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# Wellbeing Board

24<sup>th</sup> NOVEMBER 2022

ASC Transformation Programme

& Cost of Care update

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# Programme Summary and Key Risks



## Programme updates

- Savings continue to be submitted to finance and process for monthly validation ahead of Transformation Delivery Board is in place
- Lesley Hutchinson has joined the team from Peopletoo to lead on the Shared Lives, Front Door and Practice & Process workstreams
- Cabinet have agreed that Peopletoo will continue to support Adults transformation for the year 2034/24 and scoping work has commenced to agree the next set of priorities



## Project updates

- Despite some recruitment difficulties, work on the reablement project to launch the new rota and design new ways of working is progressing well
- Revised project plan for Shared Lives scheme has been drafted and is being confirmed
- Refocused Front Door project



## Programme risks

- Difficulties in recruiting, particularly OT's, is impacting our ability to deliver on more than one project
- The challenges proposed within the ASC reform remains, particularly the future demand from self funders
- The resource within ASC is spread across a variety of priorities due to the volume if changing priority.



## Project risks

- Recruitment to the new Reablement service has delayed the increased capacity element of the service, mitigations are being explored
- Recruiting an OT to work on the review team continues to be a problem and is affecting our ability to review high cost packages in a timely way
- Delay in progression of Shared Lives Scheme project places in year saving in this area at risk.

# 22/23 Savings Budgeted and Actuals

	Saving Description	2022/23 Budgeted Saving (£'000)	Actual to Date (£'000)	Workstream
Transformation Programme	Provider Services	854	854	ASC Operations
	Client Contributions	560	300	ASC Ops / Finance
	Accelerated Shared Lives	204	-	ASC Operations
	Virtual Review Team	120	69	ASC Operations
	Focussed Review Project	410	10	ASC Operations
	Practice and Process Development	823	823 <sup>+</sup>	ASC Operations
	Joint Funding Protocol	500	115	ASC Operations
	Reablement Efficiencies	550	-	ASC Operations
	Targeted Reablement Project	450	-	ASC Operations
	Accommodation with Support	300	-	Commissioning
	LD negotiations		24	ASC Operations
BAU	Direct payment reclaims	150	303	ASC Operations
	Review savings – Localities	-	24	ASC Operations
	Review savings – MH	-	423	ASC Operations
	Floating Support & Business Support Efficiencies	210	210	ASC Operations
	Better Care Fund & BC Review	769	769	ASC Operations
	<b>Total</b>	<b>5,900</b>	<b>3,924</b>	

<sup>+</sup> Subject to tracking throughout the year

# CQC Inspection Update

Assurance – Self Assessment

# CQC Assessment Framework

## Current

- 3 inspection frameworks
- 5 key questions:  
Safe, Effective, Caring, Responsive, Well led
- 4 levels of rating:  
Outstanding, Good, Requires Improvement, Inadequate
- ASC has 24 Key Lines of Enquiry (KLOEs)

## From April 2023

- 1 framework for all providers, LAs and ICSs
- 5 key questions and 4 levels of rating are unchanged
- KLOES replaced by 34 Quality Statements
- 8 will apply to local authorities and ICSs

# Evidence for CQC

## 6 evidence categories (5 for LA)

Feedback from:

- Service users
- Staff (interviews & focus groups)
- Partner organisations

Processes

Outcomes

## Evidence is specified

- Specific data indicators
- Specific documents
- Evidencing processes which CQC lists

Evidence will be *scored*

Evidence will be evenly weighted

# Evidence for CQC

## Self-assessment

### Data indicators

- Statutory returns
- CQC ratings profile of local regulated services
- National capacity tracker metrics

## Case notes – ‘tracking’

### Documents

- strategic plans, commissioning strategies
- evidencing that learning has been implemented and embedded
- the effectiveness of policies and procedures

# Quality statements

## 4 themes for LAs and ICSs

### How Local Authorities:

- work with people
- provide support
- ensure safety within the system
- Leadership



# Evidencing what we do

*Evidence*

Identifying  
population  
needs

Strategic  
planning

*A learning, inclusive  
organisation*



*The service user at  
the heart of  
everything we do*

Monitoring

Guidance  
for staff

*Embeddedness*

## Key Findings to date

- The open, learning and 'can do' culture in ASC is standing them in good stead for the work ahead. Staff were very enthusiastic at the away day to support us positively with the exercise to identify where we are doing well and what needs to improve
- Low staffing levels, IT difficulties and a historic lack of focus on fundamental processes exacerbate the gap between where we are and what needs to be in place
- There has been significant work to address this in ASC with concentrated focus on improving the accuracy of activity & financial data and working towards creating a balanced scorecard to support decision making – further to go
- The senior team are working hard to deliver in the difficult context we're all aware of

