

Adult Social Care Strategy 2024-2029

Our strategy for Adult Social Care 2023-2028

Our strategy

This strategy sets out our vision for working with people in Slough. It builds on work undertaken to date and sets out the direction for Adult Social Care and how we intend to work with residents, service users and partners such as health, the voluntary and community sector and care providers. It puts residents at the centre of our plans and gives direction for colleagues who work within or alongside adult social care. It will help everyone know what to expect from adult social care.

Our vision and strategy focus on offering a proactive approach to prevention and early intervention for all residents, as well as developing care and support options for current service users and those close to them.

Our full set of strategic aims are supported by a range of significant partnership working, as well as co-production with representatives of the local community. At partnership level our objectives are set out in Slough's Wellbeing Strategy 2021-26 [Slough Wellbeing Strategy 2021-2026](#), and Safeguarding Leaders Group Strategic Plan 2023-25 [safe in slough strategic plan may 23.pdf](#). Our Equalities in Commissioning position statement 2023-26 [equalities-in-commissioning-2023-2026 \(slough.gov.uk\)](#) clarifies our commitment to tackling inequalities in health and care access and outcomes. The Market Position Statement 2024-27 (currently being consulted upon) sets out how we wish to develop the local market to ensure that there is the right type of provision locally to meet demand. These documents can be found on our website.

Adult Social Care must achieve its full range of strategic aims whilst at the same time making significant savings year on year to balance the budget and deliver best value for taxpayers and service users.

Our vision for adult social care in Slough

We have proposed an overall vision for adult social care which will guide and help us to achieve our ambition to help residents live more independent, healthier and safer lives.

“To improve the outcomes of our residents and their carers by enabling people to do more for themselves, focusing on people’s strengths even at points of crisis in their lives, by connecting them to their interests and communities and a network of wellbeing, care and support services.”

This vision is underpinned by a range of strategies and work-streams which set out services and support we commission, unilaterally and also with partners. This includes strategies relating to groups of people (such as Carers, people with Autism, people with Learning Disabilities and Older People) and activities and plans relating to services (such as Public Health services, Preventative services and the Better Care Fund).

Some of the services and support outlined in the above strategies are delivered by ASC Operational staff. Some are provided either with or solely by partners in health, community and voluntary services, and some by organisations we do not commission but do signpost people to who may not meet eligibility criteria for funded support. This includes people who are self-funders and those with no recourse to public funds.

Our core purpose

Our core purpose is to support people to live with the people they love in the place they call home, doing things that matter to them in communities that are welcoming, where people look out for one another.

We know that our work plays a crucial role in supporting people to remain healthy, safe, and independent in their communities, whether that be through the provision of information and advice, access to universal or prevention support, or more intensive support for those who need it.

The Care Act 2014 sets out our responsibilities as a local authority for understanding and meeting people’s needs. We remain committed to delivering care in line with the Care Act’s statutory guiding principles, which are:

- Clearer and fairer care and support to both service users and carers
- Improved physical, mental and emotional wellbeing of both the person needing care and their carer
- Preventing and delaying the need for care and support
- Putting people in control of their lives
- Improved and more personalised approaches to safeguarding for both the carer and the cared for person.

Our role in leading adult social care has not changed, but you will start to see that we will be working differently during the lifetime of this strategy. We are responsible for making sure that people can choose how their support is provided, that it meets their needs, and is well co-ordinated and effective. We want to be part of ensuring the people of Slough get the opportunity to lead the lives they choose.

Our priorities

We have set out a range of priorities to work to which underpin all that we do, are embedded in all our adult social care strategies and our range of different work streams. These priorities help us to keep focus on what is important and what we are continuing to work towards.

- **Enable people to maintain their health and wellbeing.**
We will continue to work with our partners such as Health, the Voluntary & Community Sector, and communities, to support people with their health and wellbeing
- **Prevent the need for take up of adult social care.**
We have developed a range of effective preventative services for the whole community and will continue to evaluate these services
- **Safeguard our Vulnerable Population**
We will continue to focus on people's safety as a priority in everything we do
- **Embed Co-Production at the heart of care and support.**
We will continue our work in partnership with residents to develop our services to ensure they meet the needs of the community. We will continue to work with communities to develop skills and knowledge so that residents are better placed to flourish from the wide range of opportunities available in Slough, as well as being better equipped to meet their own needs where possible
- **Enable people to manage their own care and support needs**
Through commissioning and market shaping, we will have a personalised, strengths-based approach to care, encouraging independence and utilising assets within people's own communities. We will continue to assess and evaluate services we deliver and/or commission.
- **Progress Integration**
We will further progress integration of health and social care through our existing partnerships arrangements and through delivery of key commissioning strategies. We will extend our approach and look to our wider Council colleagues in housing, public health, leisure and environment to capture all opportunities that benefit our residents
- **Create a sustainable workforce**
We will continue to promote social care, making it more attractive as a career and ensure we have the right leadership capability and capacity to do this

How we can achieve this

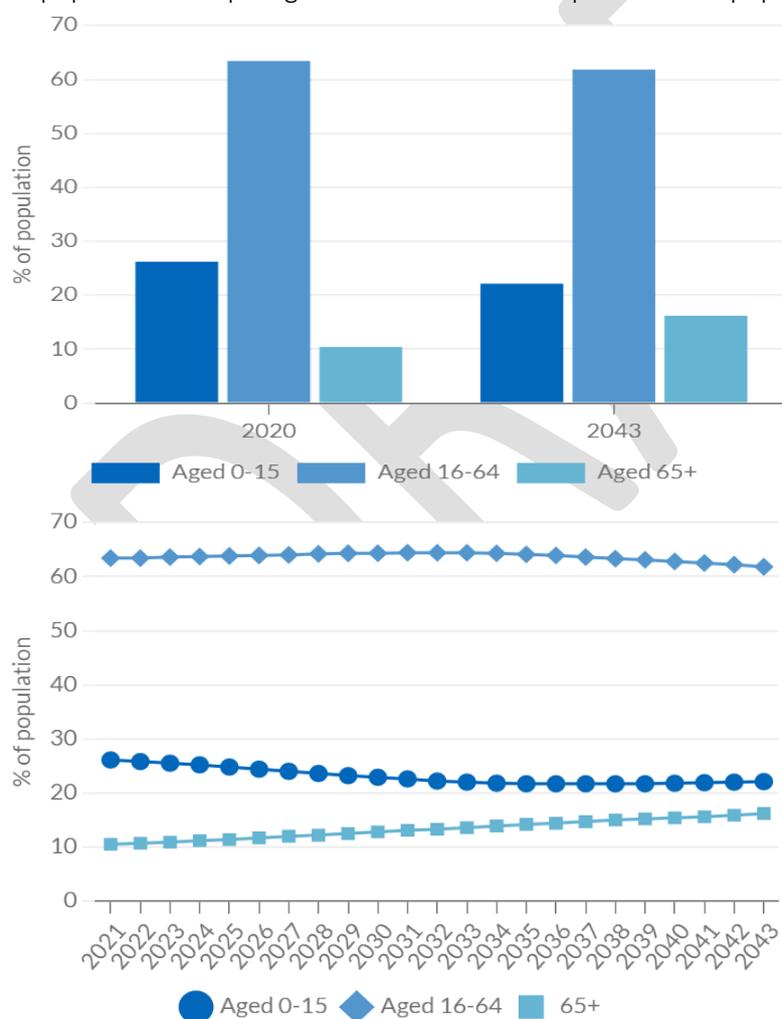
We can achieve our vision and deliver our priorities if we continue to work together with the people we support and their carers. The strategies, action plans and progressive work streams we have in place are supporting us in driving these outcomes; by setting out what we want to achieve, and defining how success will be measured, it will provide the residents of Slough with the template to better hold us to account.

