

# Adult Social Care Improvement Plan

2024 - 2029

In 2024, we launched the Adult Social Care 2024-2029 strategy, setting out the vision and key deliverables for the next 5 years which are underpinned by a range of key strategies and commissioning intentions

**Our vision** is to;

“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

### **Our Priorities**

- Enable people to maintain their health and wellbeing
- Prevent the need for take up of adult social care
- Safeguard our Vulnerable Population
- Embed Co-Production at the heart of care and support
- Enable people to manage their own care and support needs
- Progress Integration
- Create a sustainable workforce

The improvement plan is in two parts, Part 1 covers the progress against the Adult Social Care Strategy, Part 2 relates to the overall function and delivery of the directorate focusing on the next 18-24 months

## Part 1

ADULT SOCIAL CARE STRATEGY	DELIVERY MATRIX	ADULT SOCIAL CARE STRATEGY	DELIVERY MATRIX	PROGRESS UPDATE
Priorities	Work-streams	Activities	How we measure success Think Local, Act Personal and measures:	
<p><b>Embed Co-Production at the heart of care and support.</b></p> <p>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.</p>	<p><b>Working Together</b></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>Terms of reference, governance and schedule for Co-Production Network (CPN) will be agreed Co-Production Network Action plan will be created</p> <p>TOR and Review timetable for membership of the Network will be in place</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</p>	<p>The Co-production Network was established in 2019 and meets on a monthly basis. All information relating to the Co-production Network, including meeting notes and presentations are uploaded to the Slough website. <a href="#">Co-production in Slough – Slough Borough Council</a></p> <p>Terms of Reference for the Co-production Network were refreshed in January 2024 and agreed by the Co-production Network. They are due to be reviewed again in January 2025. <a href="#">Slough Co Production Terms of Reference</a></p> <p>The Co-production Network produced a recruitment video in 2024 'The Co-production Network Needs You.' Membership is open all year round with periodic recruitment drives.</p> <p>A meeting took place in November 24 which reviewed the 2025 Forward Plan.</p> <p>Members of the Co-production Network are actively engaged in key ASC Strategy Steering Groups (Carers, OP, LD, MH and</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.	for meaningful engagement in place by December 2024  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.	Autism), each of which is chaired by an officer and an expert by experience. There is a focus in each of the strategies on supporting prevention and increasing independence and addressing health inequalities. Also, engaging with harder to reach groups for example with hidden carers. Annual updates on delivery of strategies are presented to Cabinet.  The co-production network were fully engaged in the recommissioning of the Slough VCS contract which includes advice and information components, including a local directory of services and with the Care Quality Commission assurance during March 2025.
<b>Enable people to maintain their health and wellbeing.</b>  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	<b>Transformation</b>  Adult Social Care has had in place a wide-ranging transformation programme which has recently been reviewed and refreshed	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.	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	Transformation developments focusing on Mental Health, Prevention and Demand Management

<p><b>Prevent the need for take up of adult social care.</b></p> <p>We have developed a range of effective preventative services for the whole community and will continue to evaluate these services.</p> <p><b>Safeguard our Vulnerable Population</b></p> <p>We will continue to focus on people's safety as a priority in everything we do</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>Establish a transformation board to oversee our priority transformation</p>	<p>Rolling programme of resident communication, engagement and consultation agreed and published including statutory annual surveys: Carers and Service Users, outcomes to report to the Adults Board for Review</p> <p>Adult's Board terms of reference and members developed August 2025</p> <p><b>Be joined up and efficient</b> – our information and advice provision is coherent, and people can access support easily.</p>	<p>There is a strong adult social care preventative offer in Slough as set out in the 'Our Approach to Prevention' documents published on our website. <a href="#">Preventative Services for Adults in Slough – Slough Borough Council</a>. This encourages a strengths-based approach and consideration of the Care Act Duty to prevent, reduce and delay the need for adult social care services such as home care or residential or nursing care provision.</p> <p>Briefing sessions were held (October 2024) for staff within the ASC directorate and beyond so that they can feel confident in understanding what is available in the borough to support strength-based practice. This is being followed up with a series of bite-sized information and training sessions in late 2025 to grow and maintain awareness of the preventative offer.</p> <p>Transformation Board is in place and priorities agreed September 2025</p> <p>We have commissioned an advice and information service and undertake contract management of the service.</p>
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			<b>Ensure high quality</b> – people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate	
<p><b>Enable people to maintain their health and wellbeing.</b></p> <p><b>Prevent the need for take up of adult social care.</b></p> <p><b>Enable people to manage their own care and support needs</b></p>	<p><b>Strategies</b></p> <p>We have a number of 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><b>Be preventative</b> – we offer people early advice about how to manage their own health, and help them to plan ahead.</p>	<p>Strategies have been developed for Older People, People with Learning Disabilities, Carers, Autism and Mental Health. <a href="#">Adult social care strategies, plans and policies – Slough Borough Council</a></p> <p>Strategies are being implemented through multi-party Steering Groups which are co-chaired by an officer and an expert by experience. The Strategies were co-produced with local people and partners. The annual reporting into Cabinet cycle has commenced with the Carers Strategy – One Year Update was presented to October 24 Cabinet, LD and OP Strategies One Year Updates being presented to November 24 Cabinet, a new MH Strategy being presented to December 24 Cabinet and our Autism Strategy – One Year Update presented in early 2025. In addition a report concerning the effectiveness of the Voluntary and Community Sector contract was submitted to Cabinet in early 2025.</p>

