



Adult Social Care Transformation Plan

2024-2027



Contents

Foreword	5
Introduction	6
Reflection	8
Current context	18
Knowsley profile and performance	26
Vision and priorities	30
Making it happen	46

Foreword



As the Cabinet Member for Adult Social Care and Executive Director for Health and Social Care, we are pleased to present the refreshed version of Knowsley's Adult Social Care Transformation Plan for 2024-2027.

This plan demonstrates the Council's continued commitment to transforming adult social care services in the Borough – encompassing our vision of supporting people to live independently, through a focus on early intervention and prevention.

When our previous Recovery and Transformation plan was published in 2020, a wide range of stakeholders were involved in shaping the document. This refreshed version of the plan builds on that consultation and engagement as well as further feedback from stakeholders during its co-production. This has resulted in the addition of two new priorities specifically on carers and the workforce – which now have their own dedicated focus within this document.

The plan takes into consideration the progress we have made over the last three years. For example,

despite the impact of the COVID-19 pandemic and the challenging financial landscape facing local authorities, in Knowsley we have ensured that our care workers are paid the real living wage and ensured that our care providers and services have the resource and support they need to remain sustainable – an achievement we are especially proud of.

But we know there is still work to do. Adult Social Care remains a key priority for the Council, and indeed the wider partnership as we know we can only address some of these challenges through close working with our partners through our Knowsley Better Together approach and principles. This plan therefore sets out where we need to focus our efforts to address these challenges over the next three years.



Cllr Del Arnall
Cabinet Member
(Adult Social Care)



Sarah Smith
Executive Director
(Health and Social Care)

Introduction

Knowsley's previous Recovery and Transformation Plan was published in 2020, and much has changed since:

- We have been through the COVID-19 pandemic and are still feeling the legacy impact to changes in demand
- We are experiencing a cost-of-living crisis
- Maintaining public and provider financial sustainability is challenging
- There have been changes in legislation and government policy, which have had a local impact

Despite these changes and challenges, however, our vision to support people with care and support needs to live independently remains the same. Promoting independence can help people feel in control of their own lives, improve their health outcomes and ultimately their quality of life. We know when we talk to Knowsley residents that continuing to live independently is the outcome they want to achieve most.

This refreshed plan builds on the successes of the last three years and continues to progress priorities that we know our residents want to see and that are aligned to the priorities of Knowsley Better Together and the Adult Social Care Operating model. It also acknowledges and accounts for the ongoing and new challenges faced by people accessing and providing adult social care in the Borough. For example, we know that care needs across the Borough tend to be more complex than in other areas across the country, and that demand for services is high, and will continue to rise in line with the ageing local population, and as a result of the COVID-19 pandemic, which has had a profound impact on the health and wellbeing of many people.

These challenges, however, present an opportunity to introduce new ways of delivering care services and support. Residents, service users and Knowsley's communities will continue to play a key part in this, making sure that services are delivering and communicating the transformational changes needed.

This plan sets out how we will continue to transform care services in the Borough in keeping with 'Think local, act personal' principles. This means concentrating on the personalised care and support that people tell us they want, and making sure that services are better able to meet people's care needs now and, in the future, whilst still recovering from the impacts of the pandemic.

We believe that by continuing to focus on the priorities and actions set out in this plan over the next three years, people with care needs will feel safer, able to live more independently for longer and have greater choice and control over which services they use and how those services are accessed.

This plan sets out how we will continue to transform care services in the Borough in keeping with 'Think local, act personal' principles.



Reflection

Knowsley Adult Social Care Transformation and Recovery Plan 2020-23

Knowsley's previous Transformation and Recovery Plan was published in 2020. This laid out our ambitions for re-imagining our model of social care, to better meet the needs of service users, their families, and providers. The following information provides an overview of the actions that have been taken over the last three years against each of the previous plan's five strategic priorities.



PRIORITY ONE: **Community Assets**

We said	We did
<ul style="list-style-type: none">• Working in partnership, review, refine and implement an agreed model of social prescribing for Knowsley• Review the utility of the Volunteer Hub model as a potential element of future adult social care support• Work with communities to retain, grow and strengthen volunteer services and community groups, ensuring alignment to the needs and priorities within Adult Social Care• Review and implement an alternative Carers Assessment Pathway to respond to the needs of local carers• Maximise the opportunities of Asset Based Approaches, ensuring needs are met via informal support network, wherever possible	<ul style="list-style-type: none">• A plan has been developed to embed asset-based approaches within our approach to meeting resident's needs, utilising the community-based support offer that service users tell us they prefer• A review of the carers service and re-commissioning of the contract is underway• During 2022/2023, £0.220m funding was provided to 27 voluntary, community, faith and social enterprise (VCFSE) sector projects via the Stronger Communities Fund to support three priority areas within the Council Plan, many of which align to Adult Social Care and wider health outcomes• During 2023/24 a further £0.351m funding to 50 (VCFSE) sector projects was allocated again to support three priority areas within the Council Plan, many of which aligned to Adult Social Care and health outcomes• During 2023/24 41 VCFSE organisations were supported to deliver £0.203m winter support for residents, via the Winter Wellness Programme – particularly those susceptible to the impact of the cold weather. This has included warm spaces for gathering with hot food and drink, entertainment, crafts and skills building plus advice and support for maintain good physical and mental health and wellbeing over winter• There has been a significant increase in content in the Live Well Community Directory from 250 entries to over 500 entries. Work is also continuing between Health Partners and the Stronger Communities Team to obtain consent from the sector to further populate the platform, whilst continually reviewing its functionality to ensure that the directory provides an up to date and extensive range of services, community groups and their activities to enable residents to engage with available community provision in their area• Commissioned 'Knowsley Networkers' through Innovate Volunteering – a volunteer led service supporting the reduction of social isolation across Knowsley by providing residents with information on local activities, groups or services and the support to access them, as well as providing appropriate referrals to any services for additional support when required• Provided a Hospital Discharge Service during winter 2022 through Innovate Volunteering to support people who were medically able to leave hospital, but unable to be sent home due to mobility issues etc

