

# **Royal Borough of Windsor and Maidenhead**

## **Adult Social Care Strategy**

### **2023-2026**

**(April 2025 update)**

**“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....

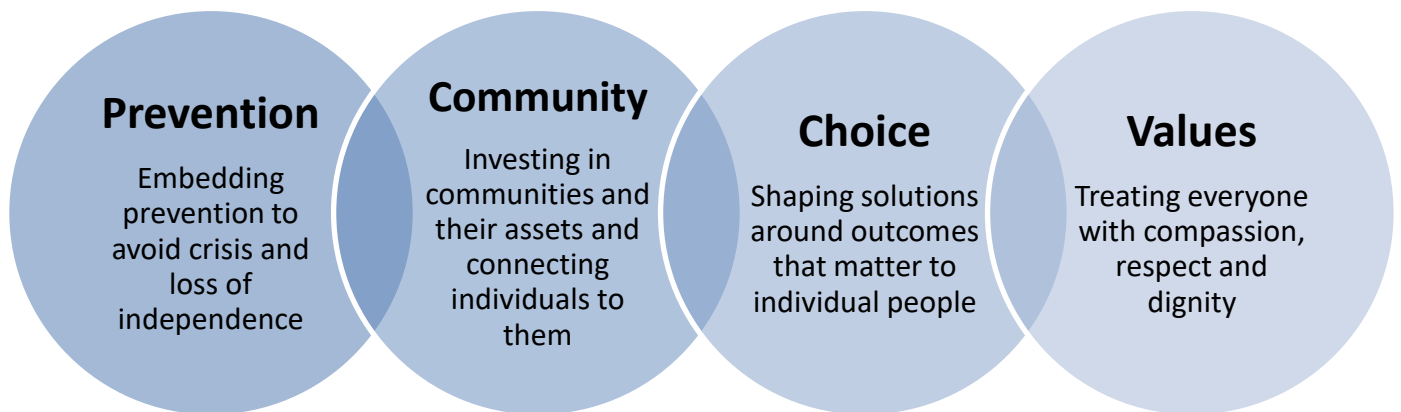
We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing the things that matter to us.

(Social Care Future's Vision)

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...

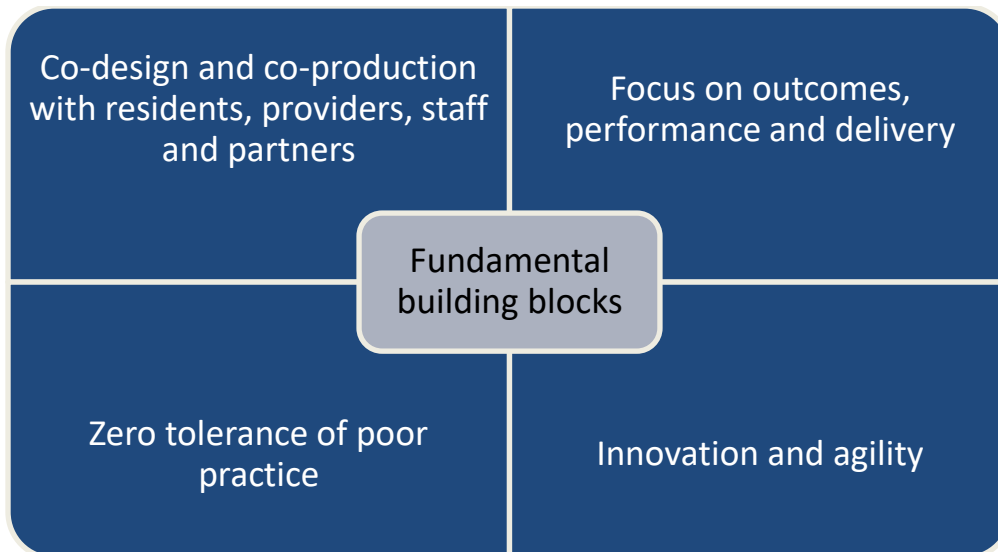
- ✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day.
- ✓ We have even more provider collaboration and alliances operating as part of joined-up provision.
- ✓ We are an active, effective and valued partner 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 score and 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 and the current rating is 62/100, Requires Improvement
- ✓ Following the assurance by CQC, the council is engaging with and receiving 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.	June 2025	A contract with West Berkshire Council to provide the service on behalf of RBWM is being finalised and West Berkshire Council will recruit. Review of contract position with West Berkshire to take place by the end of April 2025 with a view to seeking an alternative provider.
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.	March 2026	Invest to save Commissioning Officer (Self-Directed Support) post has been recruited to with postholder starting in Q1.
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. An integrated carers offer to be established.	March 2026	Accelerated reform fund bid has been successful, project has commenced, and the post has been recruited to. The Carers Hub has been developed. Technology support for better information for carers is being planned.
Implement quality and practice transformation including implementation of the “patchwork model”. Develop an Early Action model with social care practice.	Case audits evidence inconsistent practice.	October 2025	Model developed and tools to support implementation were co-produced with Social Care Futures and incorporated within Mosaic, our new recording system. Further Practice development planned to embed this model starting with the recruitment of a substantive Principal Social Worker and Principal Occupational Therapist.

