

# HESC Annual Report 2023-24 and Development Plan 2024-25

*Prepared for JCE – May 2024*

- HESC Commissioning Team is a joint commissioning function that oversees and delivers the Joint Commissioning Executive's programme for the population of Oxfordshire with a total budget of half a billion. It comprises staff employed by the council and the Oxfordshire Integrated Care System with some posts designated as integrated roles.
- HESC activity supports the Oxfordshire Way ambition to provide personalised care and support. We:
  - use insights and data to understand the wider impact of our work; providing confidence for the people of Oxfordshire that there is quality and value in everything that we commission.
  - provide individuals with the appropriate and timely support which safely meets their needs.
  - direct our resources to where they will have the greatest impact for our people and communities.
  - work closely with the market across the system to shape our services and make them more person-centred.
  - continuously improve and innovate so we can be even more ambitious for our organisations, people and places in the future.
  - deliver strong relationships between individuals, providers and operational services by using information and insights to take actions, inform decisions and plan.

## Oxfordshire County Council Objectives

- |   |  |   |  |
|---|--|---|--|
| 1 | Put action to address the climate emergency at the heart of our work                   | 5 | Invest in an inclusive, integrated and sustainable transport network           |
| 2 | Tackle inequalities in Oxfordshire   | 6 | Preserve and improve access to nature and green spaces                         |
| 3 | Prioritise the health and wellbeing of residents                                       | 7 | Create opportunities for children and young people to reach our full potential |
| 4 | Support carers and the social care system  | 8 | Play our part in a vibrant and participatory local democracy                   |
| 9 | Work with local businesses and partners for environmental, economic and social benefit |   |  |

## NHS Personalised Agenda Themes

- Increasing the influence of the service user in decision making (sometimes called a person-centred approach or a 'co-production' approach)
- Greater choice for the service user - this can include concepts such as a choice of provider, or a choice over what action (treatment) is taken
- More information for the service user

## NHS Long Term Plan Objectives

- A new service model for the 21st century
- More NHS action on prevention and health inequalities
- Further progress on care quality and outcomes
- NHS staff will get the backing they need
- Digitally-enabled care will go mainstream across the NHS
- Taxpayers' investment will be used to maximum effect

## BOB ICB Aims

- Improve outcomes in population health
- Tackle inequalities in health outcomes, experience and patient access
- Enhance productivity and value for money
- Help the NHS support broader social and economic development

## Better Care Fund Priority Areas

- Enable people to stay well, safe and independent at home for longer

- Provide the right care in the right place at the right time

## Oxfordshire Joint Health and Wellbeing Strategy Priorities

- Agreeing a coordinated approach to prevention and "healthy place shaping"
- Improving the resident's journey through the health and social care system (as set out in the Care Quality Commission action plan)
- Agreeing an approach to working with the public so as to re-shape and transform services locality by locality
- Agreeing plans to tackle critical workforce shortages

## Oxfordshire Adult Social Care Priorities

- Greater resilience within our communities
- Increased independence and social connections for the people we serve
- A better experience for people who are seeking or receiving support
- Greater satisfaction for people in need of support, our communities and our partners
- Improved relationships and ways of working for all our staff and colleagues
- Reduced demand on care services, due to proactive & preventative community outreach

## Oxfordshire Place Based Partnership Priority Areas

- Children and Young People
- Adult Mental Health & Wellbeing
- People with Urgent Care Needs
- Health Inequalities and Preventable Illnesses

## HESC Strategic Objectives

- Improve use of data and business intelligence across the Council, NHS and other sources:
  - Utilise data systems including ContrOCC Insights to improve assurance and oversight of quality of our services.
  - Improve timeliness and accuracy of data available to drive effective activity, and rapidly respond to opportunities to create savings and efficiencies
  - Improve quality and timeliness of data available to improve void management and facilitate rapid turnaround of empty properties.
  - Develop evaluation tools and techniques to support our evidence base for decisions on investment, for example on the impact of prevention programmes.
- Increase process efficiency
  - Reduce waste and cost
  - Deliver simpler and understandable processes across all areas
  - Deliver ASC Digital Strategy and continue to explore opportunities for automation and utilising digital channels
- Focus on market sustainability
  - Manage demand via Oxfordshire Way approach to maximise people's independence and improve quality of life
  - Champion integration and inclusion as a key principle, meaning people of all ages with disabilities can access mainstream services when the skills required are met (not specialised or segregated).
  - Continue to improve reablement delivery and supporting people at home
  - Continue working with our providers collaboratively to enable high quality services, transparency and confidence
  - Maximise advantages of block contracts and integrated approaches wherever possible