Local Challenges

Over the past decade Adult Social Care costs in England increased by £8.5 billion, while total funding (including the Better Care Fund) only increased by £2.4 billion. In July 2021, Slough Borough Council issued a report which advised that the Council faces a financial situation of an extremely serious nature, under section 114 of the Local Government Finance Act 1988. In November 2021 the Department for Levelling Up, Housing and Communities (DLUHC) appointed commissioners to oversee the necessary improvements for the Local Authority. A council-wide 3 year Improvement and Recovery Plan was approved by DLUHC. [Slough Borough Council: external assurance review - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/101411/slough-borough-council-external-assurance-review-2021.pdf)

Our Population Data

Slough has a population of 158,495 which has increased by over 13% over the last 10 years. Slough's population is one of the youngest in England with nearly 28% of the population aged under 18, compared to 21% nationally. While the proportion of working-aged adults in Slough is higher (63%) than England's (61%), the proportion of people aged 65 and over is significantly lower at only 10% of the population. People aged 65 and over make-up 18% of the population nationally

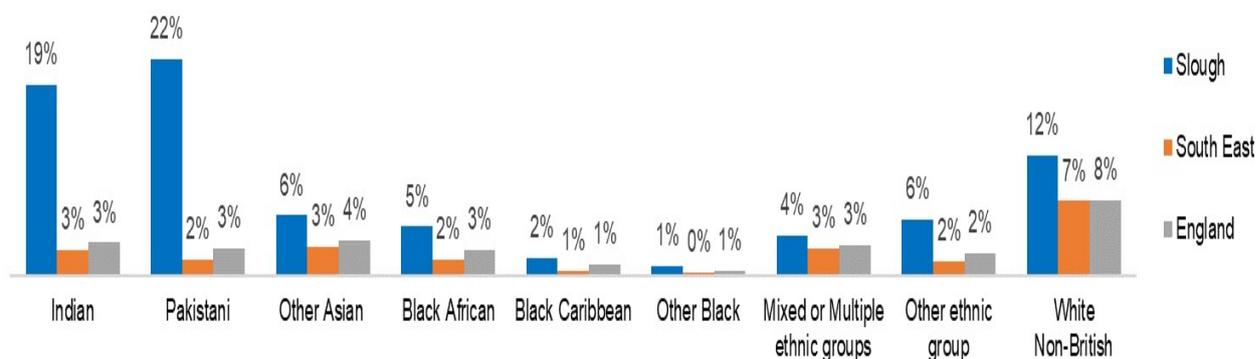


Life Expectancy

Slough's male life expectancy and healthy life expectancy continue to be significantly worse than national and regional rates. Boys born in Slough today can expect to live to 78 and will spend approximately 26% of their life in poor health (20 years). Slough's female life expectancy is similar to national rates and also higher than males. However, healthy life expectancy is significantly worse than national and regional rates. Girls born in Slough today can expect to live to 82 and will spend approximately 27% of their life in poor health (22 years).

Minority Ethnic Communities in Slough

Slough is one of the most ethnically diverse local authorities in England with 64% of the population coming from ethnic minority backgrounds (excluding white minorities) in 2021. A further 12% of the population were from a white non-British background. In comparison, 19% of England's population were from ethnic minority groups (excluding white minorities) and 8% from a white non-British background. People from an Asian background make up 47% of Slough's total population and are the largest ethnic minority group.



Poverty

Slough is also one of the more deprived local authorities in the Southeast of England, it's overall deprivation ranking sits within the 5th most deprived decile in England, with seven neighbourhoods among the top 20% most deprived nationally (Ministry of Housing, Communities & Local Government, 2019).

The level and distribution of income, and poverty, are well-known causes of health inequalities within populations. They influence health directly through the goods and services that people buy which can support, or damage, their health. They also influence a wide variety of factors that have an indirect impact on health, including social status and control over unforeseen events. Evidence shows that living in cold homes is associated with poor health outcomes and an increased rise in morbidity and mortality for all age groups (Office for Health Improvement and Disparities 2022). In 2020, 9% of households in Slough were fuel poor.

Working in Adult Social Care

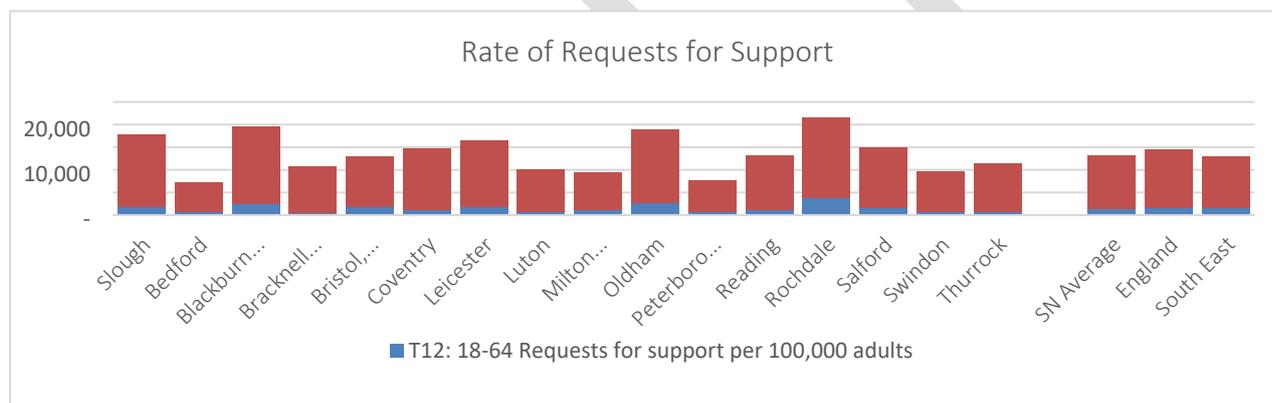
Staff are our greatest asset and are already committed ambassadors of the local adult social care workforce in Slough. We have in place a workforce with the right values and behaviours to work creatively within our culturally rich and diverse town. We want to continue to build on this to ensure that our workforce is representative of the residents we support.