			<p><b>Be personalised</b> – 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><b>Ensure high quality</b> – people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.</p>	<p>A new target operating model is being explored along with demands on the services as part of the consultation work with the Transformation Target Operating Model (TOM) work being commissioned corporately during the latter part of 2025. This will explore contacts that people make with the customer contact centre requesting adult social care information and advice.</p>
<p><b>Progress Integration</b></p> <p><b>Enable people to maintain their health and wellbeing.</b></p>	<p><b>Integration</b></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</p>	<p>Build on partnerships with Health colleagues</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</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>Health and Social Care Partnership is established co-chaired between Director of Public Health and Associate Director of Place. Better care funding; spend and delivery reported via this partnership to the Health and Wellbeing Board</p> <p>People with Lived Experience are members of the Health and Social Care Partnership</p>

	Environmental Services.	Identify all opportunities for further integration and set out a work plan for delivery	Review and renew our opportunities for collaboration and development with all of our partners and consider integration in its widest sense.  <b>Be asset-based and geared to promoting people's independence</b> – we support people in building capacity to access and use information, and to manage their own care and support.	
<b>Safeguard our Vulnerable Population</b>  <b>Enable people to maintain their health and wellbeing.</b>	<b>Quality Assurance</b>  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.	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	We will agree a schedule and process of review of quality assurance activity in our operational services so that we know what is working and what is not and take the appropriate steps for improvement including from complaints.  <b>Ensure high quality</b> – people have their queries resolved effectively, and experience information and	Performance Board process is in place from September 2025 to enhance the current system of practice audits for safeguarding and quality of adult social care practice as well as learn lessons and improve services as a result of complaints and audit outcomes. Audit expectations are in place after consulting with team managers and practice leads who will be allocated specific types of case notes to audit and report performance on these to the board.



		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.	advice as easy to understand, accessible, timely, comprehensive and accurate.	
<p><b>Enable people to maintain their health and wellbeing.</b></p> <p><b>Progress Integration</b></p>	<p><b>Prevention</b></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</p>	<p>needs update</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. 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</p>	<p>We have developed an 'Our Approach to Prevention' document linked to the ASC Strategy, the Corporate Plan and Wellbeing Strategy. <a href="#">Adult social care strategies, plans and policies – Slough Borough Council</a></p> <p>The VCS play a large role in the preventative offer. Slough CVS went live in xxxx and add cabinet link. This provides infrastructure support to the local voluntary and community sector, including training on fundraising, facilitating volunteering, overseeing community connectors and managing the Slough Directory of Services. Another element of the Slough CVS is the management of the One Slough Fund. Local VCS providers bids for small grants each year worth up to 10k to support the Council and Health partners meet wellbeing aims. Bids are assessed by a panel comprising council officers, health representatives and members of the Co-</p>

		<p>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 ensure effective signposting to alternative support</p>	<p>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</p> <p><b>Be preventative</b> – we offer people early advice about how to manage their own health and help them to plan ahead.</p>	<p>production Network. A report is scheduled to be taken to Cabinet setting out how the contract is performing.</p> <p>Members of the Commissioning Team have conducted a number of briefing sessions for staff on the preventative offer and how the assistive technology offer can support preventative approaches and enhance strength-based approaches.</p> <p>The Assistive Technology Commissioner has undertaken a series of briefings and workshops over the last year to build understanding and capacity around assistive technology.</p> <p>In 2024, the Council was successful in bidding for Accelerating Reform Funding to support the carers respite offer and also to progress the use of assistive technology for carers.</p> <p>In 2024, the carers service transferred in house. The Carers Strategy is progressing initiatives to enhance the offer for carers in the town. Actions are included within the Carers Strategy.</p> <p>Each of the key strategies for MH, LD, OP, Carers, People with Learning Disabilities contains strong elements of prevention and early intervention.</p>
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<p><b>Safeguard our Vulnerable Population</b></p> <p>We will continue to focus on people's safety as a priority in everything we do</p> <p><b>Enable people to maintain their health and wellbeing.</b></p> <p>We will continue to work with our partners such as Health, the Voluntary &amp; Community Sector, and communities, to support people with their health and wellbeing</p>	<p><b>Safeguarding</b></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; Safeguarding practice is continuously improving and enhancing the quality of life of adults in Slough</p>	<p>Percentage of safeguarding referrals that meet section 42</p> <p>Continuous timetable in place promoting safeguarding awareness with our residents, partners and staff.</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</p> <p>Increasing the number of safeguarding enquiries from our black and ethnic minority communities</p>	<p>Safeguarding Adults Week 2024 – awareness raising and information sharing.</p> <p>Reviewed safeguarding practice and identified areas for improvement</p>
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			<p><b>Be personalised</b> – 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><b>Create a sustainable workforce</b></p>	<p><b>Working in Adult Social Care</b>          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</p> <p><b>Be asset-based and geared to promoting people’s independence</b> – we support people in building capacity to access and use information, and to manage their own care and support.</p> <p><b>Ensure high quality</b> – people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.</p>	<p>Directorate Workforce strategy has been coproduced and launched <a href="#">WorkforceDeveStrategyFINAL26.6.24.pdf</a></p> <p>Strong focus on ‘growing our own) staff to become qualified social workers or occupational therapist.</p> <p>Launch of Ask Sara – a nationally recognised tool that guides people to the most appropriate equipment to meet their needs and where they can source it</p>

