

Royal Borough of Windsor and Maidenhead
Adult Social Care Strategic Plan
2021-2024

“Building a borough of opportunity and innovation”

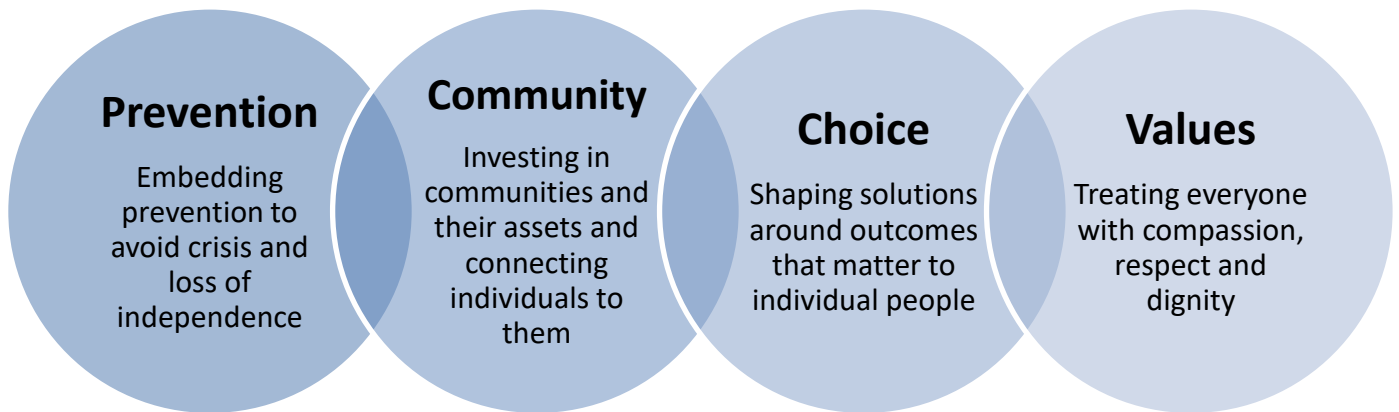
The life we want....

We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing the things that matter to us.