We are committed to our rolling Apprenticeship schemes and want to further develop and embed our career pathways, opportunities, and avenues for development, and ensure these are sustainable in the long-term so that we can attract, as well as retain highly skilled and committed individuals.

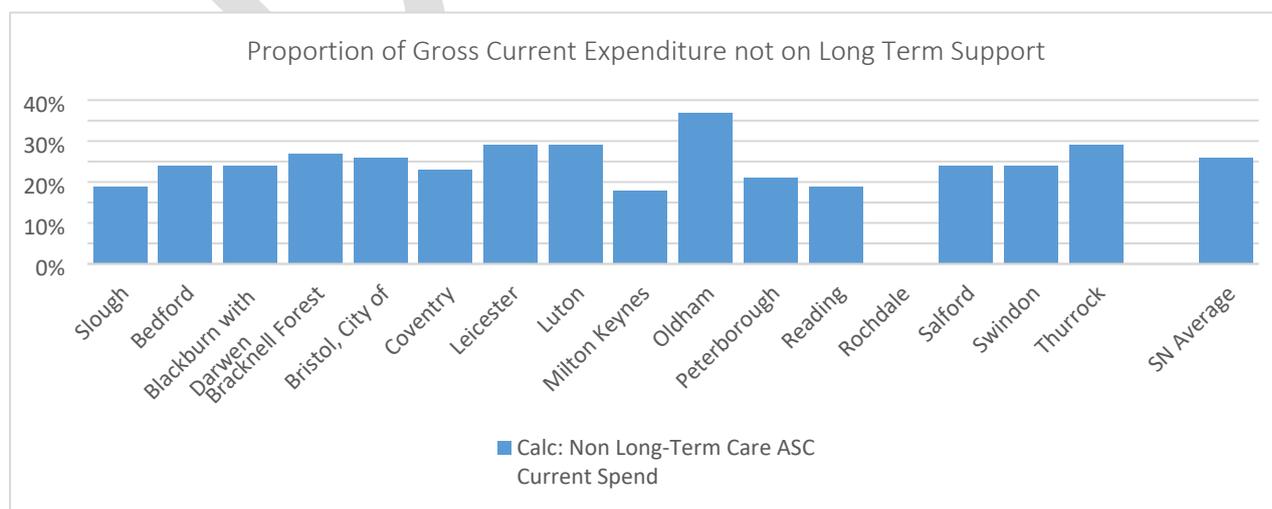
We are updating our workforce strategy to deliver these goals; this will be completed by Summer 2024.

Our Performance

Slough receives significantly more requests for support from Adult Social Care compared to the averages of our statistical neighbours, and we manage and control expenditure on long term care relatively well. A key contributor to this success is the long-term care costs for the 18 – 64 population.



However whilst we are performing well in terms of how much we spend, we want to improve the proportion of our spend not going to long-term support. Increasing our expenditure on short term reablement and recovery interventions to the levels of our comparators will further help to reduce people’s long term needs and support requirements.



Reablement

Much of Adult Social Care's work arises because of crisis, illness and or disability. In responding to these life changes we recognise the value for residents, the wider community and Adult Social Care in maximising people's opportunity to recover and in enabling them to reach their full potential.

Underpinning our reablement first approach is a set of principles to help guide us in our work:

- Optimise people's potential, working in a person-centred way to promote independence
- Focus on supporting people to go home from hospital
- Reduce emergency and unplanned hospital admissions
- Where applicable, mitigate the risk of a hospital admission by providing multi-disciplinary input and services in people's homes
- Make best use of available interim services, health funding and assets within the community
- Interventions are short term, targeted, timely and proportionate
- Promote and work collaboratively as an interdisciplinary team, and with the people we support, their informal carers and system partners
- Promote professional curiosity to deliver better outcomes for Slough's residents, work in a strengths-based way and support innovation
- Foster effective practice and 'systems' that evidence robust decision-making to promote positive outcomes for people
- Staff feel valued and proud that the work they do is making a difference to people's lives and wellbeing.

Assistive Technology

We are excited to continue to develop the innovative opportunities of assistive technology to help us to deliver improved outcomes for residents. We want to embed the use of technology that supports residents to live as independently as possible in all that we do. We have begun a transformational journey, kick-starting the transition from analogue to digital connections and have agreed a set of principles which will underpin our technology first approach:

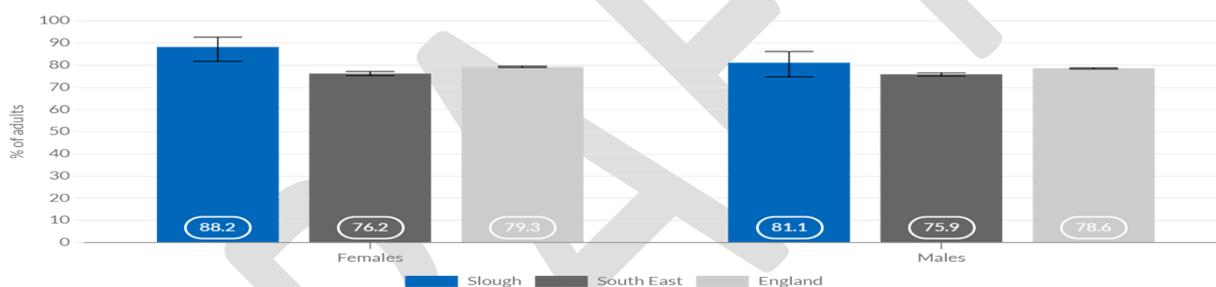
- A technology first approach will be taken with residents at all contact stages of their contact with us where appropriate
- Work collaboratively with partners and stakeholders to co-produce a high-quality offer
- The process to access technology will be easy and accessible for residents, and will allow choice and control, promoting a dignified approach to residents' care needs
- All adults eligible for social care support will be able to access assistive technology for free
- Clear goals and outcomes will be set when technology is put in place
- The referral process will be simple for staff who will be confident that the outcomes can be met
- Staff will have regular access to learning opportunities to understand the offer and keep up to date
- Regular feedback and data will be gathered and analysed to monitor the impact of the technology