PRIORITY TWO: Digital Connectivity

We said	We did
<ul style="list-style-type: none">• Building on the infrastructure put in place to support care homes during the COVID 19 pandemic, work with partners to review options for implementing telehealth services, telecare and wider digital services, both for people in care homes and those supported at home• Continue to raise awareness of the role of Assistive Technology in supporting people to live independently within their own homes through the development of staff training packages and the facilitation of wider stakeholder events, providing networking opportunities for people, staff, partners and suppliers of Assistive Technology solutions• Adopt an 'Assistive Technology First' approach to contact and assessment ensuring Assistive Technology is a core part of the Adult Social Care offer and not simply viewed as an optional extra	<ul style="list-style-type: none">• Supported the development of Cheshire and Merseyside Digital and Data Strategy 2022-2025. This strategy sets out the principles of how digital technologies will be used to improve people's experiences of receiving and providing care• Approximately 50% of our domiciliary care providers and 85% of our care homes have been financially supported to adopt Digital Social Care Records which means a substantial proportion of the local market in Knowsley has now transitioned from paper based to electronic records• Technology has been provided to reduce the risk of falls and improve our response to falls in most of the borough's care home and extra care settings• Implemented the 'IStumble' app in Extra Care Schemes to reduce risks from falls• Supported the development of the 'What good looks like' framework for digital and technological innovation in Adult Social Care• Supporting care homes on the implications of the analogue to digital switchover taking place in December 2025• Regular presentations and attendance at events, boards and roadshows to raise awareness to staff and service users• Dementia focused briefing to the Innovate Volunteering and briefings given to new starters as part of their inductions• Working with NHS England on the Digital and Technology Blueprinting Programme to showcase best practice in Technology with regards to the PAMAN medication support system which is a remote monitoring system that allows pharmacists and pharmacy technicians to observe patients living at home and taking their medications, using an internet-enabled audio/video tablet

We said	We did
<ul style="list-style-type: none">• Undertake targeted and controlled Assistive Technology 'pilots', to provide a robust business case for further roll out, including the use of sensor-based monitoring technology in supported living settings and fall prevention equipment in selected care homes• Re-specify and re-tender for Assistive Technology, monitoring and response services for Knowsley	<ul style="list-style-type: none">• Knowsley, Liverpool and Wirral are working in partnership with the Adult Social Care systems provider 'Liquid Logic' to deliver and develop the Early Intervention and Prevention module. This module enables a wide range of data to be pooled in a data warehouse• A review into Assistive Technology is underway and a falls response service has been commissioned which picks people up when an alert has been sent from a falls detector that they have fallen• Eight properties in the Borough have begun to trial 'Carebuilder' – a digital platform through which mobile carers respond to a client's needs by offering a blended model of remote and/or face to face care. This uses technologies such as touchscreens, interconnected devices and video calls which can support falls detection and medication reminders, for example. This is combined with software that can assess available carers based at a response centre if face-to-face care is needed



PRIORITY THREE: **Person centred care**

We said	We did
<ul style="list-style-type: none">• Development of a community based personalised support offer, centred on the use of community assets• Explore the development of a new model of sheltered/very sheltered housing (also known as extra care housing) as an alternative to residential care in the future• Strengthen the Resource Allocation System and ensure that all indicative resource allocations are shared with people with care and support needs prior to support planning commencing• Develop a range of self-assessment tools that can support people to identify support available in their local communities to meet needs• Develop a range of money management options to enhance flexibility in the use of Direct Payments, including the roll out of Pre-Payments for this purpose	<ul style="list-style-type: none">• Work has been undertaken to re-design the Resource Allocation System to give people greater transparency about the care they can expect to receive• Since the development of the previous plan, 2 additional extra care housing schemes have opened in Knowsley – taking the total number of extra care sites in the Borough to 8 and adding a further 206 units of accommodation. An additional scheme opened in early 2024 has also added a further 137 units of accommodation, taking the borough's extra care provision to 703 units• Work is continuing to progress on the development of self-assessment for social care needs assessments, carers assessments and financial assessments• A review has been undertaken with regards to longer term multi-disciplinary discharge to assess arrangements, following which improvements have been made to the process, and further improvements continue to be progressed• Significant investment has been made in hospital avoidance and discharge has been facilitated through joint arrangements with health• A review is currently underway with regards to exploring respite and short-term care options which will result in the exploration of new innovative approaches during 2024• A framework of providers who can support with money management options is now in place offering service users a choice of providers to support them with the use of their direct payment

We said
<ul style="list-style-type: none">• Review and refine Direct Payment audit arrangements to ensure they are aligned to an enhanced choice and control model• Review and refine respite, and short-term care and support options• Review current and establish longer term multi-disciplinary discharge to assess arrangements, ensuring timely hospital discharge with patient choice central to long term care and support decisions post discharge



PRIORITY FOUR: **Shaping the Adult Social Care provider market**

We said	We did
<ul style="list-style-type: none">Working with colleagues across the Liverpool City Region and the North-West to ensure a consistent approach to market shaping across the regionEnsure that any positive changes that have been developed and implemented across the market during covid are captured and maintained moving forward, such as the increased use of technology in care homesReview Knowsley's Adult Social Care Market Position Statement to ensure it reflects local needs following the coronavirus pandemicWork with the market to maintain and continue to strengthen the strong engagement that has been developed and embedded during the pandemicReview Knowsley's day care offer in light of the coronavirus pandemicReview Knowsley's respite care offer	<ul style="list-style-type: none">Well-structured governance arrangements have been established with colleagues across the Liverpool City Region and the North-West including the establishment of the Market Shaping and Quality Group to review activity, costs and quality of commissioned provision and regional level and the Cheshire and Merseyside Technology Enabled Care GroupIncreased funding to pay Real Living Wage to Social Care workforce to support recruitment and retention of staffSignificantly increased the use of technology in care homes and expanded our technology offer, including supporting the home first/tech first approachIn our Extra Care Schemes, the 'IStumble' app has been implemented to reduce risks from falls and 'manga cushions' have also been purchased to support the safe lifting of residents who fallA number of well-established provider forums are in place to support market shapingImplemented the falls pick up service to ensure residents can be picked up within an hour and reduce NWAS call outs/admissions to A&E by 90%A refreshed Adult Social Care Market Position Statement was published in 2022 to support providers to understand the needs of the local market over the next five yearsA plan is in place to further harness digital innovations which will improve people's experiences of receiving and providing careWe are continuing to work with providers and care users to raise awareness of Adult Provider Services as the first choice for adults with health and care needs in the BoroughA review of commissioning complex care packages for adult social care users has taken placeA review is currently underway with regards to exploring respite and short-term care options which will result in the exploration of new innovative approaches during 2024

