



# **Royal Borough of Windsor and Maidenhead**

## **Adult Social Care Strategy**

### **2023-2026**

**“A borough of safer, greener and cleaner communities, with  
opportunity for all”**

**RBWM Council Plan 2024-2028**

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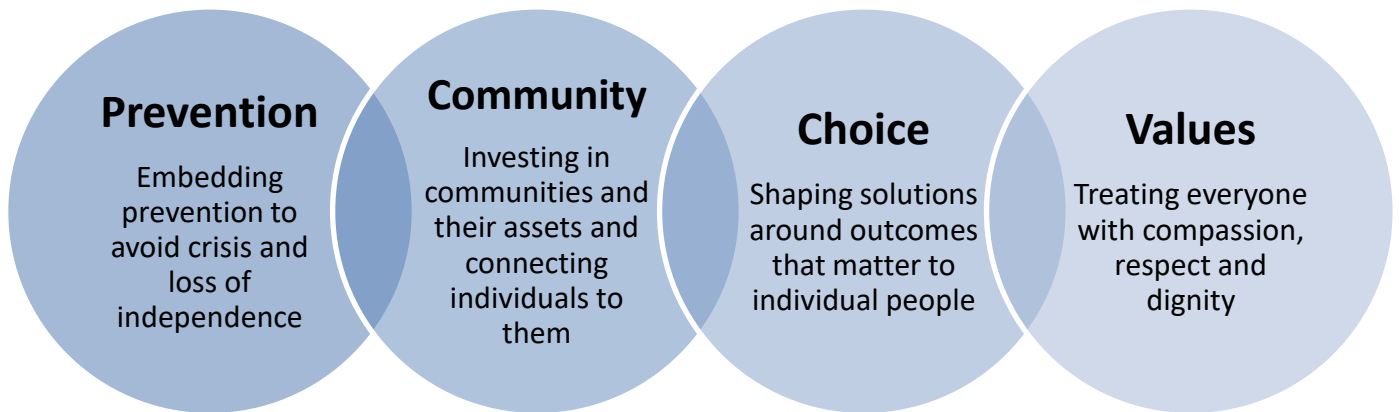
## The life we want....

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...

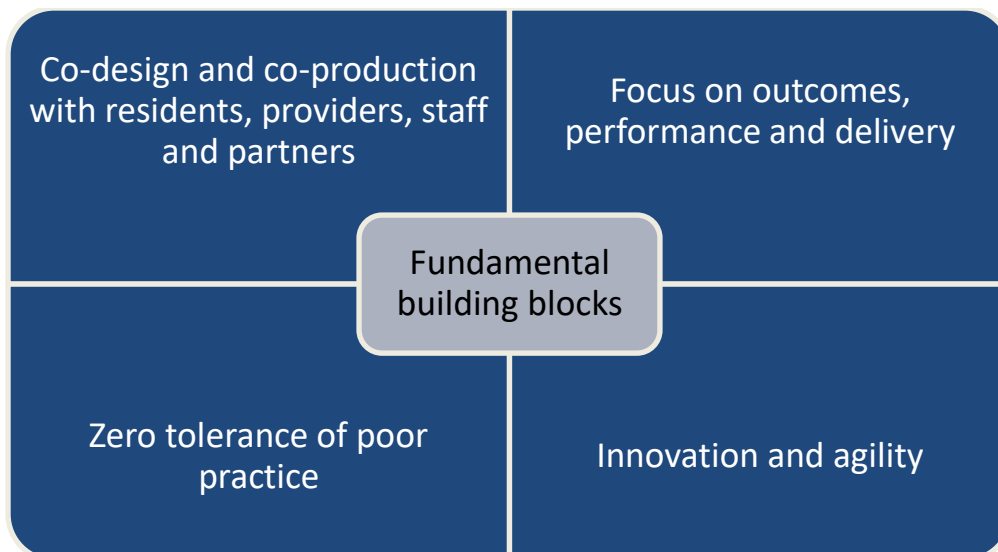
- ✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day.
- ✓ We have even more provider collaboration and alliances operating as part of joined-up provision.
- ✓ We are an active, effective and valued partner 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 Adult Services, Health and Communities, reporting through to the Chief Executive and Cabinet Member for Adults, Health and Housing Service. The programme will be managed by DASS via the Directorate Management Team and overseen by the Future Shape Transformation Board.

