care services for people with mental health problems are mainly provided in partnership with Greater Manchester Mental Health NHS Foundation Trust.

Improving community mental health services is one of our key priorities for 2025/26.



Working with others - part 2

Commissioning together

Trafford Council and NHS Greater Manchester are the two major commissioners for health and social care services in our borough. Currently, we do some commissioning work together and we would like to strengthen and develop these joint commissioning arrangements further, starting in 2025.

We would like to explore what opportunities there are for neighbourhood-based commissioning through the Trafford LCO. We believe that the local knowledge of the neighbourhood teams, combined with their relationships with local communities and VCFSE organisations, provides them with ideal intelligence to support neighbourhood-based commissioning.

Other key partnerships

Adult social care works with a wide range of partners on a day-by-day basis, including GPs, housing and public health services, as well as with VCFSE services, and groups representing people who use social care services and their carers. We will continue to support these partnerships and invest time and energy into building and maintaining them to underpin our work to help Trafford people thrive.



Working with you

We are committed to working with people who use services and their carers to turn our vision into practical action and to build the Trafford approach to co-production with our residents.

We start with the issue – what is it we think is needed, and who is best placed to help us address it?

Talking together – coming to a shared understanding of the issue and understanding residents' perspectives

Design together – work together to design a solution or improve an existing service

Making it happen – the solution or new service is put into operation

Review together – work together to evaluate the solution or service and see if further improvements are needed

This strategy is the starting point for improving adult social care services in Trafford... we need YOUR help to create a more detailed action plan for change.

Trafford Council is committed to using the approach to participation developed by Trafford Integrated Care Partnership. This approach is based on key principles including:

Being open and transparent in our communications and engagement and using clear language and information that is accessible for our different communities

Listening to individuals, families and communities of Trafford – having honest and transparent conversations

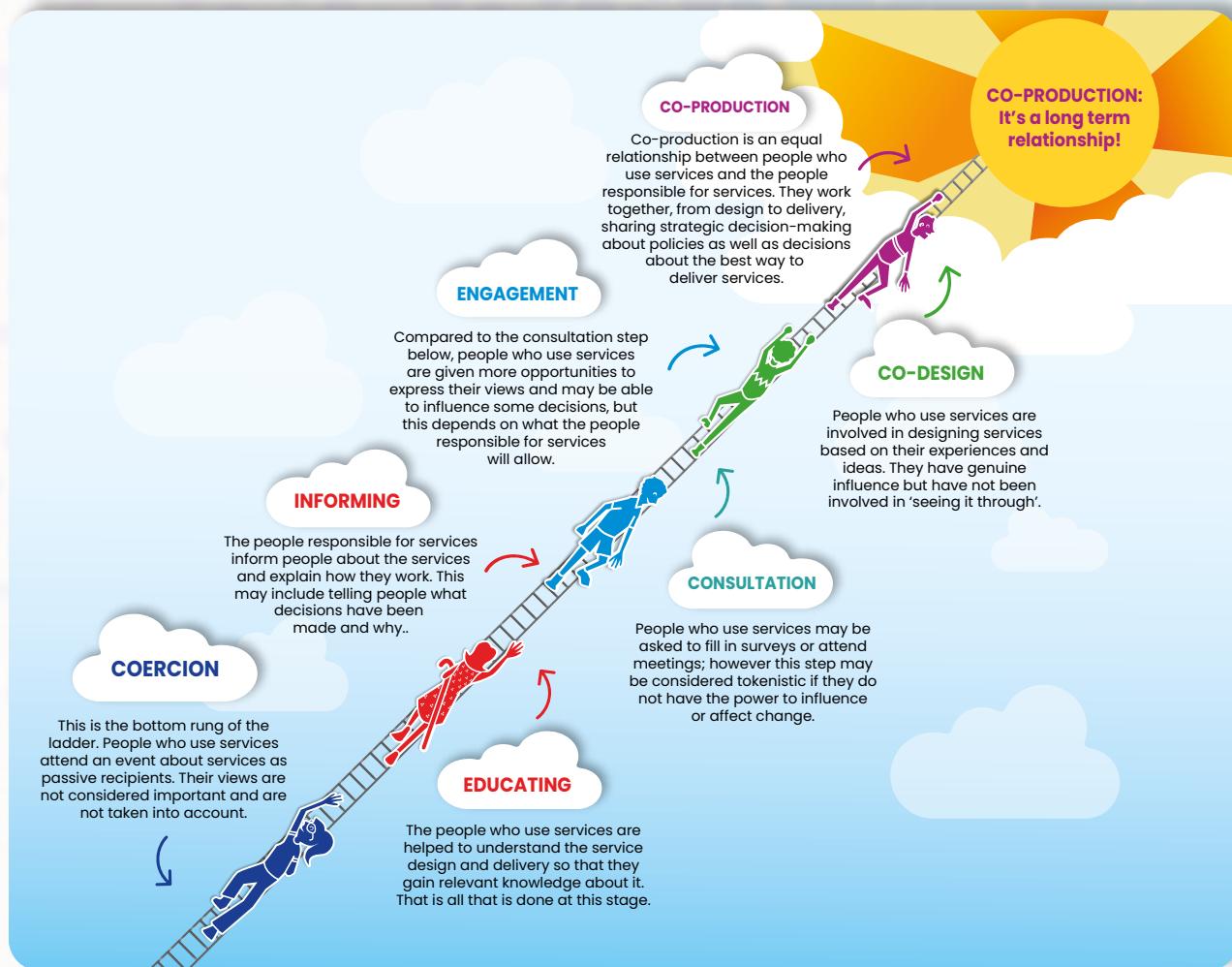
Using lived experience to plan, design, deliver and improve services

Listening, acting, learning, empowering, sharing and doing it together



Get involved

There are many ways you can get involved with our work - The Ladder of Co-Production shows the different steps and stages



If you are interested in being involved in co-production with us, contact us by emailing Peoples.Voice@trafford.gov.uk

Please also send us any comments or feedback on this document

You can find more information about adult social care in Trafford at <https://www.trafford.gov.uk/residents/adults-and-older-people/Adults-and-older-people.aspx>

If you are concerned about the well-being or safety of another person, call the police on 999 if it is an emergency, or contact the safeguarding team here <https://myway.Trafford.gov.uk/web/portal/pages/saconcern>

Thank you to
www.thinklocalactpersonal.org.uk
for the inspiration.



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