We said	We did
<ul style="list-style-type: none">Continue to develop Adult Provider Services as a specialist serviceDevelop and implement a Commissioning Plan for Knowsley that covers children's and adult social care and public health commissioned servicesExplore opportunities for joint commissioning with partners in health on key projects	<ul style="list-style-type: none">A workforce review into Adult Provider Services concluded in March 2023 delivering a revised structure which is better able to support the transformation of the service to meet the needs of the most complex adults. The service has also recruited an additional 27 staff to further build workforce capacity and introduced a career progression pathway for the lowest grade of staff, supporting their professional and skills developmentDevelopment work to grow the Shared Lives offer has been completed to include a new offer for adults with lower-level mental health needs and increased support for young people in transition. There has also been additional recruitment for two Shared Lives Worker postsGood progress in the digital transformation of the service has been made, including the introduction of digital care records and a system for managing rotas, ensuring the most efficient use of the workforce in placeA joint Commissioning Plan has been developed which covers children's and adult social care and public health commissioned services in KnowsleyWe have utilised the Better Care Fund in several ways, including to:<ul style="list-style-type: none">Support use of the Disabled Facilities Grant (DFG) to enable re-allocation of DFG monies into wider health and social care prioritiesInvest in a range of Technology Enabled Care, including providing a free Assistive Technology offer for 12 weeksProvide Community Navigation services as part of our wider commitment to building community assets to support people with no or low-level care and support needs to identify support in their communitiesAssist with the transition from hospital to adult social care, for example investing in Rapid Response Services to enable people to go home from hospital whilst awaiting a package of support from a domiciliary care provider. We have also invested in re-ablement servicesEnhance our existing support for carers, and people needing to access care out of hours

PRIORITY FIVE: Ensuring safe and quality services

We said	We did
<ul style="list-style-type: none">Continue to work with and contribute to the Merseyside Safeguarding Adults Board in its role and functions, so that the Board can continue to be assured that within the recovery and transformation programme adults in Knowsley are being kept safeSupport and develop the Multi-agency Safeguarding Hub (MASH) and safeguarding responses to respond to learning from reviews, changing demands and emerging trendsUnderstand development in case law as well as innovation and best practice regionally and nationally and understand, learn and adapt as appropriateReview the role, functions and performance measures of the Safeguarding and Quality Improvement Service, recognising interdependencies and developments in other areas of the Directorate, so that we understand, support, embed and improve practice	<ul style="list-style-type: none">A recent peer review into the MASH concluded that the overall quality of practice and performance in the team was good and working well for users. Leadership, inter-agency co-operation and balancing rights with protection were identified as key strengths of the MASH service. Opportunities for development were also highlighted, such as improving consistency across communication and recording. The actions we will take in response to this are outlined within this planIn previous periods of excess demand, staff have moved into MASH, High Dependency Team (HDT) and Prevention teams on a short-term basis to ensure that demand has been adequately met. Whilst demand on MASH remains high post pandemic, performance and resources are being closely monitored including additional investment in MASH teamThe Council established the Knowsley Safeguarding Adults Board in June 2021 following the disbanding of the Merseyside Safeguarding Adults Board. Adult Social Care take a lead role in coordinating the multi-agency approach and house the Business Unit that supports Board activity. The Board has a set of strategic priorities and a strategic plan to take priorities forward through multi-agency subgroups. An Annual Plan has also been published which summarises the key work of the Board between June 2021 and April 2023The Knowsley Safeguarding Adults Board (KSAB) produces a range of seven-minute briefings to highlight subjects, issues and themes to Adult Social Care staff and partners. The briefings are promoted and used as a learning resource to Adult Social Care via email and are also available on the KSAB websiteA number of forums and panels are in place to support staff and adults to manage risk situations including the Risk Panel, Multi Agency Risk Assessment Meeting, (MARAM), and Quality Assurance and Standards (QAS) Group

We said	We did
<ul style="list-style-type: none">Review the work of the Safeguarding and Quality Improvement Service with Adult Social Care, commissioned services and in-house services with a view to building stronger partnerships, building on existing relationships and commitments, and taking joined-up action to encourage improvement and champion high-quality careConsider the changes in workforce processes and policy that are needed to support the recovery and transformation of care servicesConsider what skills and experience the wider workforce (council and care providers) need in order to make the transformational shift set out within this plan, and source and deliver the relevant training and development needed for staffExplore and promote improving public health outcomes specifically in adult social care provider settings	<ul style="list-style-type: none">A workforce strategy has been developed that recognises the challenges facing adult social care, driven by higher demand and more complex cases. This included an innovative, recruitment campaign alongside Children's Social Care and Adult Provider Services in 2022, aimed at reducing vacancy rates across those services. As part of this, we developed new recruitment materials, pro-actively engaged and marketed the opportunities, and supported potential candidates with the job application process. A family-friendly recruitment event was also held over a weekend, resulting in 49 candidates being offered a position, including 8 social workers for Adult Social CareActing on the success of the first joint recruitment campaign, we are continuing to explore other new concepts and ideas to attract people to the social care workforce and meet local need in KnowsleyTo improve retention, we are in the process of reviewing a more local, online induction toolkit which will be tailored to support new officers. This will include initial face to face meetings with senior staff and the development of an online resource to help new starters



Current Context

Timeline of adult social care policy



National policy context

The Care Act received royal assent on 14 May 2014 and was widely seen to be the most significant change in social care law in 60 years. The Act provides the legal framework for adult social care. It places a duty on councils to promote people's wellbeing and a range of new responsibilities for local authorities, such as support for the care market and safeguarding. New areas of work around information, advice and prevention were also incorporated, with new eligibility criteria for services.

In 2021, 7 years on, the Government published its 10-year vision for adult social care, 'People at the heart of care'. This policy paper was incorporated within the Health and Care Act (2022) and initiated the biggest reforms to the NHS and social care in nearly a decade. It laid the foundations to improve health outcomes by joining up NHS, social care and public health services at a local level and tackling growing health inequalities. Whilst much of the Act is focused on developing system working with integrated care systems (ICSs) being put on a statutory footing through the creation of Integrated Care Boards (ICBs), it will also introduce:

- **Cap on cost of care** – a new £86,000 cap on the amount anyone in England will need to spend on their personal care over their lifetime. Only personal contributions to the cost of care will count towards the cap. Means-tested payments made by the local authority will not be counted. **Plans to introduce this, however, have been delayed until 2025.** As a General Election must be held before then, it is possible that a new Government could delay, change, or scrap the reforms. This uncertainty challenges the sustainability of the care sector and makes it difficult for people accessing care to make long-term plans for their care, and for local authorities already facing financial challenges
- **Regulatory reform** – extended the duties of the Care Quality Commission (CQC) to assess – and eventually rate – local authorities' delivery of adult social care services. From April 2023, local authority adult social care departments will be inspected by CQC, for the first time since 2010
- **Workforce planning reform** – a new duty for the Secretary of State to publish a report at least once every five years on workforce planning. This would describe the system in place to for assessing and meeting workforce needs in

acknowledgement of the challenges providers face filling vacancies

- **Other areas of reform** – planned to invest in digital innovation to improve the delivery of care, as well as taking steps to mitigate the impact of poor-quality housing on people's health and social care needs

One of the main ways that health and social care have become integrated is through the **Better Care Fund**. This means that Clinical Commissioning Groups (CCGs) and local authorities need to work together to set budgets and make spending plans. This is intended to help people have more control over their own health and wellbeing, and to live as independently as they can.