## EXTERNAL VALIDATION

- ✓ We are proud to report on what we are doing through internal and external reviews and reports.
- ✓ The Care Quality Commission (CQC) assurance of local authorities was reintroduced as part of the Health and Care Act 2022. This requires the CQC look at how the local authorities meet their needs under Part 1 of the Care Act duties 2014. The CQC assess nine thematic areas which include service quality, safety and user responsiveness, which are combined into an overall rating. RBWM was inspected in 2024; CQC positively acknowledged many areas where people receiving support had positive outcomes. The council is actively working on areas to improve which are contained in the delivery plan below.
- ✓ Following the assurance by CQC, the council will engage and receive external support led by the Local Government Association. Together we will join activity to further scope, define and deliver support to the council during the planning process, to drive improvement.
- ✓ 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 and carers are supported.
  - ✓ Services are designed and delivered in partnership with residents and communities.

**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.

**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.

**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.

**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.
- ✓ Increased adoption of technology and improved access for digitally excluded groups

**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.



## Delivery Plan 2023-26

<b>Objective 1: Promote a strengths-based approach to working with individual people</b>			
<b>Action</b>	<b>Rational/Evidence</b>	<b>Timescale</b>	<b>Progress</b>
Expand the use of Shared Lives to ensure that people have better choice of support options.	Supported Housing Needs Analysis 2022 identified the need for a further 9 shared lives placements by 2025.	April 2025	A contract with West Berkshire Council to provide the service on behalf of RBWM is being finalised and West Berkshire Council will recruit.
Develop our approach and infrastructure to increase the number of people using direct payments e.g. pre-paid cards to expand the use of direct payments.	ASCOF 2022/23 – Windsor and Maidenhead is in the lowest quartile for people receiving direct payments.	April 2025	Invest to save Commissioning Officer (Self-Directed Support) post has been approved and is being recruited to.
Review our support to carers and develop our strategic approach using the co-production toolkit to include meeting the needs of underrepresented communities.	Strategic direction regarding supporting unpaid carers needs improvement.	March 2025	Accelerated reform fund bid has been successful, project has commenced, and the post has been recruited to. The Carers Hub has been developed.
Implement quality and practice transformation including implementation of the “patchwork model”.	Case audits evidence inconsistent practice.	March 2025	Model developed and tools to support implementation are being co-produced with Social Care Futures. Implementation phase is planned to follow the launch of Mosaic in January 2025.
Develop a commissioning strategy for people with a learning disability using the co-production toolkit to ensure there is sufficient high quality support including accommodation in the borough.	There are more people with a learning disability placed outside the borough than we would like due to the lack of specialist accommodation and support in the borough.	March 2025	An approach to co-production has been developed with people with a learning disability and priorities have been developed. The independent Living project has launched and will work with staff and people using services to increase use of supported living and floating support.

Centralise the brokerage function to include people with a learning disability, autism and mental health needs.	Although not significant in number, some people with mental health support needs who need a placement wait more than 28 days to be placed. We also need to increase the availability of care and support in the borough for people with a learning disability, mental health support needs and autism.	May 2024	Completed. A new team structure has been developed with a specialist broker post which has now been successfully recruited to.
Build on the range of community options by relaunching the wellbeing circles and community initiatives.	Pilot of Wellbeing Circles demonstrated that relatively small activities with social interaction helps people with overall independence.	April 2025	Embed community connection into the Front Door with an increased range of community providers. Project has commenced.

<b>Objective 2: Deliver in partnership with our staff, our communities, our providers, and other council and health services</b>			
<b>Action</b>	<b>Rational/Evidence</b>	<b>Timescale</b>	<b>Progress</b>
Develop a Supported Accommodation and Support Strategy for all care groups.	RBWM Supported Housing Needs Assessment identifies a need for additional accommodation for all care groups.	March 2025	Needs Assessment completed and business case is in development.
Following the Supported Housing Needs Assessment, develop a pipeline of new specialist supported living housing provision in the borough for people with a learning disability.	RBWM Supported Housing Needs Assessment (Housing LIN 2022) identifies the need for an additional 16 units for supported living by 2025 and an additional 33 units by 2030.	March 2026	Council owned land at Imperial Road, Windsor identified to accommodate people with a learning disability/autism. Project brief developed and pre-application planning process has been completed. An external consultancy will be appointed to develop a full business case.

Review the first year of the Home First service and recommission for 24/25 using the Hospital Discharge Fund to include a care home reablement in-reach to maximise people's return home following a hospital discharge into a temporary placement.	Demand for support after hospital discharge continues to increase. First year effective in reducing delays and therefore continued investment required.	April 2024	Completed. The extended service was launched in April 2024 using the Hospital Discharge Grant which led to improved discharge from hospital performance. The service remains under review
Review and respecify reablement and intermediate care services.	To ensure that the service meets the practice standards in "Intermediate Care Framework for Rehabilitation, Reablement and Recovery following hospital discharge" 2023.	June 2025	Service currently under review as part of ASC Transformation Review being undertaken by Newton.
Review and publish the Market Position Statement.	Care Act 2014 responsibility.	December 2023	Completed and is available on the website.