<p>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.</p>	<p>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.</p>	<p>November 2025</p>	<p>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. A report recommending the development of 22 units of supported housing for people with a learning disability will be presented to Cabinet in July 2025.</p>
<p>Centralise the brokerage function to include people with a learning disability, autism and mental health needs.</p>	<p>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.</p>	<p>May 2024</p>	<p>Completed. A new team structure has been developed with a specialist broker post which has now been successfully recruited to.</p>
<p>Build on the range of community options by developing a community prevention offer and redesigning community initiatives to enable signposting as a community pathway for services.</p>	<p>Embed Community Connector model and coproduce activities with social interaction helps people with overall independence.</p>	<p>April 2026</p>	<p>Embed community connection model – introducing community and voluntary sector options - into the Front Door and the wider adult social care teams with an increased range of community providers supporting people to live fulfilled lives. This will be launched in 25/26 following recruitment.</p>
<p>Increase independence for people with a learning disability and people with a</p>	<p>Identified during diagnostic of adult social care performance.</p>	<p>March 2027</p>	<p>Resources to deliver the project to be agreed and recruited to by July 2025.</p>

mental health need through targeted reviews.			
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<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.	November 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 to be presented to Cabinet in July 2025
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.	March 2026	Resources to deliver the project to be agreed and recruited to by July 2025.

Review and publish the Market Position Statement.	Care Act 2014 responsibility.	December 2023	Completed and is available on the website.
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<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.	October 2026	Initial pay review completed and permission to recruit to all vacant social worker and occupational therapy posts has been granted. Recruitment to substantive Principal Social Worker and Principal Occupational Therapy posts to be undertaken in Spring/Summer 2025.
Review and develop the learning offer for ASC staff transferring to RBWM prioritising safeguarding training.	Current learning support will not transfer with staff.	October 2026	Completed on staff transfer to RBWM. Training Needs Analysis to be completed in Spring 2025 to include promoting the use of technology.
Review and update the strategy for people with autism.	Current strategy is out of date.	January 2026	Revised strategy being drafted, with renewed relationship with Autism steering group including those with lived experience of the condition.
Fully implement the Quality Assurance Framework, audits and reviews.	Delays in undertaking reviews, DoLs waiting list, inconsistent practice evidenced by case audits.	June 2025	Head of Service posts have been recruited. Implementation of the QAF will follow launch of Mosaic. Principal Social Worker and Principal Occupation Therapist roles will be recruited to in Spring 2025.

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.	June 2025	Implementation of Mosaic has been completed. Performance Governance arrangements have been drafted for approval. Operational meetings in April, May and June to test out approach.

<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. Additional DoLs authorisers training booked for senior leadership.
Shape the self-neglect work by engagement with public health and safeguarding partnership.	Self-neglect an underreported area within the safeguarding partnership.	May 2025	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.	April 2025	Positive impact on waiting times identified following the launch of the hub in 2024. New operating procedures for Safeguarding to be launched Mid-April to further support flow.
Embed Making Safeguarding Personal.	Case audits indicate this is not consistently adhered to.	July 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	Completed. Mosaic went live 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.
Implement and embed technology to ensure that staff have access to resources to improve efficiency.	Identified during diagnostic of adult social care performance.	October 2025	Business case to implement Magic Notes AI tool approved by Executive Leadership Team in April 2024. Target first use in June 2025.
Implement and embed telecare pathway for people who need support to maximise their independence.	Developing an early action offer to support people to live independently at home with the right equipment	March 2026	Recruitment of Principal Social Worker and Principal Occupational Therapist in Spring/Summer 2025.
Launch the Citizen Portal in Mosaic to ensure that people have the full range of options to engage with adult social care services.	Assessment by the Care Quality Commission identified the need to improve advice and information for residents.	October 2025	Citizen Portal has been delayed with a Go Live date of early June 2025.
Review the adult social care pages on the council's website to ensure that people can access the full range of information and advice online.	Assessment by the Care Quality Commission identified the need to improve advice and information for residents.	Ongoing	Information and advice on community provisions are available to residents, and the service is actively reviewing its capacity to improve quality and practice, particularly in the areas of advice, information, and guidance.

<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.	September 2025	To report options to Cabinet in September 2025.
Develop the practice framework and decision making in adult social care to have a positive effect on the department's value for money.	Identified during diagnostic of adult social care performance.	November 2025	Rejoined Social Care Futures to support Principal Social Worker and Principal Occupational Therapist to co-develop the practice framework once in post.
Aged contribution recovery – review all people with outstanding financial contributions more than 1 year post-invoice. Continued aged-debt work	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 including a default option to pay by direct debit.	Time taken from people being in receipt of a service to first invoice.	March 2026	Mosaic implementation Go-live Jan 2025. 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.& self-assessment through citizen portal	Accrual of debt and delayed invoicing.	March 2025	System currently being configured linked to Mosaic. QAR top level performance measure and focus for Council