Learning Disabilities Integration

We work closely with our partners on the Frimley Integrated Care Board and Berkshire Healthcare Foundation Trust to provide an effective and seamless service to people with learning disabilities in Slough. Our priorities are set out in the Slough BC Learning Disabilities Strategy 2023-26. The Community Team for People with Learning Disabilities (CTPLD) is made up from both health staff for Berkshire Healthcare Foundation Trust and social care staff from Slough Borough Council. Good working relationships underpin the delivery of our services, but we want to explore greater integration; a Section 75 partnership agreement (a legal joint working arrangement) in the future is our longer-term goal for the service. Feedback from users and carers tells us that a single point of access, integrated pathways, single assessment processes and co-ordinated provision all reduce barriers to receiving an effective service.

The chart below shows the percentage of adults with a learning disability in Slough, who are recorded as living in their own home or with their family, which for both males and females is above the Southeast and the rest of England. We want to continue this excellent work and make sure that we have appropriate and available accommodation and housing types for all service user groups in the future.

Adults with a learning disability who live in stable and appropriate accommodation (2021/22)



Transition

We want to support our young people and their families to be aspirational for their futures. We believe that all young people with a disability, including those with complex needs, should have the opportunity to live as independently as possible, have access to good health and social care services, with employment and educational opportunities as appropriate and to be included in their local communities. We recognise that transition from childhood to adulthood can be a worrying time for young people and their families. It is a time of meaningful change. Educational provision, support services and the way that decisions are made, will all change as a young person becomes an adult. We will work with partners to ensure that young people and their families are supported to actively prepare for their future as adults at an early stage. A new Strategic Transitions Group has been set up to support and oversee the changes needed to improve the experience of transition.

Deprivation of Liberty Safeguards

Deprivation of Liberty Safeguards (DoLS) provide additional protection for adults living in care homes or in hospitals who do not have the capacity to make decisions for themselves about their care or treatment and are not safeguarded by the Mental Health Act or the Court of Protection. There is a legal requirement under DoLS for the managing authority (the care home or hospital) to apply to the supervisory body, which is Slough Borough Council, for a person to be assessed where they believe that they need to be deprived of their liberty for a course of treatment or to prevent them from

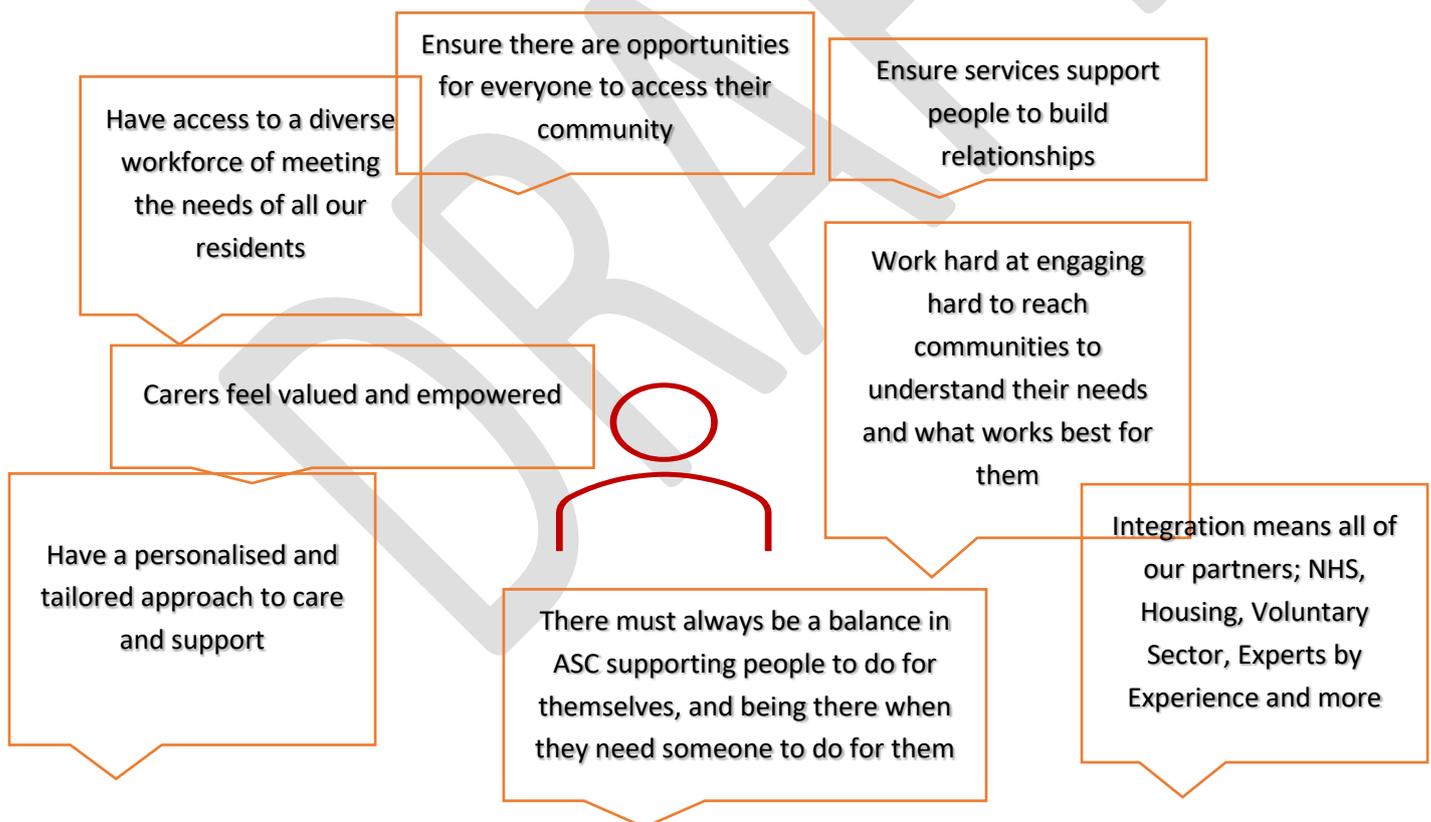
harm. These authorisations can be reviewed by the Court of Protection on objection by or on behalf of the person subject to the deprivation. If the person is living in the community, Slough Borough Council are responsible for applying to the Court of Protection to authorise a person's deprivation in their home. We have begun to review our DOLs service to understand how we are delivering this service, what is working well and to make recommendations about any changes that are needed to improve. We will continue to review our statutory duties in relation to DOLs, including any legislative changes, in any proposals that we make.