<b>Objective 3: Focus on quality and continuous improvement and celebrate success</b>			
<b>Action</b>	<b>Rational/Evidence</b>	<b>Timescale</b>	<b>Progress</b>
Realignment of statutory services and commissioning staff from Optalis to RBWM.	Recruitment and retention of key staff.	August 2024	Completed. All staff in scope moved to RBWM on 1 <sup>st</sup> August 2024.
Develop a Workforce Strategy for ASC staff including improving access to leadership development.	Recruitment and retention a key issue.	March 2025	Initial pay review completed and permission to recruit to all vacant social worker and occupational therapy posts has been granted.
Review and develop the learning offer for ASC staff transferring to RBWM prioritising safeguarding training.	Current learning support will not transfer with staff.	August 2024	Completed on staff transfer to RBWM.
Review and update the strategy for people with autism.	Current strategy is out of date.	April 2025	Revised strategy being drafted.
Fully implement the Quality Assurance Framework, audits and reviews.	Delays in undertaking reviews, DoLs waiting list, inconsistent practice evidenced by case audits.	April 2025	Head of Service posts are being recruited to. Implementation of the QAF will follow launch of Mosaic.

Approaching Adulthood improve pathways and timeliness of intervention.	Feedback from families and evidence from complaints.	July 2024	Completed. Pathway has been agreed and monthly panel meets to agree transition responsibilities.
Embed a culture of performance management.	Lack of good quality data and management information.	February 2025	Implementation of Mosaic on track. Performance Governance arrangements have been drafted for approval.

<b>Objective 4: Keep people safe from abuse and neglect</b>			
<b>Action</b>	<b>Rational/Evidence</b>	<b>Timescale</b>	<b>Progress</b>
Incentivise and train more staff as Best Interests Assessors.	DoLs Waiting list and lack of inhouse assessors.	November 2025	One staff member currently undertaking training.
Shape the self-neglect work by engagement with public health and safeguarding partnership.	Self-neglect an underreported area within the safeguarding partnership.	December 2024	Multi-agency risk framework established. Strategy in development.
Review impact on practice and outcomes following the development of the Safeguarding Hub.	New service model in place from July 2023.	February 2025	Positive impact on waiting times identified following the launch of the hub in 2024. Formal review in early 2025.
Embed Making Safeguarding Personal.	Case audits indicate this is not consistently adhered to.	April 2025	Case audit tool being revised to support this.
Reduce advocacy waiting lists and explore way to advance advocacy services.	Waiting lists and end of contract June 2024.	July 2024	Completed. New contract was approved by Cabinet in March 2024.

<b>Objective 5: Invest in digital innovation and technology enabled care</b>			
<b>Action</b>	<b>Rational/Evidence</b>	<b>Timescale</b>	<b>Progress</b>
Implement the MOSAIC case management system as a replacement for the PARIS system.	The PARIS system has been in place for over twenty years and is end of life.	January 2025	Following a procurement process, the contract was signed in May 2023. The project is in the implementation phase with go live due on 13 <sup>th</sup> January 2025.
Recommission the community equipment contract with partners (pan-Berkshire) to focus on telecare and telehealth.	Contract ends March 2024.	April 2024	Completed. New contract to commenced 1 <sup>st</sup> April 2024.

<b>Objective 6: Maximise the use of financial resources to secure efficiency and value for money</b>			
<b>Action</b>	<b>Rational/Evidence</b>	<b>Timescale</b>	<b>Progress</b>
Develop the options, and if approved, business case to own and run (via Optalis) a nursing home for older people.	Market Sustainability Plan 2023. Although there is sufficient care home capacity, prices are becoming increasingly unaffordable in the private sector.	March 2025	To report options to Cabinet in March 2025.
Aged contribution recovery – review all people with outstanding financial contributions more than 1 year post-invoice.	Increasing bad debt provision diverting money from new care provision.	March 2024	Completed. Aged recovery work now business as usual.
Develop a more efficient financial assessment and billing process to drive 30 days to billing target to ensure people are aware of their assessed contribution and to minimise bad debt.	Time taken from people being in receipt of a service to first invoice.	March 2025	Mosaic implementation Go-live October 2024. Financial literacy training for operational staff underway. To be completed over the next 12 months.
Plan for self-service and streamlined financial management through MOSAIC portal.	Accrual of debt and delayed invoicing.	March 2025	System currently being configured linked to Mosaic.