# HESC priorities that align with "Employer, Partner and Place Shaper of Choice" corporate priorities for the council

- Employer of Choice
  - Delivering improved experience in working in our team, both internally and externally
  - Promoting a range of social care career pathways, including development of supported internship with our providers
  - Increasingly diverse workforce with more and equal opportunities for everyone
- Partner of Choice
  - Working with our partners strengthening and embedding Oxfordshire Way across the board
  - Continue to invest in prevention to support people helping themselves in their communities
  - Ensure that people are supported to maximise independence and are not delayed in discharge pathways, for example by expanding Trusted Assessor activity to support system-flow
  - Work with the ICS and providers to ensure people in the right place, receiving the right care/service, at the right time
- Place Shaper of Choice
  - Increase and embed coproduction, engagement and involvement of people we support in quality improvement of care provision and development of new services
  - Proactively seek customer and provider feedback and use it to improve services
  - Maximise independence for people by prioritising provision that enables them to have their own front door, continuing to adopt a "home first" ethos
  - Prepare for CQC assurance, focusing on areas for improvement and development

# Overview of responsibilities of HESC teams

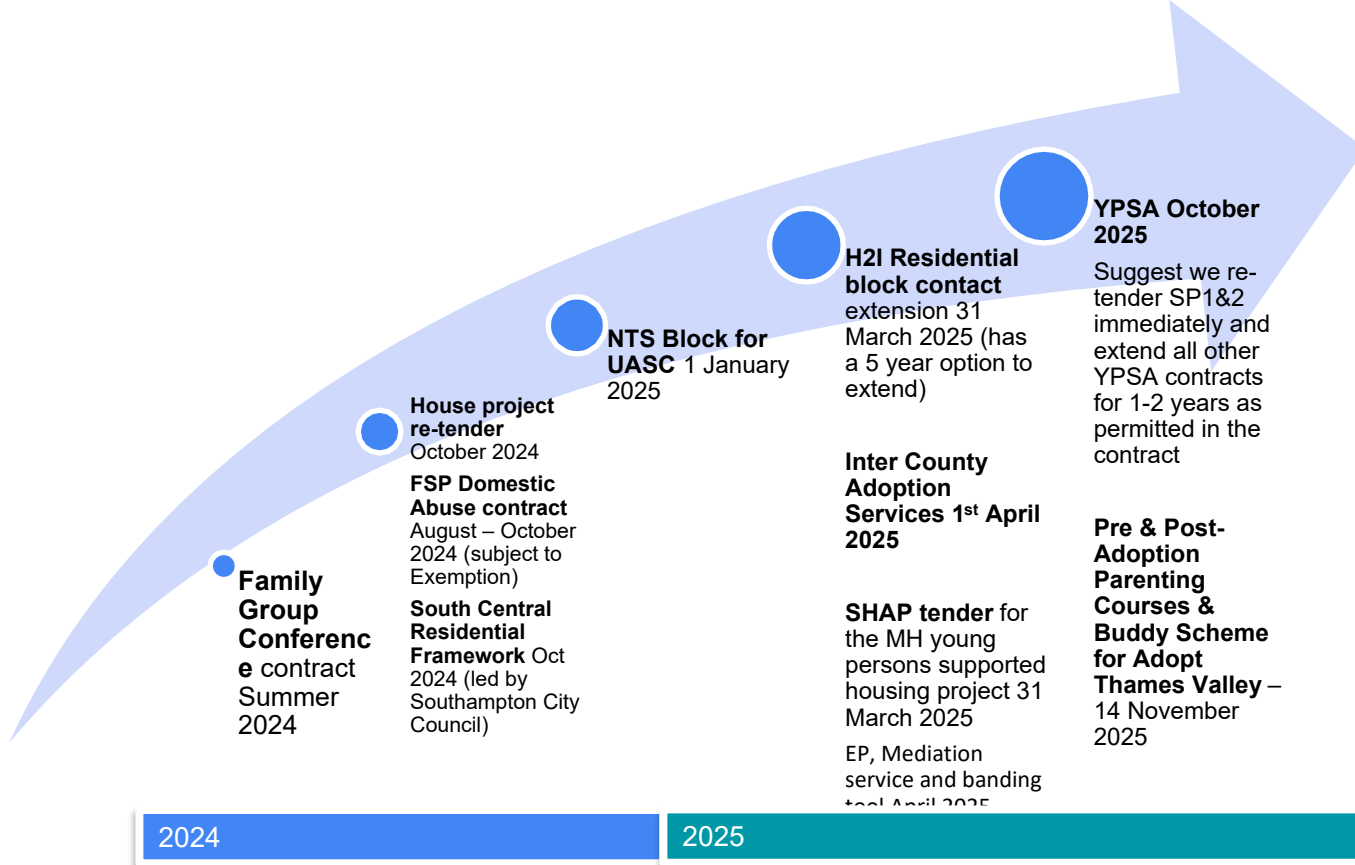
Start Well	<b>Prevention</b>	<b>County placements</b>	<b>Reduce inequalities</b>	<b>Carers and parents</b>	<b>Supported living</b>	
	Early intervention and prevention support to prevent children going into crisis	Increase number of children placed in county	Improve access to services to reduce inequalities	Support carers and parents to support children to thrive	Increase availability of supported living packages within Oxfordshire	
Live Well	<b>Housing</b>	<b>Supported living</b>	<b>Learning disability</b>	<b>Autism</b>	<b>Physical Disability and Sensory Impairment</b>	<b>Mental health</b>
	Increase the availability of appropriate adapted housing within Oxfordshire	Increase availability of supported living packages within Oxfordshire	Develop community models and pathways to prevent and reduce crisis	Develop appropriate services and pathways for individuals with autism	Improve commissioning approach for physical disability services	Develop partnership approach for delivery of all age mental health services
Age Well	<b>Home First approaches to crisis care</b>	<b>Building care in people's home and communities</b>	<b>Promoting Independence</b>	<b>Market Development</b>	<b>Integration</b>	<b>Culture, values, behaviours</b>
	Improve resilience within pathways and the community to better manage crisis	Increase the range and impact of options to keep older people well at home when they need care	Take a prevention approach to support people to live as independently as possible and tackle inequalities	Work with markets to develop the services that support independence and resilience	Address current and future population needs through joined up working within the BCF and ICS development	Create new models and approaches to assess need, demand, outcomes and value
Strategy & Innovation	<b>Driving effective change</b>	<b>Good governance and decision making</b>	<b>Workforce</b>	<b>Connecting with partners and the public</b>	<b>Horizon scanning and innovation</b>	<b>Assurance</b>
	Apply effective project and programme management to deliver effective change	Maximise the right resources in the right places to deliver our ambitions and plans	Build the capacity and capabilities of our commissioned workforce	Strengthen collective understanding and relationships so we can deliver outcomes collaboratively	Enable the council to deliver effectively against government policy, legislative requirements and good practice.	Proactively update the Local Authority Information Return and Self-Assessment narrative to maintain readiness
Quality Improvement	<b>Systems and data</b>	<b>Celebrating good practice</b>	<b>Tackling risk</b>	<b>Information Sharing</b>	<b>Mobilisation, system flow and partner interface</b>	
	Making effective use of our systems and PowerBI dashboards to monitor provider performance	Collaborate and share good practice between providers to deliver better outcomes for people	Being consistent in our risk management around provider exit and standards of care	Ensure that stakeholders are aware of important developments around provider performance, quality and concerns	Continue to develop our approaches in onboarding providers and information sharing	
Brokerage	<b>Start Well</b>	<b>Live &amp; Age Well</b>	<b>Expand functions and responsibilities</b>	<b>Skills and capabilities</b>	<b>Increase role in market management</b>	<b>Ongoing development and maturity of Brokerage</b>
	To continue to mature the service by developing the staff	To build on the improvements already made within the service	Enhancing the offer from the	Continue to add resilience to the service area by multi skilling	Working with Start Well, Live Well and Age Well	To have enhanced reports from