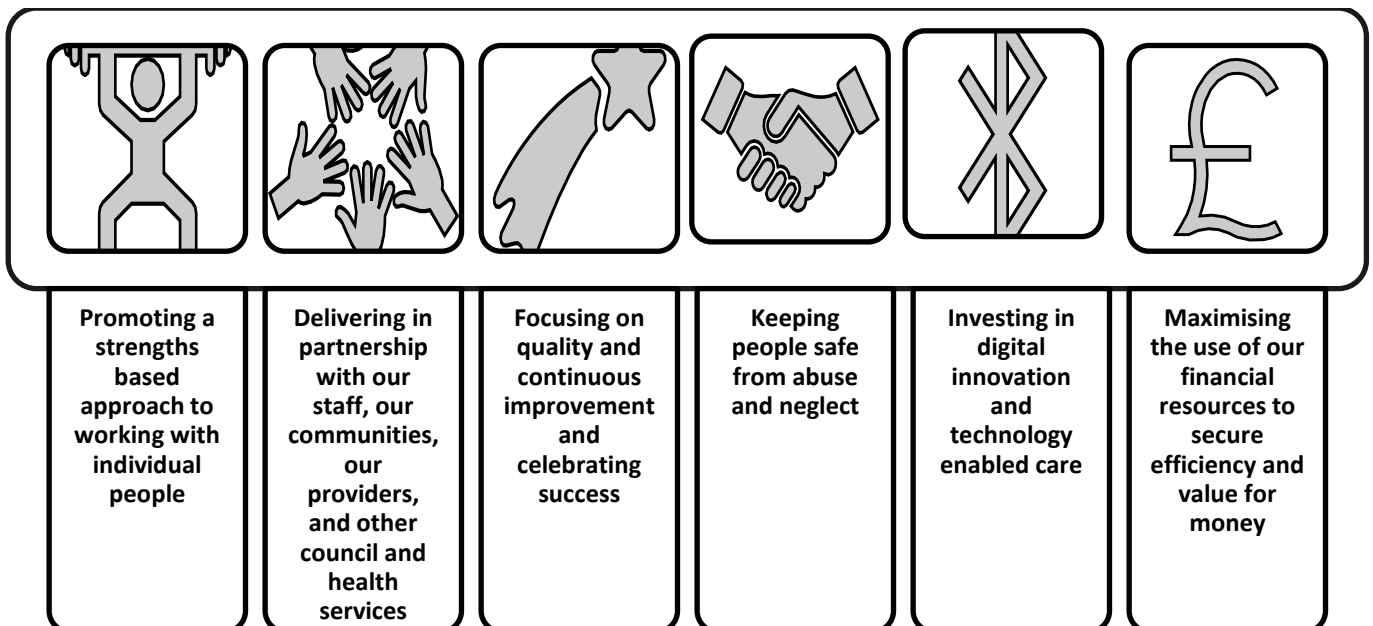
Our **vision** for adult social care is

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

The key **principles** underpinning the vision are....



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...

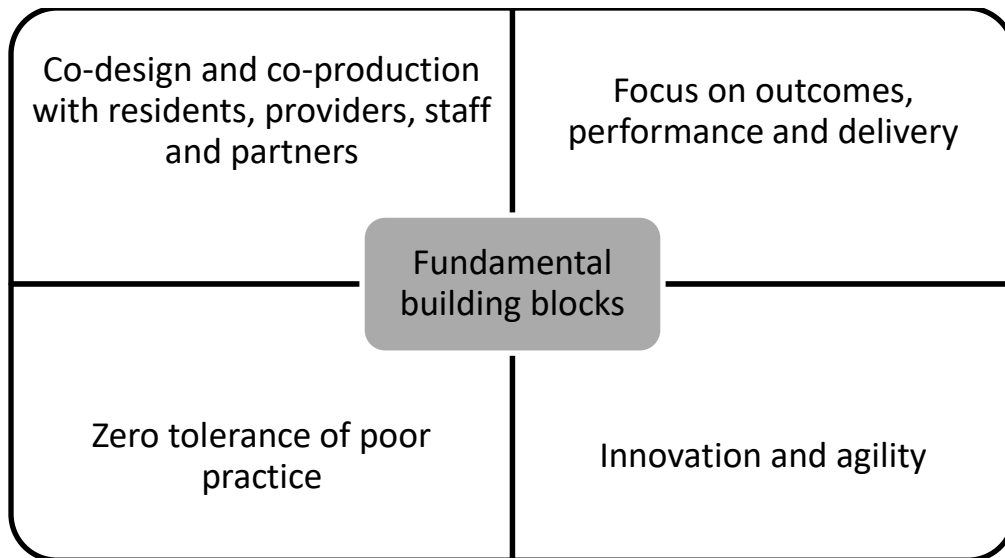
- ✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day.
- ✓ We have even more provider collaboration and alliances operating as part of joined-up provision.
- ✓ We are an active, effective and valued partner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

ETHOS OF THIS PLAN

The change we want to deliver is only possible if it is built on strong foundations which will be evident throughout the delivery of the plan and the individual strategies/activities. Those building blocks are:



GOVERNANCE

The Adult Social Care Strategic Plan will be led by the Executive Director of Adults, Health and Housing, reporting through to the Chief Executive and Cabinet Member for Adult Social Care, Children's Services, Health and Mental Health. The programme will be managed by the Head of Transformation, supported by the Transformation Team.

EXTERNAL VALIDATION

A new overarching inspection regime for adult social care is due to be implemented under the new Health and Care Act from April 2022. Pending confirmation of the regime, and the supporting assurance process undertaken in the South East ADASS Region, external validation of the impact of this strategic plan 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 2023.
- Every year, in September, we will produce a local account of adult social care services and in particular, the impact of this plan on managing demand and promoting independence. This will be subject to public scrutiny by the council's Adults, Children and Health Overview and Scrutiny Panel, as well as by residents, providers and partners.

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

- Independent scrutiny through the multi-agency safeguarding arrangements will provide assurance around the quality of adult safeguarding 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.
- 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 satisfaction with the way in which complaints are handled.
- Aspects of social care delivery will be independently peer reviewed throughout the lifetime of the programme, through the sector-led improvement support of ADASS.

