



Royal Borough of Windsor and Maidenhead Adult Social Care Transformation Programme 2019-2024

“Building a borough for everyone – where residents and businesses grow, with opportunities for all”

Our vision is underpinned by six priorities:

Healthy, skilled and independent residents

Growing economy, affordable housing

Safe and vibrant communities

Attractive and well-connected borough

An excellent customer experience

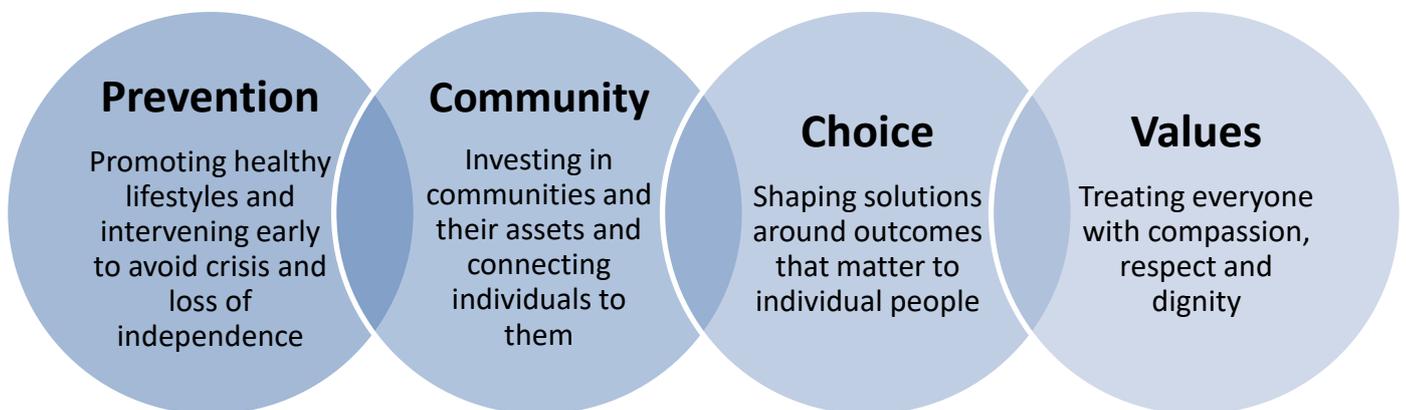
Well-managed resources delivering value for money

Our **vision** for adult social care is

To enable people in the Royal Borough of Windsor and Maidenhead to live independent and fulfilled lives.

We recognise that our vision is about people and its **delivery** depends on people – carers, both informal and formal, staff, providers, partners and leaders....

Therefore, to deliver our vision, we will **focus** on:



We will **achieve** this by:



And we will have **succeeded** when:

For residents...

- ✓ More people are enabled to live independently for longer in their communities.
- ✓ Services are designed and delivered in partnership with residents and communities.
- ✓ People with care and support needs, and their carers, never stop talking about their positive experiences of the care and support they receive.
- ✓ Integrated health and social care services are the norm.
- ✓ The services we commission are increasingly more outcome-based, offering care and support tailored to the needs of individual people.

For partners...

- ✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day.
- ✓ We have even more provider collaboration and alliances operating as part of joined-up provision.
- ✓ We are an active, effective and valued partner in the Integrated Care System.

For the council...

- ✓ Digital innovation is embraced and welcomed by the people who use services, their carers, staff and providers.
- ✓ Resources are managed as efficiently as possible, built on robust use of data and analysis to make informed decisions.
- ✓ Performance in key areas is sustained in line with the targets we have set ourselves.
- ✓ We are proud to report on what we are doing through internal and external reviews and reports.

ADULT SOCIAL CARE TRANSFORMATION PROGRAMME

To deliver this vision and strategy will require an ambitious programme of transformation. The activities and projects described against each of the six workstreams make up the initial two years of this programme – activities will be reset and reshaped annually based on evaluation of impact and performance.

Overarching outcomes for each workstream have been identified but the effectiveness of individual activities/projects will be assessed and evaluated against metrics in three key areas which will be agreed at the start of each activity:

Demand management	Process and cost efficiency	Quality provision
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In addition to the overarching outcomes, performance against these metrics will be routinely monitored by the Programme Board.