- SEND Transformation Programme and Priority Action Plan approved to deliver on key priorities within 18 months of the inspection
- We have more children's homes: Aspen children's home due to open imminently – pending OFSTED registration, Chinnor will be open in May '24, 3 more children's homes due to open my March 2025 via the DFE grant programme
- Implementing the new Alternative Provision Open Framework
- New Children's Overnight Short Breaks -Viking & Sycamore in place on 1<sup>st</sup> April 2024
- New Children's Community Short Breaks contract from April 24
- New Summerfield Disabled Children's Home contract from April 24
- 16+ Supported Living contract went live Feb 24
- Family Safeguarding Plus Mental Health due to be delivered in-house by the OCC clinical psychology team in August 24
- Establish a new S117 policy for CYP in Oxfordshire
- Development of joint funding protocols for children with health/medical needs and equipment
- All-age Carers Strategy and Action Plan 2023-26 developed, includes young carers and joined up work with children's services
- New Advocacy and Independent Visitors contract launched April 24

<b>Plans for 2024-25</b>	
<ul style="list-style-type: none"> <li>• New Interpretation contracts due to go live August 24</li> <li>• Domestic Abuse Family Solutions Plus to go live in November '24</li> <li>• South East Mediation Group Framework</li> <li>• Education Psychologists (EP) Service</li> <li>• APL for Social Care Agencies</li> <li>• South Central Residential Framework – Oct 24</li> <li>• Family Group Conference Chairs</li> <li>• NTS Block contracts for 18+ move on housing</li> <li>• Inter County Adoption services</li> <li>• Banding Tool for schools top up funding</li> <li>• YPSA tender</li> <li>• Pre &amp; Post-Adoption Parenting Courses &amp; Buddy Scheme for Adopt Thames Valley – 14 November 2025</li> </ul>	
<b>Scope of work at BOB/Place level</b>	<b>Risks for escalation to JCE</b>
<ul style="list-style-type: none"> <li>• Emotional, Mental Health &amp; Wellbeing Strategy &amp; Action Plan</li> <li>• Learning Disability and Autism Programme</li> <li>• Phoenix Service (IHA for LAC)</li> <li>• Therapies BOB regional alignment</li> <li>• NDC pathway working groups</li> <li>• Profiling tools – Autistica and SPENCER 3D</li> </ul>	<ul style="list-style-type: none"> <li>• Resource to deliver on the number of transformational work required and health resource to support Acute Health Commissioning and SEND Transformation plan</li> <li>• Joint funding protocol will see the ICB being charged for health and medical requirements for children in placement that they had not previously been funding as not CHC eligible however have health needs that need to be met by the ICB</li> </ul>