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 and embed strengths based approach across the whole workforce.	July 2022	Chief Executive Optalis	Directors Heads of Service	Amended
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 2022	Director of Statutory Services	Project Manager Transformation Team * PeopleToo recommendation	-
Update the Royal Borough website to provide clear signposting to information, advice and guidance, including developing and improving KYN2	March 2022	Associate Project Manager	Digital team	-
Implement an integrated “whole life” approach to physical and learning disability focused on promoting independence	March 2023	Executive Director of Adults, Health and Housing	Executive Director of Children's Services Achieving for Children / Optalis	-
Undertake a review of the day opportunities offer for people with learning disabilities *:	March 2022	Head of Commissioning – People	Commissioning team Optalis Transformation Project Manager * 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	-
Review and develop the current model of supported living to ensure that it focuses on promoting independence for adults with learning disabilities, physical disabilities, and mental health support needs.	March 2023	Head of Commissioning – People	Commissioning team Optalis Transformation Project Manager * PeopleToo recommendation	Amended
Using learning from previous experiences of Shared Lives provision, seek opportunities to work in partnership with a wider network of councils to develop a new strategy for building Shared Lives provision.	September 2022	Director of Provider Services	Commissioning team Optalis Achieving for Children	New

Activity	Timescale	Owner	Resources	Status
Evaluate the Each Step Together implementation and implement agreed amendments	November 2019	Director of Statutory Services	Transformation Manager – Optalis Systems Team	Completed
Reshape the Supported Employment Service to provide a service that maximises independence.	November 2020	Head of Commissioning – People	Commissioning Manager Optalis	Completed
Complete and launch Know Your Neighbourhood2 to support signposting to community capacity	January 2020	Transformation Project Manager	Head of Transformation IT	Completed

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 adult social care requirements of the RBWM Place Strategy as part of the Frimley Integrated Care System	March 2024	Executive Director of Adults, Health and Housing	Whole Council / Optalis / Achieving for Children	-
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 2022	Head of Transformation	Transformation team	-
Implement an approach to providing direct payments which stimulates and supports the micro-provider and PA market and personalisation, using the Making it Real framework. *	April 2023	Executive Director of Adults, Health and Housing	Optalis Finance Frimley ICS * PeopleToo recommendation	New
Develop an outcomes-focused and cost-effective strategy and action plan for people with learning disabilities to promote independent living and inclusion in its widest sense.	March 2023	Head of Commissioning – People	All partners	New
Develop an outcomes-focused and cost-effective strategy and action plan for people with mental health support needs.	March 2023	tbc	All partners	New
Develop an outcomes-focused and cost-effective strategy and action plan for people with physical disabilities and sensory needs to promote independent living.	March 2023	Tbc	All partners	New
Develop an outcomes-focused and cost-effective strategy and action	March 2023	Director of Statutory Services	All partners	New

Activity	Timescale	Owner	Resources	Status
plan for older people to promote independence.				
Develop an outcomes-focused and cost-effective strategy and action plan for carers to promote independent living and inclusion in its widest sense.	March 2023	tbc	All partners	New
Update the existing joint autism strategy and action plan in the light of the new national autism strategy.	March 2022	Executive Director of Adults, Health and Housing	All partners	New
Commission the Housing LIN to carry out a needs assessment of specialist housing in the borough, together with funding proposals	December 2021	Head of Commissioning – People	Housing LIN	New
Based on the outcome of the housing needs assessment and as part of the wider strategy development, develop a pipeline of new specialist housing provision in the borough	March 2024	Head of Commissioning – People	PropCo and other developers Housing Associations	New
Support implementation of CCG restructure – place based commissioning	March 2020	Accountable Officer – CCG	Executive Director of Adults, Health and Housing	Completed
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	Executive Director of Adults, Health and Housing	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	-
Promote the work of adult social care in Borough Bulletin, Around the Royal Borough and other media, including social media.	From October 2019	Executive Director of Adults, Health and Housing	Comms teams – RBWM and Optalis	-
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	Chief Executive Optalis Executive Director of Adults, Health and Housing	All teams	-
Develop and implement a bespoke leadership development programme across adult social care in line with the values and principles of the strategic plan	July 2022	Chief Executive Optalis Executive Director of Adults, Health and Housing	All teams	New
Participate actively in the new Social Care Futures work in collaboration with Think Local, Act Personal	From October 2021	Executive Director of Adults, Health and Housing	All teams	New
Implement bi-monthly liaison between Principal Social Worker and Executive Director of Adults, Health and Housing in order to get feedback from the front line	From September 2019	Executive Director of Adults, Health and Housing	Principal Social Worker	Completed
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	Executive Director of Adults, Health and Housing	Human Resources Finance	Completed