PRINCIPLES

The key principles that underpin the delivery of this transformation programme and its individual activities/projects are:

- Co-design and co-production with residents, providers, staff and partners.
- Focus on outcomes, performance and delivery.
- Zero tolerance of poor practice.
- Innovation and agility.

GOVERNANCE

The Adult Social Care Transformation Programme will be led by the Director of Adults, Health and Commissioning and overseen by a Programme Board.

The Programme Board will review progress against activity and ensure that the benefits of individual projects are realised.

The Programme Board will comprise:

- Managing Director (Chair).
- Lead Member for Adult Social Care, Children's Services, Health and Mental Health.
- Director of Resources.
- Director of Adults, Health and Commissioning.
- Chief Executive – Optalis.
- Director of Statutory Services/Deputy DASS – Optalis.
- Executive Managing Director Place, RBWM – CCG Collaborative.

The programme will be managed by the Transformation and Systems Manager, supported by two Transformation Project Managers.

A risk log for the programme will be maintained which will be reviewed quarterly by the Programme Board.

EXTERNAL VALIDATION

There is no overarching inspection regime for adult social care and therefore external validation of the impact of this transformation programme will be measured through:

- Those individual regulated services which are subject to inspection by the Care Quality Commission will be expected to achieve and maintain a rating of at least Good by March 2021, moving to, and then maintaining, a rating of Outstanding by March 2022.
- Every year, in September, we will produce a local account of adult social care services and in particular, the impact of this transformation programme on managing demand and promoting independence. This will be subject to public scrutiny by the council's Overview and Scrutiny Panel, as well as by residents, providers and partners.
- Independent scrutiny through the multi-agency safeguarding arrangements will provide assurance around the quality of adult social care delivery in the borough, including the extent to which learning from safeguarding adult reviews and serious incidents has been disseminated to all staff and has impacted positively on practice.
- Enhanced independent quality assurance of adult social care practice delivered through Optalis will be introduced from September 2020 to support commissioners in managing the contract.
- A reduction in the number of complaints that are escalated to the Local Government and Social Care Ombudsman, with a target of no more than three each year, will be achieved together with an increase in the number of complaints that are not upheld through the council's complaints process.
- Aspects of social care delivery will be independently peer reviewed throughout the lifetime of the programme, through the sector-led improvement support of ADASS.



✓ We are proud to report on what we are doing through internal and external reviews and reports.

Objective 1: Promote a strengths based approach to working with individual people

- Intended outcomes:**
- ✓ More people are enabled to live independently for longer in their communities.
 - ✓ Services are designed and delivered in partnership with residents and communities.



Activity	Timescale	Owner	Resources	Status
Implement strengths based approach across the whole workforce.	March 2021 (review)	Director of Statutory Services	Heads of Service HR team	Amended
Evaluate the Each Step Together implementation and implement agreed amendments	November 2019	Director of Statutory Services	Transformation Manager – Optalis Systems Team	Completed
Undertake a review of the front door and of contacts into adult social care in order to deliver opportunities for digital solutions and self service *	March 2021	Director of Statutory Services	Transformation Team * PeopleToo recommendation	New
Reshape the Supported Employment Service to provide a service that maximises independence.	November 2020	Head of Commissioning – People	Commissioning Manager Optalis	Amended
Complete and launch Know Your Neighbourhood2 to support signposting to community capacity	January 2020	Transformation Project Manager	Transformation and Systems Manager IT	Completed
Update the Royal Borough and Optalis websites to provide clear signposting to information, advice and guidance, including developing and improving KYN2	December 2020	Transformation Project Manager	Comms teams – Optalis and RBWM	Amended
Implement an integrated “whole life” approach to physical and learning disability focused on promoting independence	March 2021	Director of Adults, Health and Commissioning	Director of Children’s Services Achieving for Children / Optalis	Amended
Undertake a review of the offer for people with learning disabilities *: <ul style="list-style-type: none"> • Day care • Contracts • Accommodation • Health • Service offer 	March 2022	Head of Commissioning – People	Commissioning team Optalis Transformation Project Manager * PeopleToo recommendation	Amended
Review the current offer for adults with mental health support needs/autism, particularly around accommodation *	March 2024	Director of Adults, Health and Commissioning	RBWM Property Company and other developers * PeopleToo recommendation	-
Carry out service review of older people’s day opportunities and implement recommendations	March 2022	Head of Commissioning – People	Commissioning Transformation Project Manager	-

Objective 2: Deliver in partnership with our staff, our communities, our providers, and other council and health services

Intended outcomes:

- ✓ Integrated health and social care services are the norm.
- ✓ We have even more provider collaboration and alliances operating as part of joined-up provision.
- ✓ We are an active, effective and valued partner in the Integrated Care System.