# Start Well - Future re-commissioning of tenders over £100k over the next 2 years



- A rolling programme of reviewing supported living contracts and accommodation, informed the development of a new Live Well Supported Services Framework which is in place for the next 10 years, providing market sustainability, flexibility and confidence to provide local provision. 38 providers obtained a place on the framework in 23/24 which includes specialist providers for complex behavioural and forensic needs for adults of working age.
- Several new and replacement contracts have been commissioned through the framework in 23/24, these include:
  - **6 newly developed properties** providing additional accommodation and support **for 32 adults with a learning disability and autism.**
  - **7 replacement contracts** of existing supported living developments supporting **75 people** across Oxfordshire with a range of support needs including **learning disabilities, autism, physical health needs and acquired brain injury** in adapted properties.
- New Resonance properties provided homes for 5 people with LD and/or autism, plans in place for homes for additional 17 people during 2024/25.
- Developed the vision and the framework for the delivery of the Mental Health Transformation Programme, programme managed by Oxford Health, in partnership with the Oxfordshire System. Leading specifically on the delivery of the Accommodation workstream, development of the specifications and KPIs, finance and assurance structures
- Learning Disabilities Health contract transformation work progressing towards the new contract
- Initial work started on Physical Disabilities Commissioning Intentions and prevention development
- Initiation of Strategy Development across Live Well (LD, Autism, Mental Health, Physical Disabilities)

## Plans for 2024-25

- Redesign and tendering of the Respite services for 18–64 year-olds with Learning Disabilities, Physical Disabilities and/or autism
- Deliver approximately 12 Supported Living re-tenders and decommissioning, including the work with Resonance
- Tender or Grant arrangements for Learning Disabilities to include Quality Checkers, Group Advocacy and Engagement/Coproduction work
- Development of the Grant mechanism to enable transformation of Physical Disabilities Prevention Services and achieve sustainability
- Support the development of the transformation programme for Day Services and Shared Lives, working with operational services

