

KEY PROJECTS

The Altogether Better proposal identifies 5 key outcomes, for which the partnership believes there is a demonstrable track record and potential for further performance improvement. Subsequent discussions have identified 19 individual projects that could form part of the overall programme, with further details on these summarised below.

THRIVING NEIGHBOURHOODS

- 1. Community based commissioning** – Developing a model which allows communities to better define the services that they receive, but stops short of full decentralisation on grounds such as efficiency, public interest, displacement impact or insufficient community appetite. The communities' role will be predominantly to have a strong voice to inform and influence the way that services are delivered. Examples could include proposing a different schedule for waste collection services that better meets customer needs or the type of health provision that best suits their area. This approach will be supported by community based advocates to identify, evidence and promote the needs of their communities.
- 2. Service decentralisation** – Identifying those services that can best be delivered by devolving delivery to a community of interest, place or locality based provider. This will be based on demonstrate that efficiency can be maintained and that the devolved service can be delivered more effectively if devolved, as a grass-route decision is likely to be better informed by the views of service users. Examples could include minor highways improvements (e.g. signage, traffic calming measures etc) or neighbourhood management activity (e.g. verge maintenance).
- 3. Community assets** – Identifying those community-based assets, for which long term sustainability can best be secured by transferring the asset to a community body. Examples could include Community Centres and unused buildings currently within the public sector's estate. There would need to be a clear methodology to appraise transfer requests and ensure that the receiving organisation can demonstrate longer term financial viability. The end usage would also need to be consistent with the wishes of the community.
- 4. Community safety review** – Developing a more integrated, neighbourhood focused model for addressing Anti-Social Behaviour, Domestic Abuse and Integrated Offender Management, which is based around shared data and intelligence models and a single point of contact for customers, with officers from a range of agencies operating under this single umbrella. This will negate customers having to go to different organisations to resolve the symptoms of the same problem. The project will ensure that the model developed can operate effectively within West Cheshire and sit comfortably within wider sub-regional arrangements.
- 5. Sustainable communities** – Developing a model to increase the sustainability of individual communities, through initiatives such as micro-generation, local energy efficiency and waste minimisation strategies, and initiatives to tackle fuel poverty. The significant increase in fuel costs and ongoing concerns about energy security means that it is critical that citizens and communities take a more

pro-active approach to sustainability and this project will develop a model for taking this forward.

BEST START IN LIFE

6. Troubled Families – This project will tackle inter-generational cycles of deprivation and need, which exist for many of our most disadvantaged families. This will be achieved by identifying the individual families affected and working closely and supportively with them to address their specific needs be it worklessness, education, crime and disorder, low aspirations or health via a tailored package of support. This will include providing Troubled Family Co-ordinators to oversee the project. The intention being to genuinely improve life chances and reduce the overall cost to the public purse.

7. Early help and prevention offer – Preventative action is a key feature of the Altogether Better proposal and the value of early help and support is widely recognised, but tends to happen in an organic rather than systemic way. This project will develop a cohesive and co-ordinated package of support, aimed at minimising the need for specialist and intensive support in the future.

8. Children centre redesign * - These centres have been successfully delivering on their focused remit, and have become valued and recognised sources of support to communities. Therefore, there is potential to extend the offer provided to cover a wider range of services and re-create the centres as one-stop shops for service delivery with access to skills advice, wider health services, and other family centred services. This project will identify which services can best be delivered through the centres, whilst at the same time identifying how these can be delivered more efficiently by activities such as developing peer mentoring activity to better target specialist interventions.

9. Youth Support – Our young people are our future and this project aims to really treat them as such by ensuring that they are provided with the necessary support to achieve their full potential. The project will draw together an integrated package of access to information, venues and activities to support positive activity [what] together with interventions to combat negative behaviours.

OPPORTUNITY ECONOMY

10. Worklessness review – West Cheshire is privileged in that it does not face the levels of worklessness experienced in many areas. However, there is no room for complacency and there are areas with much higher levels of worklessness than the borough nor, and individual client groups that are more likely to be workless. The review will map interventions by all key agencies and identify how these can be better integrated to respond to worklessness. A focused strategy will be developed to deliver a more targeted, focused response to worklessness, which will include innovative measures such as personal budgets for pre-Work Programme clients.