## Key areas to focus on

- Much of the work that needs to take place corresponds to ‘the golden thread’ clearly binding together partnership, council and ASC objectives, translating these into measurable targets which are monitored and then to show improvement over time. Tightly drawn, measurable targets are needed for the other areas of ASC work including:
  - Further development of the ASC strategy so that it represents the widest picture of all ASC work and how it all fits together
  - Producing an overarching commissioning strategy to similarly provide a comprehensive picture of the entirety of commissioning and where the different strategies fit
  - Producing a quality assurance policy to similarly provide a comprehensive picture of all the QA work that takes place across all of ASC
- Relationships with partners are good, collaborative, not combative, yet some areas are not producing what ASC would want – needs time to systematically work through detail, agreement to processes etc.

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# Highlight Reports

ASC Transformation Projects

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# Front Door

Owner

Andre Ansah & Andrea Rodin

RAG

Progress up until: 7 November 2022

- Route from Contact Centre to OTs and Reablement is established
- Refocus of Front Door project – agree next steps
- Commenced discussions regarding CVS and front door

## Qualitative Benefits upon Completion of the Project

- Supports people to remain independent and access preventative services
- Support long-term sustainability of the social care market by reducing demand

## Savings Achieved to Date

Savings Target	Savings Achieved
Included within Practice and Process savings	

Anticipated progress until: 5 December 2022

- Set up a task group to drive the project (include – commissioning; team managers from ASC)
- Meet with new commissioning lead working on VCS workstream. Including pick up conversation with Mike Wooldridge re social prescribing and opportunities or co-locating at front door
- Observe the front door to assess the current strengths based approach and propose areas for development
- Review pros and cons of investing in a trusted assessor model at the front door
- Design data collection on referrals from contact centre to OTs

## Key Risks & Issues

Risk	RAG
Lack of resource (capacity) available to take work forward the project	

## Milestones

Milestone	Date
New project plan with revised timescales in place and task group driving this forward	30 <sup>th</sup> Nov 2022

# Reablement Efficiencies

Owner Andre Ansah

RAG

Progress up until: 7 November 2022

- New rota launches with staff which will increase efficiency
- Adverts published aiming to fill newly created posts and existing vacancies on a permanent basis
- Work ongoing to recruit locums to fill vacant posts on an interim basis
- New process has been designed for implementation when capacity allows

## Qualitative Benefits upon Completion of the Project

- Development of an enablement approach in SBC, creating capacity for significantly more Reablement for people to maintain independence.
- Support quicker hospital discharge and decrease the volume of people returning to hospital/other front doors.
- Improving the quality of Reablement care received.

## Savings Achieved to Date

Savings Target	Savings Achieved to Date
£550k	£0
Target savings date – from Nov 2022	

Anticipated progress until: 5 December 2022

- Data and performance management tools to be created
- Completion of a prioritisation matrix to be used for an interim period whilst we are not at full capacity to target reablement where it is most likely to have an impact

## Key Risks & Issues

Risk	RAG
Difficulty in recruiting to new structure, particularly qualified posts	
Resource available to map and design new service requirements	

## Milestones

Milestone	Date
New rota launched	1/11/22

# Commissioning Strategy

Owner Jane Senior

RAG

Progress up until: 7 November 2022

- Vision and priorities finalized
- Commissioning principles completed
- Local Needs completed
- Draft strategy completed

Anticipated progress until: 5 December 2022

- Finalise the strategy including:
  - Embedding the forward plan
  - Completing the foreword
  - Taking through relevant governance

## Qualitative Benefits upon Completion of the Project

- This will be an enabler to support savings in other areas.
- Will support the market sustainability plan due in October 2022 as part of the cost of care exercise.
- Align the service to wider ASC strategy, Corporate strategy and the transformation programme.

## Key Risks & Issues

Risk	RAG
Lack of engagement with key stakeholders required to sign off the strategy.	

## Savings Achieved to Date

There are no savings associated with this project.

## Milestones

Milestone	Date
Completion of the ASC Commissioning Strategy	Initial Target date 18/7/22

# Accommodation with Support

Owner Ann McGale

RAG

Progress up until: 7 November 2022

- List of good quality Supported Living providers in Slough has been created
- Exemplar Supported Living provision identified to showcase to clients and families
- Procurement model still in discussion

## Qualitative Benefits upon Completion of the Project

- Increased opportunities for people to maintain their own tenancies.
- Further support an independence approach to care and support.