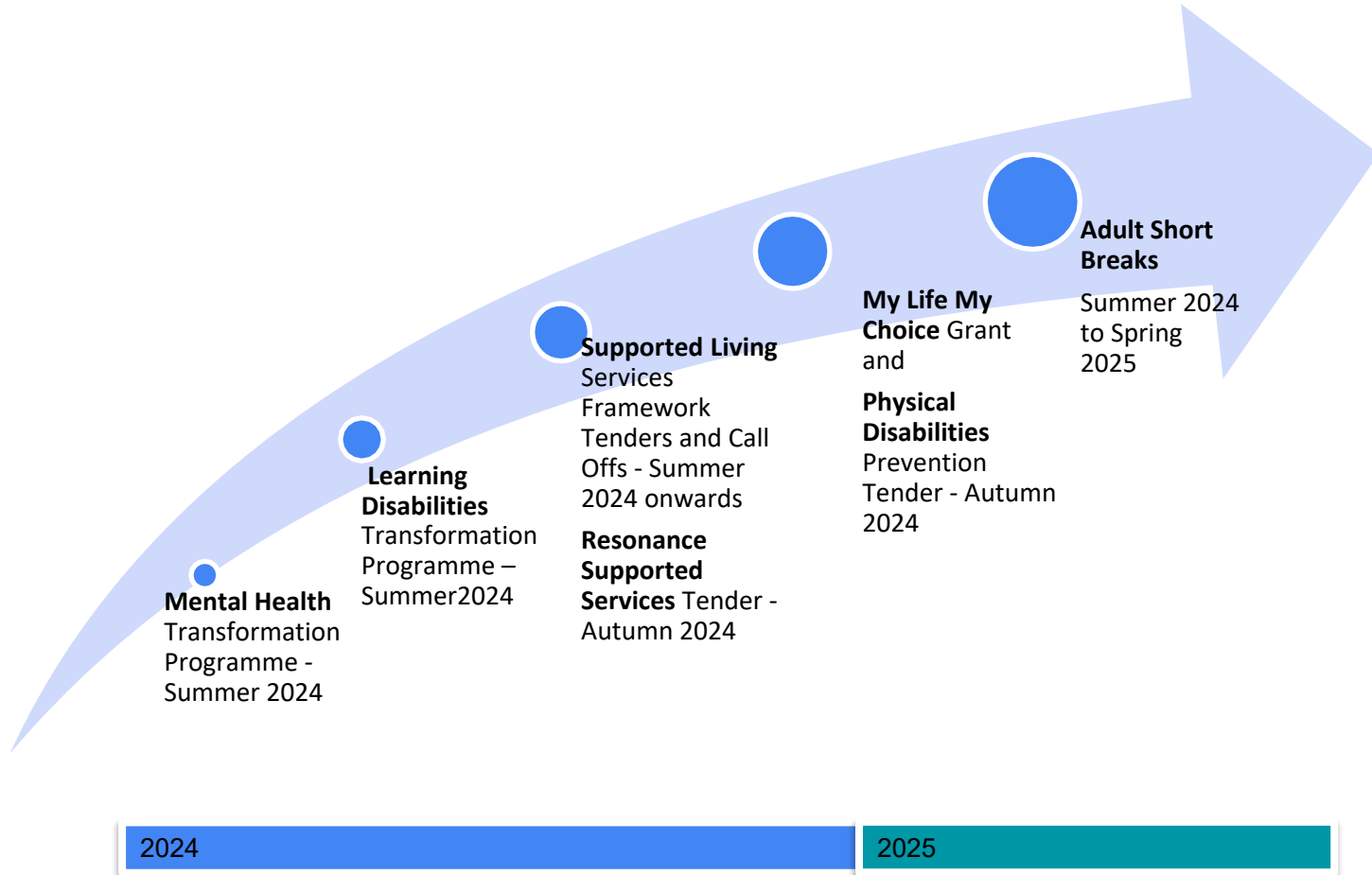
## Scope of work at BOB/Place level

- Systemwide Transformation for Mental Health services at Place level (Adults and Older People)
- Systemwide Transformation for Learning Disabilities at Place level (Adults)
- Further Section 117 Policy Development and finalise process mapping
- Mental Health Accommodation Programme and working with Out of Area Placements and step-down services
- Pathway for Acquired Brain Injury to improve provision and reduce spend linking in with the Neuro Rehab Bob Wide work

## Risks for escalation to JCE

- Limited resources given the number of commissioning rounds that currently need delivering along with vacancies on the team and delayed delivery of work areas. This could impact timelines and pose a contractual risk for the Council
- There is an imbalance in power within the system partnership, which continues to be a risk to the delivery of transformation change
- Achieving aspirational deadlines in relation to the Outcomes Based Contract
- Governance processes that are still being finalised and being determined. At present many different template for the same piece of work.

# Live Well - Future re-commissioning over £100k for the next 2 years



- Continued strengthening our **Prevention Offer**:
- **Community Capacity Grants** 23/24 & 24/25 Programme supporting people to live well in their community, remaining, fit and healthy for as long as possible by building community resilience through supporting local assets. Funded 83 grassroots projects. We are also developing our **Community Assets** knowledge, having mapped over 200 community connectors across the system.
- Improved **Live Well Oxfordshire** offer with people, 115% increase in visits
- **Carers** Support Service extended until 31.3.2026. Over 18k carers supported by Carers Oxfordshire this year
- The first system **Carers Strategy** for all unpaid carers developed with carers. An action plan and progress reporting mechanism developed to ensure effective implementation of the strategy. Early achievements include Carers Passport, data sharing and improved joining up between partners and Carers Oxfordshire.
- Continued working with Oxfordshire Way partners to develop **social prescribing and community capability** and capacity that enables people to access information and support that enables them to remain independent and live fulfilling lives
- **Community Link Workers** in community and hospital settings. Services intended to reduce referrals to ASC, keep older people at home and enable early discharge from hospitals. 81% of referrals needed no further ASC input after working with Link Workers
- **Local Area Coordination** project in initial two areas: Delivering the Oxfordshire Way and reducing repeated returns to ASC by people with unmet needs
- Developing the **Community Micro-enterprise market** in Oxfordshire – increasing choice and capacity within the support at home market, and building communities. Funded 86 small community enterprises, who have provided 3,564 hours to over 1,264 people to support them to stay independent in their own homes

- Integrated **Care Home** Purchasing Framework developed and will become operational July 2024
- **Home First** D2A model implementation-LWAH and Stepdown beds
- Secured an initial £469,841 through the **Accelerating Reform Fund**, a further £518,704 is expected in 24/25.
- Integrated Community **Equipment and Telecare** service extended for three years from April 2023
- **Home Improvement Agency** partnership agreements in place across Oxfordshire
- Continued S75 refresh and impact metric development
- Refreshed our **BCF engagement and system partnership development** focussing on delivery, productivity and transformation across acute and mental health hospital avoidance and discharge
- Embedding **Communities of Practice** – developing strengths-based approach locally
- Continued embedding our **co-production approach in Oxfordshire** in everything we do. Recent initiatives include weekly Co-Pro hour with participation across the system, renewed Co-production Training and recruiting more people with lived experience to the Team-up Board
- **Dementia Oxfordshire** is now providing a service for people with Mild Cognitive Impairment funded by BCF. There is also an enhanced education offer for carers and people with dementia, which has been co-produced with people living with dementia acting as Dementia Ambassadors and advising the service.