The COVID-19 pandemic, as well as other factors, have meant many of the challenges the Care Act intended to address have significantly worsened. Government initially allocated £1.7bn for social care reform over three years with the intention to fund:

- Substantial investment in the **Market Sustainability and Improvement Fund** between 2023 and 2025

- Introducing a **new care workforce pathway** for adult social care, among other measures to recognise the skills and importance of the workforce
- **Supporting digital innovation** in delivering care
- Introducing **person-level data** collection to personalise care
- Launching an independent **Older Person's Housing Taskforce** to give recommendations on providing a wide range of housing choices for people in later life
- The launch of a 2-year **targeted fund** to test and scale ways to **innovate and transform** local authority processes

Whilst some of these are already in motion, with significant investment in the Market Sustainability and Improvement Fund (MSIF), as well as the launching of an independent Older Person's Housing Taskforce, most have stalled.

The National Audit Office (NAO)¹ has suggested that this is primarily because more than £1bn of the £1.7bn initially promised has been re-allocated to meet other pressing issues in the sector, such as staffing. Most local authorities are having to spend their enhanced MSIF allocation to raise fee rates, given workforce challenges. Other immediate pressures, such as the rising cost of providing care and energy costs, have also had an impact. Some funding was also diverted to help healthcare budgets by concentrating on delayed discharge from hospital.

This means that Government faces significant challenges in delivering system reform without additional funding, and with charging reform looming.

Think local, act personal

In the context of finding innovative ways to provide personalised care, Knowsley follows the principles of the organisation 'think local, act personal' (TLAP), which is a national partnership committed to transforming health and care through personalisation and community-based support. It encourages interaction between service users, carers, local authorities and other groups with the aim of drawing on local assets to meet local needs. This model has been widely adopted, including in Time to Act, a paper published by the Association of Directors of Adult Social Care (ADASS), which set out what good care looks like based around TLAP principles.

ADASS: Time to Act

A better system of care and support is:



1

Focused on outcomes and wellbeing



2

Personalised co-created and flexible



3

Proactive and preventative



4

Integrated and coordinated



5

Local community-based and relational



6

Sustainable, efficient and effective



7

Fair in what it asks of people



8

Accessible and affordable

¹ Reforming Adult Social Care in England, National Audit Office, November 2023

Current and Future Resources

National Context

Cuts to local authority budgets, as well as decades of underinvestment from central Government, have led to intense financial pressure on the adult social care sector. Despite these challenges, Knowsley Council has worked hard to protect social care budgets and continued to invest in services. Dedicated work to focus on early intervention and prevention and develop new and innovative approaches to care has also helped ensure residents have remained supported despite these pressures. A tighter labour market, impacted by changes to the national living wage, Brexit and changes to immigration rules, has driven up wages in other parts of the economy making care one of the worst paid jobs relatively.

As the recent report by the National Audit Office (NAO)² shows, many local authorities are having to cover shortfalls from central Government to make sure there is good local provision. In Knowsley we recognise these challenges to the workforce and have tackled them head on. The Council invested £8.8 million to ensure that care workers in Knowsley were paid the real living wage. We have also worked hard to ensure that local care providers have been

supported to deal with the challenges they face through quality improvement support, recruitment support and additional funding to ensure services remain sustainable.

The Government's approach to Council funding in recent years has shown some positive movement, particularly in terms of additional funding for social care. This is welcomed, although the funding still falls far short of covering the full impact of price and wage inflation and the increasing demand for Council services. The funding announcement must also be seen in the context of the previous decade of substantial cuts. If Knowsley's total funding had kept pace with inflation over the last 10 years, the Council would be receiving around £55m more per year in Government funding than is currently the case. There is still considerable uncertainty about the longer-term impact of inflationary pressures in the coming years.

Local context

Since 2010, Knowsley Council has dealt with significant budgetary cuts in line with Government spending reductions against a backdrop of wider significant funding challenges. More people need support and costs are going up. According to the National Audit Office³, local authorities across

the country spent £16.5bn in 2019/20 and all are continuing to see increasing demand and costs. This is likely to rise even further – with projections showing the number of adults requiring care aged 18-64 is likely to increase by 29% in 2038 compared with 2018, and for people aged over 65 it is even higher at a 57% increase. The cost of care is also increasing, with a projected 90% increase in costs of care for adults aged 18 to 64 by 2038 compared with 2018 and a 106% increase for over 65s. Consequently, adult social care services have been required to adapt and evolve to meet local need.

The purpose of this plan – as with our previous Recovery and Transformation Plan 2020-2023 – is to deliver a modern and progressive care model within approved budgets. This has been a huge challenge, with the absence of sufficient Government funding leaving the Council responsible for sustaining local care markets. We have met this challenge, investing significantly to sustain local care markets, including investing £6m of permanent funding over and above the Government grant.

Despite the challenges in the sector, outcomes for people accessing care in Knowsley have improved. Information we collect shows that people accessing care feel more in control of their care than they did before, enhancing their independence. We have

been able to do this as well as reporting a balanced budget in the past two years despite significant investment in market sustainability based on real living wage rates. However, demographic pressures and the ever-increasing cost of providing care are likely to be persistent challenges in the coming years.

Local policy and strategic context

This plan supports the delivery of key strategic documents and plans in Knowsley including Knowsley 2030 and the Council Plan.

A number of other departmental and service strategies and plans across the Council and Partnership also set the direction for how we deliver adult social care across the Borough.

Knowsley Better Together

Underpinning the way that we work is Knowsley Better Together, a shift in culture that is focused on the council working in equal partnership with residents, businesses, partners and the voluntary sector more than ever before. It involves people coming together to share ideas, skills and time to achieve a shared goal or vision, improving outcomes for Knowsley. This plan has been developed and will be delivered in line with Knowsley Better Together and the principles that underpin it which are:

- Be a strong community leader and always champion Knowsley
- Build better partnerships and work with others co-operatively to improve Knowsley
- Listen to the community when making decisions
- Spend locally, invest locally and recruit locally to build social value
- Help people to be independent, doing more for themselves and each other

- Prevent problems occurring or step them getting worse
- Use the best way of delivering services that leads to improved outcomes for Knowsley

Working in this way will be key to the successful delivery of this plan, as everyone will have a role to play.



² Reforming Adult Social Care in England, National Audit Office, November 2023

³ The adult social care market in England (nao.org.uk)



Knowsley 2030 Strategy

This strategy sets out the long term vision for Knowsley between now and 2030. It outlines the key strategic outcomes and improvement priorities that have been co-produced with residents and partners, a number of which relate to health and wellbeing

Knowsley Council Plan 2022-2025

Adult Social Care
Transformation Plan
2024-2027

Knowsley Adult Social
Care Market Position
Statement
2022-2025

Joint Health and
Wellbeing Strategy
2020-2025



This plan supports the delivery of key strategic documents and plans in Knowsley including Knowsley 2030 and the Council Plan.