What is important to our residents`

The Co-production Network in Slough is made up of local people with experience of using health and social care service and as carers, representatives from Adult Social Care, Healthwatch and Frimley Integrated Care Services (ICS). The group launched in March 2019 to change the way we and our partners find out local people's views about their health and social care services.

The Network and other local groups and representatives have been involved in confirming our priorities and in shaping all our different strategies, including this overall Adult Social Care Strategy. The things that residents told are important to them and that they want included in this strategy are outlined below:

This is a snapshot of the things that residents told us are important to them:



Our ways of working

The way we want to work means that people will experience the Think Local Act Personal (TLAP) principles in practice. It means that we understand our purpose and vision, that we know how we can achieve these, and that we are clear about how we must work to do so.

What does this mean for the people we support?

These examples below give an idea of what this means and how our strategy should make a difference in people's lives.

Be personalised – we recognise that everyone's needs and assets are different, and that while many people are able to research things for themselves, others need more in-depth help including advocacy.

- **Jacinta** is 26 and lives with her mother and father. Jacinta has moderate learning disabilities and finds it hard to retain information, she would like to live more independently. Jacinta's parents are very worried that she won't be able to cope living in her own home and are against her doing so. An independent advocate was arranged to support Jacinta

"I feel I have some control and I have someone to help me get my voice heard."

Be preventative – we offer people early advice about how to manage their own health and help them to plan ahead.

- **Eve** is a 23-year-old woman from the Polish community who was referred for loneliness and isolation. She has been grappling with depression, which led to a suicide attempt two weeks ago, which resulted in severe injuries. Eve was referred to the Wellbeing Friends Service where she engaged in meaningful conversations with a matched volunteer. She participated in art classes and joined the "Art Beyond Belief" program and now expresses a desire to become a peer mentor for others facing similar challenges.

"I feel stronger as I have access to a range of local support that is helping me to live the life I want and stay well."

Be asset-based and geared to promoting people's independence – we support people in building capacity to access and use information, and to manage their own care and support.

- **Christine**, a 79-year-old woman, was admitted to hospital due to severe COPD and water retention. Christine sought support as she felt lonely and isolated and wanted to improve her mental wellbeing. Christine was referred to the Knit Your Socks Off group, helping her to socialise, and as she expressed a desire to become a volunteer for the Wellbeing Befriending Telephone Service, she has the information she needs to set this up.

"I feel in control because I can decide the kind of help, I need and when, where and how to receive it."

Be joined up and efficient – our information and advice provision is coherent, and people can access support easily.

- **Brian** lives alone and recently experienced a fall which has affected his confidence. After making a full physical recovery he told us about his goals and what he felt he needed to be supported. Brian accessed a local gym which helped him with a programme to improve his mobility, and he made lots of new community connections.

“I feel reassured I can speak to someone, but also have access to online information about the options available to me.”

Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.

- **Joy** is a carer for her husband who has multiple sclerosis and feels isolated. Joy found information about local services and community support in our prevention section on the adult social care website. She now attends a local group with her husband and is aware of the support services on offer.

“I feel more in control now I have the information I need and more confident in making decisions about what I want.”

How we will measure success

Focus on the TLAP principles above, and those areas described below, will help us to monitor our progress in delivering our priorities and making a difference over the lifetime of this strategy. This is what we expect to see when we get things right. The Adult Social Care Board will agree the timescales for each work stream by Spring 2024.

Working Together

We want to further develop our current positive approach to co-production and embrace a healthy partnership between the people who work as part of the system and our residents. We want to really listen and engage with local people and the wider community, so that we are in the strongest place to deliver the best outcomes for everyone. We have started by work and will continue taking the steps we have agreed with the Network:

- We will agree new terms of reference for our Co-Production Network and confirm governance arrangements and create a yearly action plan which underpins our strategic aims.
- We will review our approach co-production and design to ensure that we have an inclusive membership and build a framework which supports us to move to truly co-designed services with co-defined outcomes
- We will continue to develop and implement our approach to connecting with groups and individuals who we know have poorer outcomes or experiences of care and support services.

How we will measure success:

- Terms of reference, governance and schedule (2024/25 and reviewed annually) for Co-Production Network (CPN) will be agreed by July 2024
- Co-Production Network Action plan will be created September 2024
- TOR and Review timetable for membership of the Network will be in place by July 2024
- Connections with leaders of hard-to-reach communities and groups will have been made and agreement reached for a new method of approach for meaningful engagement in place by December 2024

Transformation

Adult Social Care has had in place a wide-ranging transformation programme which has recently been reviewed and refreshed. We are implementing our new “ASC transformation programme”, building on earlier transformation work that aims to continue to transform our activities and ways of working whilst also delivering efficiencies. The programme will focus on:

- We will embed a model of care and support that focuses on prevention, works with people’s strengths and assets, that engages partners internally in the council, with health services and the voluntary sector, and with residents themselves.
- We will communicate with all stakeholders the importance of realising the benefits of the programme on the impact of outcomes for residents and fully engage their support and commitment
- We will establish a new transformation board from April 2024 to oversee the delivery our key strategies and measure their effectiveness.

How we will measure success:

- Proportion of new service users that received a short-term service during the year where the sequel to service was either no ongoing support or support at a lower level (%).

- In 2022/23 the outturn was 63% (161/256) for this measure, relative to an England average of 77.5% and a Southeast average of 77.7%. 2023/24 annual performance is reported in June 2024.
- Rolling programme of residents' communication, engagement and consultation agreed and published including statutory annual surveys: Carers and Service Users, outcome to report to the Adults Board for review
- Adult's Board terms of reference and membership developed by June 2024

Strategies

We have several key strategies that we will deliver over the next 3 years: Older People, People with Learning Disabilities, Carers and People with Autism. These strategies have a focus upon prevention as well as integration and will be further supported by our refreshed Market Position Statement currently being developed. We will:

- We will establish steering groups comprised of service users and their family members and professional stakeholders to oversee the implementation of new and refreshed strategies.
- We will review how we involve residents in the work that we do to ensure that we are connecting with groups and individuals who we know have poorer outcomes or experiences of care and support services.