## Plans for 2024-25

- Extending the implementation and embedding the ethos of the Oxfordshire Way
- Re-model Short Stay Hub Beds to support more complex discharges including OSJ sites
- Implement integrated Care Home Framework across Health & ASC and commence brokerage of NHS CHC funded packages
- Redesign of view of telecare and Assistive Technology; support the analogue to digital switchover; both by March 2024
- Review of Living Well at Home and plans for enactment April 24
- Expand Trusted Assessor model to support system flow
- New Oxfordshire Specialist Advice Service to be commissioned
- Embedding Co-production approach further- new initiatives include weekly Co-Pro Hour
- Continue strengthening our prevention initiatives, including further investment in Local Area Coordinator Scheme and working with the Oxford University Institute for Aging and Public Health on evaluation of the pilots in Oxfordshire
- Ensuring effective delivery of our Carers Strategy with our partners
- Rescoping of s75 agreement to increase the opportunity to support Place Based commissioning and delivery from April 24

## Scope of work at BOB/Place level

- BCF: development of demand and capacity framework; delivery of metrics to assure hospital flow (community capacity and discharge); deployment of Additional Discharge Funding
- NHS CHC Transformation and cost releasing efficiencies
- Support to care homes (including mental health support)
- Development of Falls pathway (BCF)
- NHS Social prescribing and community capacity/VCSE\*
- Dementia Diagnosis recovery and pathways; interface with older adults MH pathway

## Risks and opportunities for escalation to JCE

- Commissioner capacity in the face of BAU and external pressures; opportunity: building on partnership and integrated approaches with eg Public Health, District Councils and provider partners to extend capacity
- Data development: risk associated with fragmented or missing data (eg OH outage); opportunity: to develop an integrated service usage and performance model and population health approach to support planning for outcomes and value
- Workforce: risk to delivery of programmes within providers
- Governance: risk from complex and developing decision-

## Quality Improvement Achievements 2023-24

- Embedded a new 'Mobilisation, System Flow and Partner Interface' sub-team to improve provider onboarding at contract start including new Live Well accommodation framework and Community Short Breaks in Start Well.
- Fully recruited to all vacant posts (as of April 2024)
- Developed a Quality Improvement Protocol that describes how the team monitor services- this is a crucial element of the Assurance Framework
- Developed a leaner approach to pre-service checks, allowing for quicker placement to spot providers in urgent scenarios
- Improved working relationships with system partners for managing risks around modern slavery in social care.
- Embedded processes with operational and brokerage teams around managing provider exit and hand backs which has led to greater clarity for planning and reporting
- Led on major provider exits including one provider with c140 residents who were re-sourced care within 2 weeks without disruption
- Began using Controcc system for provider management recording- this will be a far better reporting mechanism and understanding of data using PowerBI
- Created better links across SEND and Start Well operational teams to develop working practices
- Embraced new ways of working through technology including piloting the use of Samsung tablets when conducting on-site visits.
- Supported the clarification of roles and responsibilities with the Hub around contract management duties



# Quality Improvement Development Plan

## Start Well

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|---|---|---|--|
| <ul style="list-style-type: none"> <li>Secure funding from CEF to procure PAMMS for Children and lead as a development partner</li> </ul> | <ul style="list-style-type: none"> <li>Continue to use Tech and innovation such as QR codes to review services</li> </ul> | <ul style="list-style-type: none"> <li>Embed the new guidance and develop skills within the team</li> </ul> | <ul style="list-style-type: none"> <li>Explore new ways of hearing the voice of young people and families as part of our work</li> </ul> |
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## Live Well

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|--|---|--|--|
| <ul style="list-style-type: none"> <li>Developing video training for staff and providers about what we do</li> </ul> | <ul style="list-style-type: none"> <li>Embed the new guidance and develop skills within the team</li> </ul> | <ul style="list-style-type: none"> <li>Working with Oxford Health to deliver consistent approach to fee uplifts within the OBC contract</li> </ul> | <ul style="list-style-type: none"> <li>Explore new ways of hearing the voice of people with learning disabilities and autism and families as part of our work</li> </ul> |
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## Age Well

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|--|---|---|---|
| <ul style="list-style-type: none"> <li>Use Controcc Insights to monitor provider performance and feed into contract monitoring meetings</li> </ul> | <ul style="list-style-type: none"> <li>Embed the new guidance and develop skills within the team</li> </ul> | <ul style="list-style-type: none"> <li>Explore technical solutions to gathering data around KPIs</li> </ul> | <ul style="list-style-type: none"> <li>Explore new ways of hearing the voice of people receiving homecare, ECH and residential care and families as part of our work</li> </ul> |
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## SEND

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|---|---|---|--|
| <ul style="list-style-type: none"> <li>Use the SEND action plan to enhance the work of the team and push for better outcomes</li> </ul> | <ul style="list-style-type: none"> <li>Continued development of Quality Improvement protocol in education settings</li> </ul> | <ul style="list-style-type: none"> <li>Embed the new guidance and develop skills within the team</li> </ul> |  |
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## Mobilisation, System Flow and Partner Interface