Activity	Timescale	Owner	Resources	Status
Deliver the RBWM Place Strategy as part of the Frimley Integrated Care System	March 2024	Director of Adults, Health and Commissioning	Whole Council / Optalis / Achieving for Children	Amended
Support implementation of CCG restructure – place based commissioning	March 2020	Accountable Officer – CCG	Director of Adults, Health and Commissioning	Completed
Embed community response to ensure: <ul style="list-style-type: none"> • co-production approach to working with users, carers, partners and providers • initial pilot work in Clewer and Dedworth • development of community support services • co-location and new service models 	March 2021 (review)	Transformation and Systems Manager	Transformation team	Amended
Implement the Integrated Care Decision Making model in the borough in partnership with health	From September 2019	Head of Commissioning – People	Commissioning Team Optalis Integration Board	Completed
Develop and deliver a voluntary and community sector strategy for the borough that support capacity building in communities	April 2020	Director of Adults, Health and Commissioning	Whole council Optalis Achieving for Children	Completed

Objective 3: Focus on quality and continuous improvement and celebrate success

Intended outcomes:

- ✓ People with care and support needs, and their carers, never stop talking about their positive experiences of the care and support they receive.
- ✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day.



Activity	Timescale	Owner	Resources	Status
Implement the Quality Assurance Framework for statutory services	From September 2019 (quarterly reports)	Principal Social Worker	All teams in Optalis	-
Implement bi-monthly liaison between Principal Social Worker and Director of Adults, Health and Commissioning in order to get feedback from the front line	From September 2019	Director of Adults, Health and Commissioning	Principal Social Worker	Completed
Promote the work of adult social care in Borough Bulletin, Around the Royal Borough and other media, including social media.	From October 2019	Director of Adults, Health and Commissioning	Comms teams – RBWM and Optalis	Amended
Implement unified care governance approach across East Berkshire	January 2020	Director of Statutory Services	Bracknell Forest and Slough care governance teams Transformation Manager - Optalis	Completed?
Identify funding to secure independent quality assurance, for commissioners, of adults and children's provision	January 2020	Director of Adults, Health and Commissioning	Human Resources Finance	Completed
Secure staff engagement around new ways of working through: <ul style="list-style-type: none"> • Staff forums. • Regular communications • "Meet and greets". 	From September 2019	Director of Adults, Health and Commissioning	Transformation team	Amended

Objective 4: Keep people safe from abuse and neglect



Intended outcomes: ✓ The services we commission are increasingly more outcome-based, offering care and support tailored to the needs of individual people.

Activity	Timescale	Owner	Resources	Status
Implement the new multi-agency safeguarding adults arrangements	From September 2019 (Review September 2020)	Director of Adults, Health and Commissioning	Safeguarding development and support team Commissioning team Optalis	Completed
Contribute to Liberty Protection Safeguards pilot work with CC2i	From July 2019 (Review March 2020)	Transformation and Systems Manager	Optalis	Completed
Implement new requirements for Liberty Protection Safeguards	April 2022	Director of Statutory Services	Optalis	-
Retender the Local Healthwatch contract across East Berkshire to ensure a quality service that is value for money and reflects the partnership approach across the Integrated Care System	September 2020	Head of Commissioning – People	Commissioning team Bracknell Forest and Slough councils	Amended
Review and implement revised safeguarding process including amendments to case management system	October 2020	Principal Social Worker	Transformation and Systems team	New

Objective 5: Invest in digital innovation and technology enabled care



Intended outcomes: ✓ Digital innovation is embraced and welcomed by the people who use services, their carers, staff and providers.