Knowsley Profile and Performance

Knowsley Profile



people live in Knowsley



are providing unpaid care



are over 65



describe their health as 'bad' or 'very bad'



The 65+ age group in Knowsley has grown by **14.3%** since 2011



22.6% of residents are classed as disabled under the Equality Act



Over 65s make up **60%** of people currently accessing ASC services



66.4% of carers find it easy to find out information – higher than the England average (64.6%)

Male healthy life expectancy at birth



Knowsley 58.7

National 63.1



Female healthy life expectancy at birth



Knowsley 60

National 63.9

Local strengths



Knowsley performs in the **2nd highest quarter** in the % of adults that had as much social contact as they would like in both the 18+ and 65+ age groups.
Knowsley ranks 8th regionally



16 of our care homes are currently rated as good or outstanding



Over **90%** of adults who are deemed to require support from ASC receive the support they need within 28 days of assessment



Between Dec 2022 and Nov 2023, the Rapid Response Service supported **683** adults home from hospital and **206** adults at home. This helped to achieve £3.75m in estimated costs relating to hospital admissions, ambulance call outs and delays to discharges from hospital



66% of the market in Knowsley has a compliant system in place for using Digital Social Care Records

100%

100% of carers with support plans receive direct payments



Our dedicated carers team completed **600** assessments during 2022/23.
Knowsley is positioned joint 1st nationally for carers receiving support via a direct payment



94% of our community-based care locations are currently rated as good or outstanding

Where are we performing well?			
Outcome	2022/23	Previous figure	National Average
Social care related quality of life (score out of 24)	19.2	19.4	19.0
% of who say they have control over their daily life	80.1%	81.6%	77.2%
Overall satisfaction of people who use the service with their care and support	68.3%	67.1%	64.4%
% of adults with learning disabilities live in settled accommodation	94.8%	93.6%	80.5%
Short term outcomes to maximise independence	93.9%	90.3%	77.5%
Proportion of clients receiving direct payments at year end	38.7%	37.8%	26.2%
Older people still at home 91 days following discharge	91.3%	82.1%	82.3%

Where do we need to improve?			
Outcome	2022/23	Previous figure	National Average
Adults with learning disabilities in paid employment	2.3%	1.9%	4.8%
% of people that use services that said those services made them feel safe	84%	82.1%	87.1%
Older people (65+) permanently admitted to residential or nursing care per 100,000	15.8	18.6	14.6
Adults (18-64) permanently admitted to residential or nursing care per 100,000	813.2	794.9	560.8



Vision and priorities

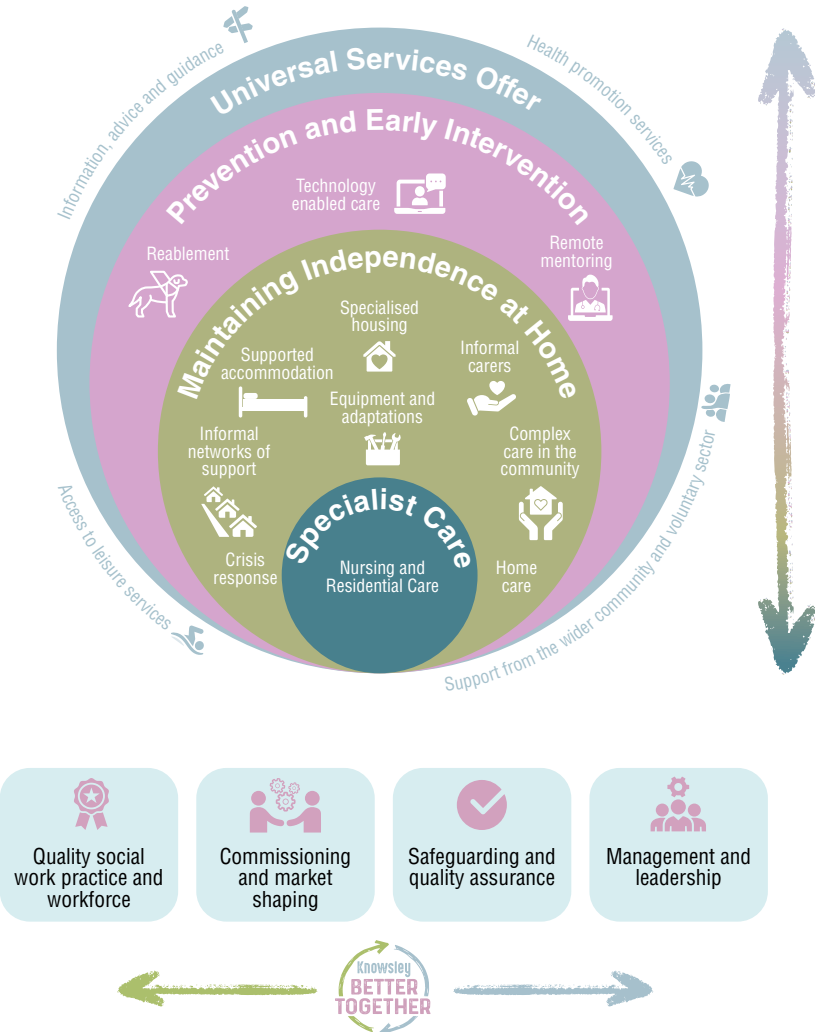
Councils across the country are exploring the ways in which they can continue to improve access and support against a backdrop of significant changes and challenges, and Knowsley is no different.

In Knowsley, our vision is “*Supporting people to live independently*”. We want people to live independently, in their own homes, for as long as possible. This is what residents tell us they want. Therefore, our approach as a Council and within adult social care, is focused on early intervention and prevention and supporting people to maintain and regain independence through personalised care. This includes supporting people to enhance their own strengths, and to access the support that is often available to them in their local communities.

Our offer to the residents of Knowsley is focused on preventing people from having poor health and wellbeing outcomes in the first place. These services include a comprehensive information and advice offer, access to leisure activity and services such as smoking cessation. We are also focused on services helping residents effectively manage health and wellbeing issues when these occur. These services include reablement, home care and digital and technology enabled care tools.

For our residents who need enhanced care to meet their complex needs, we will ensure that a range of good quality care and support services are available to support them. This might include things such as nursing care, and care to meet complex dementia and Learning disability/autism needs. For residents with the most complex needs, this might include both services that the Council itself delivers, as well as services it buys from external providers.