## Savings Achieved to Date

Savings Target	Saving Achieved to Date
£300k	£0

Target Savings Date – Jan 2023

Anticipated progress until: 5 December 2022

- Compile more detailed information on clients to prioritise them
- Begin working with clients who could be 'quick wins' in terms of capacity and receptivity to move
- Complete test case through the DPS

## Key Risks & Issues

Risk	RAG
Delays created due to agreement of procurement model	
Lack of engagement from Providers in the Slough area	

## Milestones

Milestone	Date
Agree procurement approach	14 Oct 22



# Shared Lives

Owner Ann McGale

RAG

## Progress up until: 7 November 2022

- Further discussion with West Berkshire around their Shared Lives scheme.
- Meeting with Commissioning and Operations regarding next steps to move the project forward
- Meeting taking place on 4th Nov to:
  - Consider indicative cost from West Berkshire to deliver a scheme
  - Consider indicative costs from a local provider
  - Review original commissioning element of project plan in light of the above – will either continue with single supplier route or contract with another LA
  - Revise project plan

## Qualitative Benefits upon Completion of the Project

- Increased opportunities for people to maximise their independence and live in a family environment
- Further support an independence approach to care and support

## Savings Achieved to Date

Savings Target	Saving Achieved to Date
£204k	£0

Target Savings Date – to be discussed given delays unlikely in year

## Anticipated progress until: 5 December 2022

- Confirm Shared Lives model
- Draft service specification and contracting information

## Key Risks & Issues

Risk	RAG
Delays created due to agreement of procurement model	
Insufficient carers in and around Slough	

## Milestones

Milestone	Date
Agree procurement approach	14th Nov 2022

# Focused Review Project

**Owner** Andre Ansah / Andrea Rodin

**RAG**  

## Progress up until: 7 November 2022

- Three Social Workers now recruited and working
- Tracking spreadsheet created
- Discharge to assess list complete and team are now working through high cost case reviews
- Obtained list of cases where Direct Payments are regularly recouped and review as this could signify that care could be reduced

## Qualitative Benefits upon Completion of the Project

- Ensure clients receive an annual review
- Support people to step down towards independence

## Savings Achieved to Date

Savings Target	Savings Achieved
£410k	£10k Largest saving not validated yet
Target savings date – August 2022	

## Anticipated progress until: 5 December 2022

- Continue trying to secure a dedicated OT to support the team

## Key Risks & Issues

Risk	RAG
Recruitment of OT resource	
A number of cases will result in increases or no change	

## Milestones

Milestone	Date
Undertaking reviews of clients	1/9/22

# Practice and Process Development

Owner Andrea Rodin

RAG

Progress up until: 7 November 2022

- Change Control have had oversight of the first draft of the new Scheme of Delegation – comments are being incorporated into version 2 largely around the out of panel process
- Workflow workshop carried out focussing on frontline practice to finance team work to ensure good support planning, financial assessments are adhered to, care charging arrangements and payment to providers
- In order to demonstrate cost avoidance savings in a timely manner we have confirmed with teams ways to report in the information

## Qualitative Benefits upon Completion of the Project

- Consistent, high quality social care provision including:
  - Strengths based approach
  - Positive Risk taking
  - Proportional care provision

## Savings Achieved to Date

Savings Target	Savings Achieved
£823k (includes Front Door project)	£823k

Anticipated progress until: 5 December 2022

- Establish task group to take forward remaining actions
- Scheme of Delegation including practice guidance and flow chart to Change Panel on 08/11/2022
- Social Care Charter to be approved
- Identify list of policies and procedures for handbook/practice toolkit – set out what Slough has in place and what is needed (including hospital)
- Confirm with Mental Health teams which policies and procedures would be beneficial
- Plan workshop for early January to launch new panel and practice toolkit
- Review Learning and Development offer

## Key Risks & Issues

Risk	RAG
Large number of conflicting priorities affecting prioritization of transformation project, decision making, and sign-off	
Lack of capacity within frontline teams to support project work	
Risk that the new panel process will not be fully embedded and followed across all of the teams – information remains held in multiple places	

## Milestones

Milestone	Date
Scheme of Delegation approval	08/11/2022
Social Care Charter signed off	30/11/2022

# Joint Funding Protocol

Owner Andrea Rodin

RAG

Progress up until: 7 November 2022

- Continued support and training with teams to identify potential eligible clients and completion of paperwork
- Identification of potential clients through panel process

## Qualitative Benefits upon Completion of the Project

- Enables people to receive the care relevant to their needs to ensure the best possible service is being received.

## Savings Achieved to Date

Savings Target	Savings Achieved
£500k	£115
Target savings date – July 2022	

Anticipated progress until: 5 December 2022

- Continue to undertake joint funding tool for clients.

## Key Risks & Issues

Risk	RAG
The protocols had been delayed due to version control issues with the CCG.	

## Milestones

Milestone	Date
Go live with the tool and undertake the joint funding exercise.	Ongoing