Activity	Timescale	Owner	Resources	Status
Working in partnership with Hampshire County Council, undertake a feasibility study to work with Argenti to deliver technology enabled care.	April 2020	Director of Adults, Health and Commissioning	Transformation and Systems Manager Systems Team Optalis	Completed
Develop and implement a menu of digital solutions with a prevention focus and with agreed criteria for adding solutions to the menu *	September 2020	Transformation and Systems Manager	Transformation team * PeopleToo recommendation	New
Develop and implement an integration plan to support the menu of digital solutions, including an Optalis digital strategy	March 2022 (review March 2021)	Transformation and Systems Manager	Transformation team Optalis	New
Explore the use of Amazon Connect to manage first line customer contact.	April 2020	Transformation and Systems Manager	AWS Optalis	Completed
Implement online financial assessment (BetterCare)	April 2021	Transformation and Systems Manager	Revenue and Benefits Team Optalis	Amended
Engage with local technology companies to explore what support they could provide as part of their corporate social responsibility.	December 2020 (review)	Transformation Project Manager	Transformation team	Amended
Develop and implement staff engagement programme around digital skills transformation	From September 2020 (review March 2021)	Transformation and Systems Manager	Learning and development Systems Team Optalis	Amended
Implement MySense as a prevention route for the shielded cohort and to secure predictive analytics for future planning	From September 2020	Transformation and Systems Manager	Systems Team Optalis	Amended
Implement new customer relationship management system as part of a whole council approach to automation and digital transformation	August 2020	Communications and Marketing Manager	All teams	-
Work with health colleagues to review and reshape the NRS contract	March 2021	Transformation and Systems Manager	Head of Commissioning Health	New
Develop and support the Tech Forum	From July 2020	Transformation Project Managers	Partners	New

Objective 6: Maximise the use of financial resources to secure efficiency and value for money

- Intended outcomes:**
- ✓ Resources are managed as efficiently as possible, built on robust use of data and analysis to make informed decisions.
 - ✓ Performance in key areas is sustained in line with the targets we have set ourselves.



Activity	Timescale	Owner	Resources	Status
Publish a Market Position Statement	September 2019	Head of Commissioning - People	Commissioning Communications	Completed
Deliver domiciliary care recovery plan	March 2020	Head of Commissioning – People	Optalis Commissioning	Completed
Deliver Optalis recovery plan	March 2020	Director of Statutory Services	Optalis Commissioning	Completed
Recommission domiciliary care provision *	April 2021	Head of Commissioning – People	Commissioning Procurement team * PeopleToo recommendation	Amended
Model future years' savings based on PeopleToo developed target operating model *	January 2021	Director of Adults, Health and Commissioning	Commissioning Optalis * PeopleToo recommendation	Amended
Explore increasing the level of extra care facilities in the borough to reduce the reliance on residential placements *	July 2021	Head of Commissioning – People	Commissioning Optalis * PeopleToo recommendation	New
Implement approach to demand management based on <i>Six Steps to managing demand in adult social care</i>	March 2021	Director of Statutory Services	Optalis Commissioning team	Amended
Carry out service review of older people's residential and nursing block provision and implement recommendations	March 2023	Head of Commissioning – People	Commissioning Transformation team	Amended
Continue to manage the bad debt provision to limit the council's exposure	From July 2019 (Review March 2020)	Head of Commissioning – People	Optalis Revenue and Benefits team	Completed
Implement monthly performance and quality meetings to provide assurance around statutory adult social care delivery	From September 2019	Director of Statutory Services	Heads of Service	Completed
Develop and implement a robust data strategy, aligning systems, practice and performance	March 2021	Director of Adults, Health and Commissioning	Director of Statutory Services Transformation and Systems Manager	New

Activity	Timescale	Owner	Resources	Status
Improve the financial processes for adult social care, including management of bad debt	April 2021	Directors of Adults, Health and Commissioning and Resources	Optalis Revenues and Benefits	New
Work with the CCG to develop an appropriate pathway for those cases which do not meet the CHC threshold, but which require significant health input	March 2021	Transformation Project Manager	CCG teams Optalis	New
Review the current approach to brokering block and spot placements in order to reduce average weekly costs and including opportunities for e-brokerage. *	March 2021	Director of Statutory Services	Transformation Team Optalis * PeopleToo recommendation	Amended

Document name	Adult Social Care Transformation Programme 2019-2024		
Document author	Director of Adults, Health and Commissioning		
Document owner	Director of Adults, Health and Commissioning		
Accessibility	This document can be made available in other formats on request.		
File location	Website / RBWM Cabinet papers		
Destruction date	Not applicable		
How this document was created	Version 1	Author	August 2019
	Version 2	Final	September 2019
	Version 3	Updated in the light of Covid 19	July 2020
Circulation restrictions	None		
Review date	October 2020		