How we will measure success:

- Action plans contained within the strategies will be implemented and reports into Cabinet on an annual basis will highlight positive progression with tasks
- Consultation with providers and with the co-production network on a refreshed Market Position Statement 2024-27 will have been completed. Initial consultation via the Care Connect Forums took place in December 2023. Continued engagement will continue quarterly throughout 2024/25

Integration

We want to continue to collectively plan health and care services to meet the needs of our residents. But we also want integration to include our work with our Council colleagues in Housing, Public Health, Leisure, and Environmental Services, to reflect a holistic approach to meeting the needs of our residents. We will:

- Review the TOR for the Health and Social Care Partnership Board
- Continuing to identify further opportunities to integrate services through our commissioning arrangements

How we will measure success

- Contributions through the Health and Care Partnership to the Health and Well-being Board, including TOR of the Health and Social Care Partnership Board will be completed by July 2024 and monitored quarterly at Adults Board

- Review and renew our opportunities for collaboration and development with all our partners and consider integration in its widest sense will be shared and reviewed quarterly by the Adults Board

Quality Assurance

We aim to keep our services under ongoing review to provide assurance to ourselves, our residents and others that our services are safe, effective, caring, responsive and well-led. To do this we will:

- Embed new and refreshed systems, processes and tools towards quality assuring providers, addressing quality concerns and ensuring continuous improvements
- Relaunch a rolling programme of 'Care Connected' provider forums for regulated and non-regulated care providers.
- Build upon existing relationships with the CQC, health and local authority partners to ensure a joined-up approach towards working with providers.

How we measure this:

- We will agree a schedule and process of quality assurance review so that we know what is working and what is not and take the appropriate steps for improvement including from complaints. Monthly performance item reporting to Adult's Board from April 2024

Prevention

One of our most important responsibilities is prevention. By working with people early we can support them to remain independent in their home and community. To help us in this work we will focus our efforts by:

- We will assess and evaluate the effectiveness of our tiered preventative approach to support residents to manage their own health and wellbeing needs as far as possible and reduce demand for adult social care.
- We will continue to embed strength-based practice across our service to ensure the best outcomes for individuals, drawing upon their own abilities and the assets available to them within the local community.
- We will fully implement our new adult social care front door service, including community connectors, to ensure effective signposting to alternative support

How we will measure success:

- Improved performance across:
 - In Slough, 7% of the requests result in Ongoing low-level Support*(Jan24 rolling average), compared to 13% England and 13% Southeast 2022/23 averages, which are the most recently available published benchmarks.
 - In Slough, 25% of the requests result in Short-term care: Other^(Jan24 rolling average), compared to 7% England and 5% Southeast 2022/23 averages, which are the most recently available published benchmarks.
 - In Slough, 13% of the requests result in Universal services/Signposted to other services (Jan24 rolling average), compared to 27% England and 30% Southeast 2022/23 averages, which are the most recently available published benchmarks.

Safeguarding

The Care Act (2014) places a statutory duty on local authorities to make enquiries or cause others to make enquiries where the adult at risk is; aged 18 years or over, has care and support needs, is at risk of or experiencing abuse or neglect and, as a result of their care and support needs is unable to protect themselves from that (risk of) abuse or neglect.

Our role is to ensure that people who seek our help will feel safe and obtain services in a way which optimises their freedom and independence and be given choice and control over the key decisions in their lives, in line with their best interests. We will continue to protect all residents from abuse, neglect or exploitation, and ensure their views inform any action taken where possible.

We are supported in our work by Slough Safeguarding Partnership. This is a multi-agency body who must assure itself that we in adult social care are working in a way which meets our statutory duties and that we are delivering on the principles below:

- Safeguarding practice is person-centred and outcome-focused;
- We are working collaboratively to prevent abuse and neglect where possible;
- We, and all agencies and individuals give timely and proportionate responses when abuse or neglect have occurred;
- Safeguarding practice is continuously improving and enhancing the quality of life of adults in Slough

How we will measure success:

- Percentage of safeguarding referrals that convert to section 42
- Continuous timetable in place promoting safeguarding awareness with our residents, partners and staff; Safeguarding Board to review practice, process and progress against agreed actions quarterly
- To increase the recording of ethnicity of safeguarding concerns in order to better identify the promotion of adult safeguarding across the Slough population, particularly in relation to black and ethnic minority communities
- Continuing to review and improve the validity and reliability of ASC Safeguarding Data Reporting monthly to Adults Board

Equality and Diversity

Slough Borough Council has a long commitment to progressing the equalities agenda and our track record in delivering culturally sensitive, equitable services to an increasingly diverse community is strong. We want to foster an environment in which a person has an equal entitlement to high quality services, employment and opportunities for personal development, regardless of ethnic or racial origin, religion or belief, disability, age, gender, gender reassignment, sexual orientation or family circumstance. Working for equality of opportunity is at the heart of Slough Borough Council. This is both for our staff and the wide range of services we provide. More information about our approach can be found on our website.

Slough is a culturally diverse town with many different groups and ethnicities residing side by side. Diversity in Slough is a true success story and one of many reasons we are proud of this unique town. However, equality is much broader than race and ethnicity. It groups all the things which make us different, and can influence our opportunities in life including gender, disability, religious belief, sexual orientation, age, marriage/civil partnership, pregnancy/maternity and transgender.

Slough also has low healthy life expectancy and high rates of preventable ill-health, as well as inequalities in health between different areas of the borough and between different population groups which need to be addressed. We are working with partners to target health inequalities and promote wellbeing.

As a Council we have agreed our equalities objectives and plans to deliver our statutory responsibilities as part of our Public Sector duty, these will be published in early 2024. In Adult Social Care we have developed an Equalities in Commissioning strategy which sets out our principles and ways of working to ensure equity of access and equality of choice and quality as fundamental to the services we commission and develop. This strategy can be found on our website.

We know too that people from different cultural backgrounds, ethnicities, races, sexual orientations and identities, and disabilities have different experiences of accessing and receiving social care. We want to do more to address inequalities in experience and outcomes and have set out a number of steps to help us.