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 new requirements for Liberty Protection Safeguards	April 2022	Director of Statutory Services	Optalis	-
Implement a structured exploitation multi-agency case conference to wrap support around individuals at risk of exploitation	April 2022	Executive Director of Adults, Health and Housing	Optalis Safeguarding Partnership	New
Develop an approach to supporting individuals who self neglect	April 2022	Director of Statutory Services	Safeguarding Partnership	New
Implement the new multi-agency safeguarding adults arrangements	From September 2019 (Review September 2020)	Executive Director of Adults, Health and Housing	Safeguarding development and support team Commissioning team Optalis	Completed
Contribute to Liberty Protection Safeguards pilot work with CC2i	From July 2019 (Review March 2020)	Head of Transformation	Optalis	Completed
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	Completed
Review and implement revised safeguarding process including amendments to case management system	October 2020	Principal Social Worker	Transformation and Systems team	Completed

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
Develop and implement a menu of digital solutions with a prevention focus and with agreed criteria for adding solutions to the menu *	September 2022	Head of Transformation	Transformation team * PeopleToo recommendation	Amended
Develop and implement an integration plan to support the menu of digital solutions, including an Optalis digital strategy	March 2023	Head of Transformation	Transformation team Optalis	Amended
Implement online financial assessment (BetterCare)	April 2022	Head of Transformation	Revenue and Benefits Team Optalis	-
Engage with local technology companies to explore what support they could provide as part of their corporate social responsibility.	December 2022	Transformation Project Manager	Transformation team	Amended
Develop and implement staff engagement programme around digital skills transformation	From April 2022	Head of Transformation	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 2021	Transformation Project Manager	Systems Team Optalis	Amended
Working in partnership with Hampshire County Council, undertake a feasibility study to work with Argenti to deliver technology enabled care.	April 2020	Executive Director of Adults, Health and Housing	Head of Transformation Systems Team Optalis	Completed
Explore the use of Amazon Connect to manage first line customer contact.	April 2020	Head of Transformation	AWS Optalis	Completed
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	Completed
Work with health colleagues to review and reshape the NRS contract	March 2021	Head of Transformation	Head of Commissioning Health	Completed

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
Recommission domiciliary care provision *	August 2022	Head of Commissioning – People	Commissioning Procurement team * PeopleToo recommendation	Amended
Develop a three-five year savings plan based on PeopleToo developed target operating model*	January 2022	Executive Director of Adults, Health and Housing	Commissioning Optalis * PeopleToo recommendation	Amended
Explore increasing the level of extra care facilities in the borough to reduce the reliance on residential placements *	July 2022	Head of Commissioning – People	Commissioning Optalis * PeopleToo recommendation	-
Implement approach to performance and demand management based on <i>Six Steps to managing demand in adult social care</i>	March 2021	Executive Director of Adults, Health and Housing	Optalis	Amended
Carry out service review of existing older people’s residential and nursing block provision and explore new block provision based on current/future demand	July 2022	Head of Commissioning – People	Commissioning	Amended
Develop and implement a robust data strategy, aligning systems, practice and performance	July 2022	Head of Transformation	Optalis Transformation	Amended
Improve the financial processes for adult social care, including management of bad debt	April 2022	Executive Directors of Adults, Health and Housing and Resources	Optalis Revenues and Benefits	-
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	September 2022	Transformation Project Manager	CCG teams Optalis	-
Explore partnering opportunities with other companies to support local delivery whilst creating additional income sources	March 2022	Chief Executive Optalis Executive Director of Adults, Health and Housing	Optalis Transformation Commissioning	New

Activity	Timescale	Owner	Resources	Status
Create and deploy a commercial arm of Optalis Ltd in order to lever in additional income for the shareholders	March 2023	Chief Executive Optalis	DASSs Legal	New
Create and deploy a charitable arm of Optalis Ltd in order to bid for external funding to maximise existing revenue streams	March 2023	Chief Executive Optalis	DASSs Legal	New
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
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
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	Completed

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Version 2: Final – September 2019.

Version 3: Updated in the light of COVID 19. July 2020.

Version 4: Updated and reviewed; moved from “transformation” to “strategy”. September 2021.

Review date: September 2022.