Our offer is underpinned by good quality social work practice, a focus on safeguarding the most vulnerable, careful consideration about the services we buy and how we develop new models of care and good quality leadership across Adult Social Care to make sure it all happens.



Universal services for all

A comprehensive offer for all Knowsley residents which aims to prevent health and wellbeing issues. Support includes Information and Advice, health services such as support to eat healthy, stop smoking and reduce the intake of alcohol and services to exercise more. These services are largely provided by the NHS, the Council as well as local community and voluntary sector organisations. Enabling people to make their own choices about how to obtain support through good quality advice and information and building on their own and their communities' strengths and abilities. Information on services available can be found at www.livewell.com

Prevention and Early Intervention

This involves working with people at the earliest opportunity to prevent existing health and care needs from deteriorating and supporting people to effectively manage any issues. This can include providing intensive support for a short period, providing people with equipment or digital technology enabled care tools to prevent the need for ongoing support and to retain or regain their skills and confidence so they can learn to manage again, for example after a period of injury or illness.

Maintaining independence at home

Providing solutions for those who need support to remain independent in their own home, even in situations where care needs are quite complex. This may be through the provision of homecare, equipment or by making minor or major adaptations to your home to enable you to continue to live there or by supporting you to access better suited and adapted housing such as extra-care housing or supported accommodation.

Specialist care for those who need it

A small number of Knowsley residents will need more intensive care and support. This is because their care needs are complex. The Council will work with care providers and partners in the NHS to ensure these residents can access good quality care that effectively meets their needs. This includes Knowsley Council directly providing this care where this is appropriate.

In order to support and deliver our vision and offer, this plan therefore focuses on six key priorities:



**PERSON
CENTRED CARE**

Enhancing person centred care and choice and control so that services are flexible and support individual needs.



**ENSURING SAFE
AND QUALITY
SERVICES**

Protecting people and improving the quality of care.



**MARKET
SUSTAINABILITY
AND
DEVELOPMENT**

Helping to shape and support a strong and stable local care market.



**DIGITAL AND
TECHNOLOGY
ENABLED CARE**

Supporting people to access digital and technology enabled care to support their needs.



CARERS

Supporting carers to have a quality of life similar to those without carer responsibilities through effective service provision and support.



WORKFORCE

Having the right workforce in the right place at the right time with the right values, skills and experiences to deliver the right care for those who need it.



For residents with the most complex needs, this might include both services that the Council itself delivers, as well as services it buys from external providers.

PRIORITY ONE: **Person centred care**

Why is this important?

In Knowsley, we want people to have more choice and control over the services they access. This will help to support people's independence and ultimately improve their quality of life. Since our previous Transformation Plan in 2020, we have implemented several changes to advance this approach. This includes supporting more carers and people with care needs to use direct payments to purchase the care and support that they choose, and supporting the growth of micro-enterprises and new organisations so that people have a wider range of options to choose from for their care and support services. The success of these changes can be seen in the fact that the number of people receiving care services reporting that they have control over their daily lives has been increasing consistently in Knowsley since 2015/16. This is really positive, and we want to continue to focus on this moving forward so that people continue to feel empowered to shape the support that they receive.

Over the next three years, our focus will continue to be on early intervention and prevention approaches and maintaining people's independence. Our approach to providing social care is underpinned by the principle that we start by supporting people to retain their own strengths and build services around these. Instead of viewing people as a collection of needs that require help; our operating principle is that all people are assets, with skills, experience and networks of existing support. Our role is to work in a personalised way to enable people to make the most of these assets and to maintain them. We also want to support community initiatives to support people's resilience.

However, we know that there will be some people who will require more formal services for whom we will make sure that services continue to be flexible and responsive to people's needs and of good quality.

In addition, ensuring choice and control for people who are transitioning from children's services into adult social care services is essential and we will be working more closely with colleagues in children's services to improve this experience for young people.

Actions

- Continue to review and improve the Information, Advice and Guidance offer in Adult Social Care through:
 - o Review of the information on the council's website
 - o Improvement of published literature related to Adult Social Care
- Continue to ensure the voices of people use services and their carers influence and shape service development and delivery
- Improve strength-based approaches which includes:
 - o Adopting Technology First Approaches
 - o Embedding strength-based practice in the workforce
 - o Community asset development
 - o Reviewing our assessment and support planning approaches
- Transition – improving our approaches for young people transitioning to Adult Social Care

Continued

Actions Continued

- Reconfiguring our services to make sure we have sufficient resources to respond to the longer-term changes in demand as a result of the pandemic
- A new pilot approach to initial contact is being introduced. Working with partners from health, housing and the community and voluntary sector to meet adults' needs at an earlier point and reduce onward referrals into our Prevention and Communities Teams
- We are reviewing our training offer to ensure equality, diversity and inclusion training offer supports our local communities
- Continue with the transformation of the councils in house services to support those with the most complex needs

Outcomes

- Enhanced quality of life for people with care and support needs
- Enhanced coproduction in service delivery
- Reported quality of life improvements for those with care and support needs
- An increase in the number of Direct Payments used to fund a diverse range of community-based services to meet care and support needs
- Reduction in admissions to long term care

How we'll know if we have been successful

- Proportion of people who use services who feel they have control over their daily life
- Proportion of people using social care who receive self-directed support, and those receiving direct payments

Continued

How we'll know if we have been successful Continued

- Increase in the overall satisfaction of people who use services with their care and support
- Social care/carer related quality of life score
- Increase in the overall satisfaction of carers with social services
- Carers supported to access information, advice and support through the Council and Carers Centre
- Percentage of older people who are still at home 91 days after discharge from hospital into re-ablement
- The proportion of new/existing clients referred to Prevention who go on to receive a new package/change of care from Adult Social Care
- Percentage of clients receiving a service for 12 months or more who have had a review
- The proportions of users and carers receiving self-directed support, and self-directed support via direct payments

PRIORITY TWO: Ensuring safe and quality services

Why is this important?

Whilst this plan is transformative in nature, it is important that we continue to focus on safeguarding people at risk of neglect and abuse and improving the quality of care and support services.

While we know most people who reported safeguarding concerns in Knowsley say they had their wishes and expectations met, we will continue to have a strong focus on the prevention of abuse and neglect. We will continue to work with individuals and organisations to protect people's rights to live in safety, free from abuse and neglect. The individual's wellbeing should always be promoted, and their views, wishes, feelings and beliefs be taken in to account in decision making. We will work to maintain and enhance this robust response when concerns are reported and learn from best practice, to ensure that our residents are safeguarded in the community and in all care settings.

Quality improvement is a building block for safeguarding. It ensures that people receive person-centred care that is safe, effective, caring and responsive. Working with our partners, we will continue to ensure that both social work practice and social care services in Knowsley are high quality.