How we will measure success:

- We will adhere to the equalities in commissioning statement and continue to contribute towards the Corporate Plan to address health inequalities Completion of Equality Impact Assessments for significant changes within the Department, to be reviewed annually by the Adults Board
- We will have improved our understanding of the communities in Slough, including better data about who is and isn't accessing services Continuing throughout 2024
- We will have reached out to communities to understand how to improve access and create more inclusive services and co-designed an action plan to respond to this Linked to Co-Production Network plan to deliver

Data and Intelligence

Data and intelligence are fundamental tools to understand our responsibilities, the demand on our resources and how well we are doing. We want the information we collect to be valid and reliable, to be managed safely and to add value to the work that we do. If we get this right, we can make a real difference. By improving our use of data and digital technologies, we can deliver:

- more joined up care for people, with information shared effectively between professionals
- more time and resources for people who provide and commission care and support, so that time can be focused on providing high quality, personalised care and support
- greater understanding of people's care journeys - whether that be for people who draw on care or unpaid carers - where data is used to identify good practice, areas for improvement and research into how care is commissioned, provided and integrated with healthcare
- better management and oversight of the health and care system at local, regional and national levels, to in turn provide better care and make more effective use of resources

Better data will support us in having the right information and tools needed to continue to meet our responsibilities, such as ensuring our local markets provide sufficient choice and capacity across the full range of social care provision and delivering our safeguarding responsibilities, by enabling us to identify risks of harm and reduce or prevent this, and to manage and monitor safeguarding concerns and enquiries.

Better data collection and analysis will help us identify residents with protected characteristics and hard to reach groups, who we can reach out to. It will help us to know what our services should look like, where we should target our preventative support and better understand what we need to do to address inequality of outcomes

It matters to make sure people get the right care, plan how care is organised and join up health and social care services around people. It can make lives better and, ultimately, save lives.

How we will measure success:

- We will have in place a system whereby data collections are transparent and impose minimal burden by September 2024
- We will have robust systems in place via performance dashboards where data is routinely made available and used by those who need it by September 2024
- The Slough Data Strategy Group and Information Governance Board continue to monitor and plan for the milestones in digitalisation mapped out in 'Care data matters.' and will report progress an development quarterly to the Adult Board

Making sure it happens and getting it right

The implementation of the Strategy through its lifetime will be overseen by the Adult Board. The Board will have oversight of all priorities, work-streams and outcome measures. The delivery matrix in Appendix 1 provides a summary.

Appendix 1

ADULT SOCIAL CARE STRATEGY	DELIVERY MATIX	ADULT SOCIAL CARE STRATEGY	DELIVERY MATIX
Priorities	Work-streams	Activities and Action	How we measure success Think Local, Act Personal and measures:
<p>Embed Co-Production at the heart of care and support.</p>	<p>Working Together</p> <p>We want to further develop our current positive approach to co-production and embrace a healthy partnership between the people who work as part of the system and our residents.</p>	<p>We will agree new terms of reference for our Co-Production Network and confirm governance arrangements and create a yearly action plan which underpins our strategic aims.</p> <p>We will review our approach co-production and design to ensure that we have an inclusive membership and build a framework which supports us to move to truly co-designed services with co-defined outcomes</p> <p>We will continue to develop and implement our approach to connecting with groups and individuals who we know have poorer outcomes or experiences of care and support services.</p>	<p>Terms of reference, governance and schedule (2024/25 and reviewed annually) for Co-Production Network (CPN) will be agreed by July 2024 Co-Production Network Action plan will be created September 2024</p> <p>TOR and Review timetable for membership of the Network will be in place by July 2024</p> <p>Connections with leaders of hard-to-reach communities and groups will have been made and agreement reached for a new method of approach for meaningful engagement in place by December 2024</p> <p>Be asset-based and geared to promoting people's independence – we support people in building capacity to access and use information, and to manage their own care and support.</p>

<p>Enable people to maintain their health and wellbeing.</p> <p>Prevent the need for take up of adult social care.</p> <p>Safeguard our Vulnerable Population</p>	<p>Transformation</p> <p>Adult Social Care has had in place a wide-ranging transformation programme which has recently been reviewed and refreshed</p>	<p>We will embed a model of care and support that focuses on prevention, works with people’s strengths and assets, that engages partners internally in the council, with health services and the voluntary sector, and with residents themselves.</p> <p>We will communicate with all stakeholders the importance of realising the benefits of the programme on the impact of outcomes for residents and fully engage their support and commitment</p> <p>We will establish a new transformation board from April 2024 to oversee the delivery our key strategies and measure their effectiveness.</p>	<p>Proportion of new service users that received a short-term service during the year where the sequel to service was either no ongoing support or support at a lower level (%). In 2022/23 the outturn was 63% (161/256) for this measure, relative to an England average of 77.5% and a Southeast average of 77.7%. 2023/24 annual performance is reported in June 2024.</p> <p>Rolling programme of residents’ communication, engagement and consultation agreed and published including statutory annual surveys: Carers and Service Users, outcome to report to the Adults Board for review</p> <p>Adult’s Board terms of reference and membership developed by June 2024</p> <p>Be joined up and efficient – our information and advice provision is coherent, and people can access support easily.</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate</p>
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<p>Enable people to maintain their health and wellbeing.</p> <p>Prevent the need for take up of adult social care.</p> <p>Enable people to manage their own care and support needs</p>	<p>Strategies</p> <p>We have several key strategies that we will deliver over the next 3 years: Older People, People with Learning Disabilities, Carers and People with Autism.</p>	<p>We will establish steering groups comprised of service users and their family members and professional stakeholders to oversee the implementation of new and refreshed strategies.</p> <p>We will review how we involve residents in the work that we do to ensure that we are connecting with groups and individuals who we know have poorer outcomes or experiences of care and support services.</p>	<p>Action plans contained within the strategies will be implemented and reports into Cabinet on an annual basis will highlight positive progression with tasks</p> <p>Consultation with providers and with the co-production network on a refreshed Market Position Statement 2024-27 will have been completed</p> <p>Be preventative – we offer people early advice about how to manage their own health and help them to plan ahead.</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate</p>
<p>Progress Integration</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>Integration</p> <p>We want to continue to collectively plan health and care services to meet the needs of our residents. But we also want integration to include our work with our Council colleagues in Housing, Public Health, Leisure, and Environmental Services.</p>	<p>Review the TOR for the Health and Social Care Partnership Board</p> <p>Agree membership for a working group with representation from Housing, Leisure, Public Health and Environment to identify all opportunities for further integration and set out a work plan for delivery</p>	<p>Contributions through the Health and Care Partnership to the Health and Well-being Board, including TOR of the Health and Social Care Partnership Board will be completed by July 2024 and monitored quarterly at Adults Board</p> <p>Review and renew our opportunities for collaboration and development with all our partners and consider integration in its widest sense will be shared and reviewed quarterly by the Adults Board</p> <p>Be asset-based and geared to promoting people’s independence – we support people in building capacity to access and use information,</p>