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|--|--|---|---|
| <ul style="list-style-type: none"> <li>Continue to developing a consistent approach to mobilising new providers</li> </ul> | <ul style="list-style-type: none"> <li>Learn from past mobilisations to ensure we continue to improve the transition from service providers</li> </ul> | <ul style="list-style-type: none"> <li>Embed the new guidance and develop skills within the team</li> </ul> | <ul style="list-style-type: none"> <li>Continue to develop working arrangements with other HESC and operational teams to deliver new contract mobilisation plans</li> </ul> |
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## Start Well Achievements

- Started the journey to implement a SEND brokerage service with staff recruitment and process mapping (go live Apr 24)
- The development of Children's Brokerage Power BI has started
- Worked jointly with Start Well Commissioning and Quality Improvements colleagues to understand placement data better
- Continued to reduce the number of children/young people waiting for a placement
- Continued to work with Start Well Commissioning and Quality Improvement colleagues in the development and recommissioning of services for Children and Young People

## Live Well and Age Well Achievements

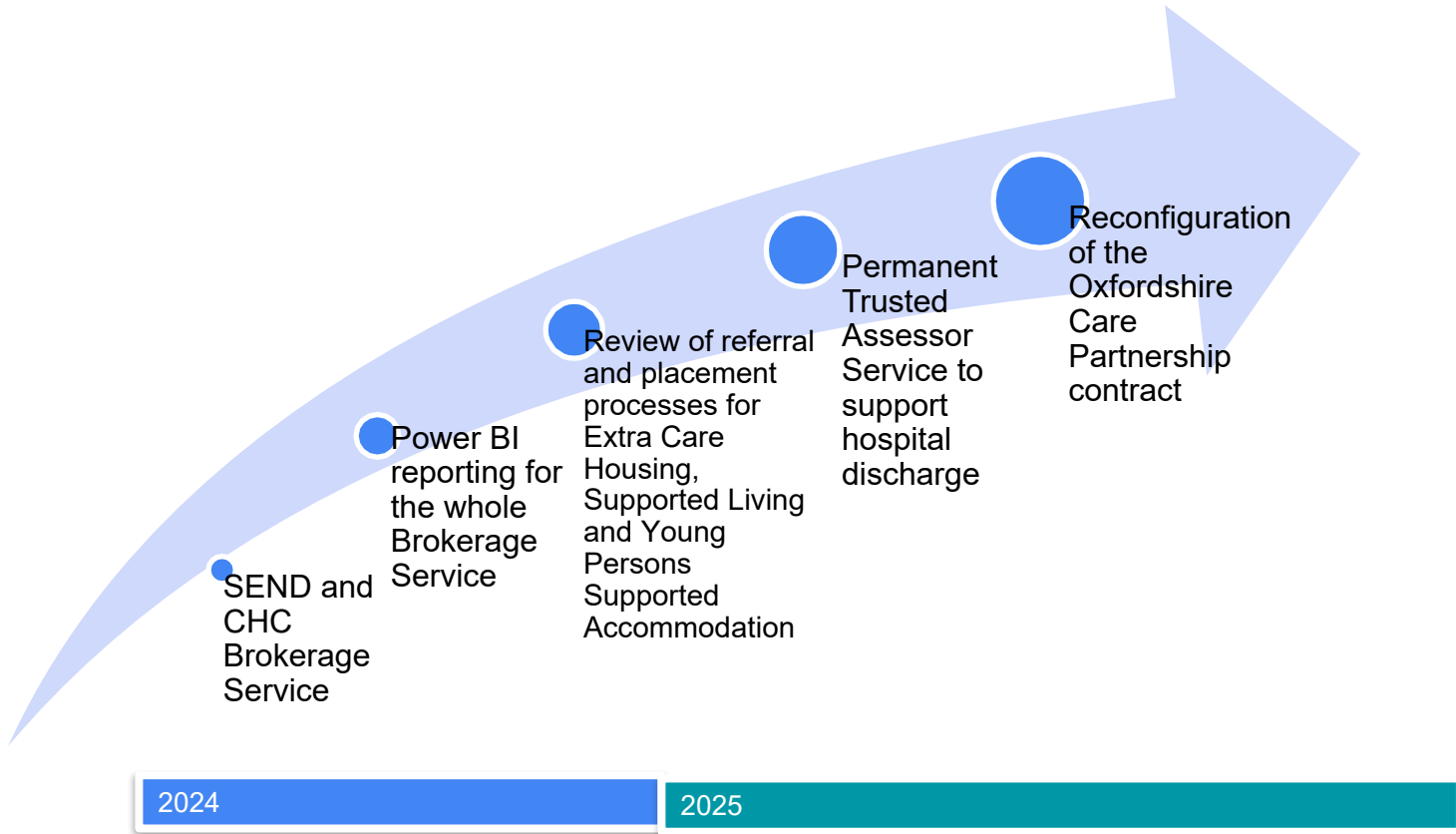
- Over the last year Brokerage have sourced 1,740 home care packages and 1018 Care home placements with 47% of community home care referrals being sourced within 48 hours and 63% of community care home placements being sourced within 5 days
- Work continues in improving Adults Power BI reporting for brokerage
- Working with Commissioning Colleagues to implement the Live Well Supported Living Framework
- Working with Commissioning Colleagues to support in the development of the new Care Home Framework
- Continued to reduce the number of people waiting for a service
- Continued to increase the number of people being discharged from a hospital pathway with 75% of hospital home care referrals being sourced within 48 hours and 65% of hospital care home placement being sourced within 5 days
- Continued to improve quality and timeliness of data available for better void management and facilitate rapid turnaround of empty beds
- Started the journey to implement a CHC brokerage service with staff recruitment and process mapping (go Live July 24)