Actions

- Continue to coordinate multi agency arrangements for safeguarding and quality monitoring of care providers
- Continue to support the Knowsley Safeguarding Adults Board
- Continue to develop policies, procedures and practice guidance to support good quality social work
- Continue to ensure there are sufficient arrangements in place to manage the demand for safeguarding contacts and enquiries, following a sustained increase following the COVID-19 pandemic
- Development of enhanced approach to audit activity including through peer and multi-agency auditing
- Improving approaches to safeguarding for children transitioning to adult services
- Further development of processes for identifying ways to share learning at all levels of the organisation and with partners

Outcomes

- People live as independently as possible and receive good quality care services when they need them
- People's wellbeing, their needs and wishes, are at the heart of care and support
- People live in safe surroundings and are protected from abuse and neglect
- Everyone enjoys physical safety and feels secure
- People are free from physical and emotional abuse, harassment, neglect and self-harm
- People are protected as far as possible from avoidable harm, disease and injury
- People are supported to plan ahead and have the freedom to manage risks in the way that they wish

How we'll know if we have been successful

- Proportion of people who use services who say they feel safe
- Proportion of people involved in safeguarding who say that their expectations and wishes were met
- Proportion of people who use services who say those services make them feel safe and secure
- Adult Social Care Complaints (rate per 100,000 population)
- Adult Social Care / Safeguarding Audits – Counts and quality
- Proportion of Care Homes rated as green by the Council
- Proportion of Lead Home care providers rated as green by the Council

PRIORITY THREE: **Market sustainability and development**

Why is this important?

Over the last decade, the care market in England has become increasingly fragile. This is due to underinvestment and years of austerity, as well as challenges in recruiting and retaining people with the right mix of skills to sector for relatively low wages. This is set against a backdrop of a population that is getting older with more complex needs. These difficulties have now been further exacerbated by the impact of the coronavirus pandemic and continued under investment by the Government, placing an even greater strain on the market.

Therefore, it is essential that we support and stimulate a strong, sustainable, and vibrant adult social care market in Knowsley to help the sector maintain a strong local market. This will ensure that the current and future care needs of residents can be met, whilst supporting people to be in control of their own care. Maintaining a strong market will also ensure a more financially viable system. We want to actively encourage new providers to enter the market, particularly small, local providers who know the area and can deliver truly personalised outcomes for people.

We also want to facilitate and help to shape a flexible care market in Knowsley, to ensure that it can cater to the different needs that some individuals may have throughout their care journey. This will ensure that transition between services can be as smooth and seamless as possible. Joint commissioning between health and social care will help to support this.

Reforming adult social care funding has been an issue for successive governments in recent times and the current government assured it would plan for reform during 2020. Whilst we continue to remain unsure of what this will look like, especially in the aftermath of the COVID-19 pandemic, any changes to the system will have a direct impact on the local market in Knowsley and we will work with the provider market to help them navigate these changes as and when they come into place.



Actions

- Continue to undertake focussed activity to ensure care provision in Knowsley is sustainable
- Undertake market development activity to increase the capacity for mental health and learning disability accommodation across the borough
- Undertake review of the occupational therapy service in Knowsley
- Undertake activity to increase the number of shared lives carers in Knowsley
- Undertake targeted work to increase dementia and nursing capacity
- Introduce a trusted assessor model across all Adult Social Care providers to support providers to ensure the right levels of care are being provided to adults

Outcomes

- A stable adult social care provider market
- People will receive care services that best meet their needs and that maximise their independence, choice and control
- A vibrant social care market that promotes progressive and innovative models of care and support

How we'll know if we have been successful

- Increased access to specialist services within the borough
- Decrease in long-term support needs met by admission to residential and nursing care homes
- Increased uptake of non-traditional service and support models including Direct Payments
- Proportion of care homes rated good or outstanding homes
- Percentage of services being managed in accordance with the principles of the Performance Management Framework
- Percentage of services being managed in accordance with corporate Social Value reporting requirements

PRIORITY FOUR: **Digital and technology enabled care**

Why is this important?

Digital and technological services are continuing to transform the way care services are designed and delivered. The opportunities and innovation that technology presents are significant and making a real difference to people who receive care services in Knowsley. Over the past three years, there has been a real focus on enhancing the use of technology enabled care across Knowsley to support and meet people's care needs. This is because it can help people to live independently whilst reducing demand and the need for more intensive and expensive forms of support. Technology enabled care is available to all people to meet a range of different care and support needs in Knowsley and there has been a steady increase in the number of people using assistive technology over the last three years.

Prior to the start of the pandemic, technology and digital services have been used to deliver care services and support in Knowsley, including the likes of PAMAN (a remote monitoring system that allows pharmacists and pharmacy technicians to observe patients living at home, taking their medications, using an internet-enabled audio/video tablet). We are also working with social care providers to ensure they are responding to residents wishes to have technology solutions embedded within their care and support. For example, we have been working with a local provider to develop a 24/7 remote monitoring centre that can respond to people living in extra-care and supported accommodation settings. The device also proactively monitors sensors around the persons home such as falls detectors and can trigger a response if an issue arises.

The Care Builder pilot is also providing a new approach to care delivery in supported accommodation with technology complimenting more traditional care delivery, by offering a blended model of remote and / or face to face care and has already delivered savings through reducing the amount of support needing to be delivered on site.

Our residents, particularly those who are younger adults, tell us they want to see digital and technology tools made available more to support them. Over the lifetime of this plan, we will be continuing to prioritise work to do this.



Actions

- Continued development and rollout the Early Intervention and Prevention module
- Continued rollout of digital social care records with care providers across the Borough
- Continue working with health partners to adopt a shared patient record across Health and Social Care
- Review and re-procurement of the technology enabled care contract to further enhance the provision
- Continued rollout and expansion of technology enabled care pilot
- Adoption of technology of enabled care approaches to meeting care and support needs

Outcomes

- Delaying and reducing the need for care and support
- More social care providers utilising technology enabled care as part of their core offer
- Introduction of a Technology First Approach to care and support to maximise the use of technology for meeting care and support needs
- Enhanced range of digital and technology options for meeting needs

How we'll know if we have been successful

- Increase in the number of people with care needs using technology enabled care
- Increase in digital self-service options
- The proportion of cases where referral for or use of AT is considered at each stage of the customer journey
- Increase in signposting activity to digital and technology solutions
- Increase in the range of digital and technology options for meeting needs
- Reduction in average cost of community care packages where technology enabled care is utilised

PRIORITY FIVE: Carers

Why is this important?

In Knowsley, we know that almost 18,000 people identify as being an unpaid carer, providing more than one hour's care per week. However, it is likely this number is much larger as many people providing care do not recognise themselves as a carer because it so easily becomes part of their daily routine.