11. Social value procurement – The move to implementing Altogether Better will necessitate a more co-ordinated partnership model for procurement. This project will map the commonalities of each key agencies procurement policies and look to develop a consistent West Cheshire policy, which maximises collective buying power

to support local jobs, skills and enterprises, whilst at the same time complying with current regulatory frameworks. The approach will also look to integrate social benefit clauses within contracts.

12. Opportunity centres * - West Cheshire has piloted the **[insert full title]** HHEET Centre in Ellesmere Port, which integrates **[which]** services for workless individuals. This approach has delivered positive outcomes and as a result of this partners wish to develop the approach and take this forward across those areas of the borough facing the highest level of worklessness.

13. Housing investment – Housing is a key issue for West Cheshire with more people struggling to access housing than ever before, reflecting challenges in accessing finance, a significant slow down in house building and a static housing market. Partners are committed to working collectively to get the housing market moving and will develop a model which more creatively uses public sector landholdings to pump-prime new build through mechanisms such as deferred receipts. The model will look to stimulate both Registered Provider and open market provision.

AGEING WELL

14. Early intervention and prevention offer - We will pool resources to develop integrated information and advice on how to prepare for and manage the challenges of growing old. We will actively provide information in easily accessible formats for citizens and professionals. Working with health and housing partners we will provide comprehensive access to telecare and telehealth facilities allowing people to remain independent, active, and safe in their own homes; and avoid avoidable admissions to acute health care and/or residential or nursing care. Extending the learning from the Springboard project we will use intelligence-led early intervention to provide regular, low-level community based support to potentially vulnerable older people before a critical incident results in formal referral to acute services. We will develop a co-ordinated multi-agency approach to the needs of Carers supporting them in their role, and avoiding the breakdown of existing family support.

15. Integrated pathways - Developing the integration of primary and secondary health care, social care, and third sector support services in our Ellesmere Port pilot to create holistic support services for older people. Working closely with groups of GP practices we will simplify access routes for people to appropriate physical, and mental health services and provide extended community support. Early opportunities for development in Cheshire West CCG (Delamere St, Blacon, Frodsham), and Vale Royal CCG are already being developed by Commissioners and Providers.

Integrating our approach to services for people with Dementia and their carers with specific focus on early diagnosis, the interface between primary and acute health services, nursing and community services, and end of life services.

16. Active ageing - Using our Ageing Well in West Cheshire strategy as the basis for actively engaging citizens aged 50+ , we will work with existing older adults

represent groups to develop a single 'Strong Voice' for older adults groups. A comprehensive programme of integrated money and benefits advice for older people will be developed with a specific focus on planning for future care needs. Access to business start-up advice will be provided to encourage older people in our communities to use their skills and experience to contribute to the development of a thriving social enterprise infrastructure in West Cheshire.

SMARTER SERVICES

17. Commissioning review (inc. LIST) – Partners are increasingly moving towards a commissioning model for service delivery and currently this is taken forward on an individual organisational basis. Therefore, there is potential to deliver greater efficiency by developing a centre of expertise thereby reducing the overhead burden and more importantly, by working on behalf of numerous bodies identifying areas of potential duplication/overlap which could then be minimised. The Local Integrated Services Trust (LIST) provides one model to take forward joint commissioning activity by brokering a common public purse, acting as a conduit for private sector social investment and supporting and facilitating community focused services. This body would be a separate legal entity able to operate in a commercial and flexible way. The project will explore the appropriateness of the model; how it could operate in a West Cheshire context; and which services partners could be commissioned through such a model.

18. Integrated Asset Management – Altogether Better partners have a significant asset base be it land, buildings or equipment. The ongoing downward financial pressure provides the necessary driver to consider whether collectively we are using our assets as efficiently as we might, and whether we are maximising return on investment. This project will have two strands, firstly looking at the existing locational footprints of each of partner agencies and whether there is potential for rationalisation of this; and secondly looking at the entirety of asset holdings and whether there is opportunity to better utilise these in line with strategic outcomes, for example opportunity economy.

19. Customer access and insight – Partners have made significant progress in Improving the accessibility of their services and understanding their customer base to better target activities. The challenge is to ensure this progress happens across all local services in an integrated and cohesive manner to ensure a holistic customer experience and more responsive services which meet the needs and aspirations of residents. This will involve reviewing how, and why, customers interact with public services including an analysis of contact channels and customer data. This will inform specific proposals for making services more relevant to local needs.