## Start Well Plans for 24-25

- Continue the development of SEND brokerage service by moving Alternate Provision sourcing into the team from July 2024
- Continue to develop Childrens Brokerage Power BI
- Continue supporting the service development and improving the resilience of the brokerage service
- Continue working jointly with Start Well Commissioning and Quality Improvements colleagues to understand placement data better
- Continue to reduce the number of children/young people waiting for a placement
- Continue working with Start Well Commissioning Colleagues to implement the Young Persons Supported Accommodation Framework
- Continue working with Start Well Commissioning and Quality Improvement colleagues in the development and recommissioning of services for Children and Young People

## Live Well and Age Well Plans for 24-25

- OCC CHC brokerage service go live date July 2024 in line with the start of the new Care Home Framework
- Continue to work to have a multi skilled team to improve resilience of the brokerage service
- Work continues in improving Adults Power BI reporting for brokerage
- Working with Commissioning Colleagues to continue the implementation of the Live Well Supported Living Framework
- Working with Commissioning Colleagues to implement the new Care Home Framework
- Continue to reduce the number of people waiting for a service
- Continue to improve quality and timeliness of data available for better void management and facilitate rapid turnaround of empty beds
- Continue the development of automated performance reports from Power BI
- Develop the long-term Trusted Assessor model to support hospital discharge



- Provided project management support across a range of transformation and improvement projects that ensure the Oxfordshire Way strategic approach is embedded in all we do, e.g. ASC Digital Programme driving the delivery of digital projects in ASC, progressing Social Care Finance Systems improvement project
- Coordinated the preparations for Local Authority CQC Assurance.
- Supported the effective running of LGA Peer Review completed in March '24. Learning captured and action plans being developed
- Adult Social Care Workforce Strategy and Delivery Plan developed and agreed, externally reviewed by peers from Partners in Care and Health
- Continued to commission/deliver/track and monitor activity that supports partners in the local care market to attract, recruit, retain and train their workforce, to build the capacity, capabilities and resilience of our external workforce
- Partnership with the Care Workers' Charity provided over 900 care and support workers with grants to help them stay in work or pay for the costs of starting work.
- Close involvement in partnership work to address Modern Slavery concerns linked to international recruitment.
- Continued promoting a range of social care career pathways, including development of supported internship
- Supporting Start Well Commissioning workstreams in Children's Transformation Programme
- Continued coordinating the Savings Programme, applying effective programme management of activity to deliver £21.2m savings (96% of target)
- Supported development, consultation and co-production of key strategies including Carers Strategy & Action Plan and Placement Sufficiency Strategy
- As part of HESC and Procurement Hub Development Plan, reviewed and recommended a streamlined way to manage our strategic contracts
- Supported the organisation and development of the multi-agency response (Local Area SEND Priority Action Plan) to Ofsted's "SEND inspection of the Oxfordshire Local Area Partnership".

## Plans for 2024-2025

- Driving the improvements identified through CQC Assurance Programme and LGA Peer Review
- Co-producing a refreshed Adult Social Care Strategy reflecting the Oxfordshire Way
- Drive forward our understanding of performance, using data-led approach, working closely with our Data, Insight and Delivery Hub
- Continuing to support delivery of a range of transformation and improvement projects that ensure the Oxfordshire Way strategic approach is embedded in all we do
- Coordinating preparation for a potential Local Authority CQC Assurance visit
- Continue to deliver the Workforce Programme (commissioned activity that supports partners in the local care market to attract, recruit, retain and train their workforce, to build the capacity, capabilities and resilience of our external workforce)
- Continue promoting a range of social care career pathways, including development of supported internship
- Continue supporting Start Well Commissioning workstreams in Children's Transformation Programme
- Continue coordinating the Savings Programme applying effective programme management of activity to deliver savings
- Finalise the new contract with Oxfordshire Association of Care Providers
- Recommission Proud to Care Oxfordshire recruitment website, working closely with the provider market to co-produce the solution
- Continue providing support for development, consultation and co-production of key strategies including LD and Autism Strategies, Accommodation/Housing Strategy
- Continue improving ways of working between HESC and Procurement Hub and streamlining procurement and contract management processes