The number of carers in Knowsley and their needs are likely to continue to change, especially in the aftermath of the COVID-19 pandemic as the long-term effects continue to emerge. In line with the national picture, population changes will also mean that there will be an increasing number of people that will require support from an unpaid carer in Knowsley.

In addition to this, it is anticipated that there will be a more intense role required of carers in the future due to the fact that people are living for longer and with more complex needs. It is therefore vital that carer's needs are adequately supported now and, in the future, so that they can live happy, healthy and fulfilled lives whilst carrying out their caring role.

Whilst Knowsley has a dedicated 'All Age Carers Strategy', it is important to ensure that carers are appropriately reflected and considered in their own right as part of this plan, particularly in relation to ensuring that they have access to the support and services which they require and that these are fit for purpose and that we can deliver our part of the strategy commitments.



Actions

- A review of the carer's services and recommissioning of carers support contract is underway. This will look at provision across the board including respite provision – to ensure that we are supporting carers to achieve their ambitions alongside caring
- A refresh of the 'All Age Carers Strategy' will be undertaken to make sure the needs and wishes of carers are fully considered
- A review of the approach to undertaking carers assessment including development of online self-assessment options will be undertaken
- We will enhance the offer of training for carers
- Exploration of opportunities for projects to support carers through the national Accelerator Fund

Outcomes

- Enhanced quality of life for carers
- Carers will have good physical and mental health
- Carers will have regular breaks from their caring roles
- A more streamlined carers assessment process
- Closer working relationship between the community and voluntary sector and the Council's statutory social care function in line with Knowsley Better Together
- More carers receiving support in their caring role
- Carers will be aware of where to go for information and advice around maximising their income
- More carers will be able to enter or maintain employment
- Carers will have more social contact
- Carers will be supported to establish and maintain social connections

How we'll know if we have been successful

- Reduction in the number of carers reporting that their health has been affected by their caring role
- Increase in carer-reported quality of life score
- Increase in the proportion of carers who reported that they had as much social contact as they would like
- Qualitative feedback from carers regarding whether it is easy to find information about support

PRIORITY SIX: **Workforce**

Why is this important?

We recognise that the workforce is our most valuable asset. In order to be able to support and help transform the lives of adults with care and support needs, we need a compassionate, high-skilled, experienced workforce who are committed to making a positive difference.

We believe that all adults with care and support needs should reach their potential. Our aim is to support people with care needs to live independently, through promoting independence to help ensure people feel empowered and fulfilled – and the right workforce in the right place at the right time with the right values, skills and experience to deliver the care needed both now and in the future is key making this happen.

However, nationally, the adult social care sector has consistently and continues to face challenges with shortages of staff, high staff turnover and vacancy rates and an over reliance on high-cost agency staff. The adult social care workforce has therefore come under increasing pressure and the rising demand for social care services, exacerbated by the COVID-19 pandemic, has further called into question the longer-term sustainability of the workforce.

These challenges are no different in Knowsley. The Council is therefore continuously looking to attract and recruit new staff to our social care workforce, as well as ensuring we invest in our current workforce to retain their knowledge and expertise by investing in their continuous learning and development – for example through our Career Progression Policy, and by joining forces with mental health charity Think Ahead to create opportunities for those interested in a career in mental health social work. All local authorities are having to consider these more innovative approaches as part of our commitment to and expectations of the social care workforce.

Whilst the Council does have in place a dedicated 'Social Care Workforce Strategy', it is important to also ensure that the workforce is appropriately reflected and considered as part of this plan, particularly in relation to ensuring the provision of high-quality care and support services, delivered by a highly skilled and valued workforce who are appropriately rewarded for their work and the vital impact that it has on people's lives.



Actions

- Refresh of the Children and Adults Social Care Workforce Strategy
- Continuation of apprenticeship programmes
- Continuation of the development of innovation approaches to recruitment and retention of staff
- Support to the external workforce to recruit, train and retain staff
- Working with partners to develop initiatives to increase the availability of nurses working in the care sector
- Enhance the training opportunities for staff including in key areas such as Equality, Diversity and Inclusion, practice learning and practice development

Outcomes

- Enhanced opportunities for the workforce to develop and progress in their careers
- A workforce who feel valued
- A strong and stable workforce
- A skilled and knowledgeable workforce
- Conditions for good social care practice to flourish

How we'll know if we have been successful

- Percentage of permanent staff in posts
- Maintain and improve retention rate
- Reduction in the use of agency staff
- Workforce stability (length of service)
- Take up and completion of leadership and management programmes
- Reduced sickness absence rates

Making it happen

Central to the delivery of this Plan will be Knowsley Better Together and the principles that underpin it, as well as evidence-based practice. Several key factors will enable us to achieve this successfully:

- **Research**
The care and support services that we deliver will continue to be informed by current and ongoing research. This will involve linking in with Higher Education Institutions, using behavioural insights, appreciative enquiries, working with Public Health and using strength-based approaches.
- **Innovation**
We continue to be committed to developing new ways of working and innovative approaches to transform adult social care services in Knowsley. This will be achieved through working with partners in the private sector, gaining commercial influence, capacity to act and the roll out of pilot projects.

- **Collaboration, partnerships and co-production**
Collaboration and co-production with residents and partners will be central to the successful delivery of this plan. Now more than ever, it is vital that we all work together to guarantee that our services are transformed in a way that means they are able to meet needs better than they were before.

That is why we have refreshed this plan with insight from a cross-section of our partners and service users. We will continue to work with them, and others who can help people benefit from services or resources that can improve their health and wellbeing. This will include services that are available for everyone, for example; green spaces, community centres, places of worship and leisure centres. We will continue to work with health, housing and third sector partners and we are working closely with Liverpool City Region and North-West colleagues to pool our collective resources and deliver on our priorities. Working in equal partnership with our residents will also be key to ensure that services are responsive to the needs of the local community and are delivered in the right way and at the right time.

- **Insight gathering**
As well as using quantitative performance data, views and insight from our residents and partners will be sought regularly and will influence and shape service development and delivery as this plan progresses. Healthwatch Knowsley will continue to play a key role in providing support and challenge and we will continue to work with partners to reduce demand and improve the quality of the services offered.

Journey mapping and storytelling from those who use care services in Knowsley will also be an essential way in which we monitor progress against the Plan. We will engage with residents and partners as the Plan progresses to discuss their views and experiences as they move through their social care journey.

How will we monitor and deliver this Plan?

This Plan will be owned and delivered by Transformation and Reform Board. The progress of the Plan will be regularly reported to Knowsley Council's Executive Management Team and Elected Members who will monitor the delivery and implementation to ensure that it is coordinated and complements the wider agenda for supporting people with care needs across the Borough. A detailed delivery plan will be developed to support the implementation of this Plan.