			and to manage their own care and support.
<p>Safeguard our Vulnerable Population</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>Quality Assurance</p> <p>We aim to keep our services under ongoing review to provide assurance to ourselves, our residents and others that our services are safe, effective, caring, responsive and well-led.</p>	<p>Embed new and refreshed systems, processes and tools towards quality assuring providers, addressing quality concerns and ensuring continuous improvements</p> <p>Relaunch a rolling programme of 'Care Connected' provider forums for regulated and non-regulated care providers.</p> <p>Build upon existing relationships with the CQC, health and local authority partners to ensure a joined-up approach towards working with providers.</p>	<p>We will agree a schedule and process of quality assurance review so that we know what is working and what is not and take the appropriate steps for improvement including from complaints. Monthly performance item reporting to Adult's Board from April 2024</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.</p>
<p>Enable people to maintain their health and wellbeing.</p> <p>Progress Integration</p>	<p>Prevention</p> <p>One of our most important responsibilities is prevention. By working with people early we can support them to remain independent in their home and community.</p>	<p>We will assess and evaluate the effectiveness of our tiered preventative approach to support residents to manage their own health and wellbeing needs as far as possible and reduce demand for adult social care.</p> <p>We will continue to embed strength-based practice across our service to ensure the best outcomes for individuals, drawing upon their own abilities and the assets available to them within the local community</p> <p>We will fully implement our new adult social care front door service, including community connectors, to</p>	<p>Improved performance across: In Slough, 7% of the requests result in Ongoing low-level Support*(Jan24 rolling average), compared to 13% England and 13% Southeast 2022/23 averages, which are the most recently available published benchmarks.</p> <p>In Slough, 25% of the requests result in Short-term care: Other^(Jan24 rolling average), compared to 7% England and 5% Southeast 2022/23 averages, which are the most recently available published benchmarks.</p> <p>In Slough, 13% of the requests result in Universal services/Signposted to other services (Jan24 rolling average), compared to 27%</p>

		ensure effective signposting to alternative support	England and 30% Southeast 2022/23 averages, which are the most recently available published benchmarks. Be preventative – we offer people early advice about how to manage their own health and help them to plan
<p>Safeguard our Vulnerable Population</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>Safeguarding</p> <p>We will continue to protect all residents from abuse, neglect or exploitation, and ensure their views inform any action taken where possible.</p>	<p>Safeguarding practice is person-centred, and outcome focused.</p> <p>We are working collaboratively to prevent abuse and neglect where possible.</p> <p>We, and all agencies and individuals give timely and proportionate responses when abuse or neglect have occurred;</p> <p>Safeguarding practice is continuously improving and enhancing the quality of life of adults in Slough</p>	<p>Percentage of safeguarding referrals that convert to section 42</p> <p>Continuous timetable in place promoting safeguarding awareness with our residents, partners and staff; Safeguarding Board to review practice, process and progress against agreed actions quarterly</p> <p>To increase the recording of ethnicity of safeguarding concerns in order to better identify the promotion of adult safeguarding across the Slough population, particularly in relation to black and ethnic minority communities</p> <p>Continuing to review and improve the validity and reliability of ASC Safeguarding Data Reporting monthly to Adults Board</p> <p>Be personalised – we recognise that everyone’s needs and assets are different, and that while many people are able to research things for themselves, others need more in-depth help including advocacy.</p>

<p>Create a sustainable workforce</p>	<p>Working in Adult Social Care</p> <p>Staff are our greatest asset and are already committed ambassadors of the local adult social care workforce in Slough. We have in place a workforce with the right values and behaviours to work creatively within our culturally rich and diverse town. We want to continue to build on this to ensure that our workforce is representative of the residents we support.</p>	<p>We are committed to our rolling Apprenticeship schemes and want to further develop and embed our career pathways, opportunities, and avenues for development, and ensure these are sustainable in the long-term so that we can attract, as well as retain highly skilled and committed individuals.</p>	<p>Comprehensive, sustainable and deliverable workforce strategy in place September 2024</p> <p>Be asset-based and geared to promoting people’s independence – we support people in building capacity to access and use information, and to manage their own care and support.</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.</p>
<p>Enable people to manage their own care and support needs</p> <p>Safeguard our Vulnerable Population</p> <p>Create a sustainable workforce</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>Equality and Diversity</p> <p>We want to foster an environment in which a person has an equal entitlement to high quality services, employment and opportunities for personal development, regardless of ethnic or racial origin, religion or belief, disability, age, gender, gender reassignment, sexual orientation or family circumstance</p>	<p>Deliver our statutory responsibilities as part of our Public Sector duty</p> <p>Ensure the Adult Social Care Equalities in Commissioning strategy is delivered</p> <p>We want to do more to address inequalities in experience and outcomes</p>	<p>We will adhere to the equalities in commissioning statement and continue to contribute towards the Corporate Plan to address health inequalities Completion of Equality Impact Assessments for significant changes within the Department, to be reviewed annually by the Adults Board We will have improved our understanding of the communities in Slough, including better data about who is and isn’t accessing services Continuing throughout 2024</p>

			<p>We will have reached out to communities to understand how to improve access and create more inclusive services and co-designed an action plan to respond to this Linked to Co-Production Network plan to deliver; monitored via Adults Board</p> <p>Be personalised – we recognise that everyone’s needs and assets are different, and that while many people are able to research things for themselves, others need more in-depth help including advocacy.</p>
<p>Enable people to maintain their health and wellbeing.</p> <p>Prevent the need for take up of adult social care.</p> <p>Enable people to manage their own care and support needs</p>	<p>Data and Intelligence</p> <p>We want the information we collect to be valid and reliable, to be managed safely and to add value to the work that we do.</p>	<p>More information shared effectively between professionals more time and resources</p> <p>More time can be focused on providing high quality, personalised care and support</p> <p>Using data to gain greater understanding of people’s care journeys - whether that be for people who draw on care or unpaid carers</p> <p>Use data to identify good practice, areas for improvement and research into how care is commissioned, provided and integrated with healthcare and better management and oversight of the health and care system at local, regional and national levels</p>	<p>We will have in place a system whereby data collections are transparent and impose minimal burden by September 2024</p> <p>We will have robust systems in place via performance dashboards where data is routinely made available and used by those who need it by September 2024</p> <p>The Slough Data Strategy Group and Information Governance Board continue to monitor and plan for the milestones in digitalisation mapped out in ‘Care data matters.– and will report progress quarterly to the Adult Board</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.</p>