<p><b>Enable people to manage their own care and support needs</b></p> <p>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.</p> <p><b>Safeguard our Vulnerable Population</b></p> <p>We will continue to focus on people's safety as a priority in everything we do</p> <p><b>Create a sustainable workforce</b></p>	<p><b>Equality and Diversity</b></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</p> <p>We will have improved our understanding of the communities in Slough, including better data about who is and isn't accessing services</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</p> <p><b>Be personalised</b> – we recognise that everyone's needs and assets are different, and that while many people are able to research things for</p>	
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<p>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</p> <p><b>Enable people to maintain their health and wellbeing.</b></p> <p>We will continue to work with our partners such as Health, the Voluntary &amp; Community Sector, and communities, to support people with their health and wellbeing</p>			<p>themselves, others need more in-depth help including advocacy.</p>	
<p><b>Enable people to maintain their health and wellbeing.</b></p> <p>We will continue to work with our partners such as Health, the Voluntary &amp; Community Sector, and communities, to</p>	<p><b>Data and Intelligence</b></p> <p>We want the information we collect to be valid and reliable, to be managed safely and</p>	<p>More information shared effectively between professionals more time and resources</p>	<p>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</p>	

<p>support people with their health and wellbeing</p> <p><b>Prevent the need for take up of adult social care.</b>          We have developed a range of effective preventative services for the whole community and will continue to evaluate these services</p> <p><b>Enable people to manage their own care and support needs</b>          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</p>	<p>to add value to the work that we do.</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 better management and oversight of the health and care system at local, regional and national levels</p>	<p>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 quarterly to the Adult Board.'</p> <p><b>Be personalised</b> – 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><b>Ensure high quality</b> – 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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we deliver and/or commission.				
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## Part 2

<b>Objective</b>	Improve the quality and accessibility of performance information to support strategic planning and demand management		
<b>Actions</b>	<b>Lead</b>	<b>Date</b>	<b>update</b>
Creation and implementation of a performance framework aligned to practice in terms of days expected from <b>contact to care received</b> . Including waiting lists and overdue reviews.	Director of ASC Operations	October 2025	
Access to the powerBi dashboard so eDLT can review the current data and identify key lines	Simon	April 2025	All member have access to the current dashboard
Develop powerBi to track performance over a week, month and compare to 12 months ago. Performance in terms of spend and practice	Exe Director	September 2025	
All managers are to use the data sets and PowerBi to review data and focus on data quality	All	31 October 2025	
Exception reporting based upon the data within PowerBi to be brought to eDLT Assurance meeting to drive improvements	Simon	March 2025	Key outliners are brought and discussed by the leadership focusing on improvement process timeliness and outcomes

<b>Objective</b>	Greater and improved ways of communicating within the directorate, wider council and with partners		
<b>Actions</b>	<b>Lead</b>	<b>Date</b>	<b>update</b>
Creation of a directorate newsletter raising awareness, celebrating successes and learning from complaints and SAR	Exe Director	31 October 2024	First edition went live 4 November 2024

6 weekly - all staff engagement sessions held via teams. Giving the opportunity to share information, ask questions and be heard	Exe Director		First session to be held in January 2025. Staff engagement session face to face set for 17 Dec 2024. Face to face staff session held 1 July, session developed and delivered in partnership with staff
Monthly meetings with Cabinet Member	Exe Director	Sept 2024	Attended by Executive Director and Directors – share key priorities and wider horizon scanning

<b>Objective</b>	Strong, effective and sustainable governance		
<b>Actions</b>	<b>Lead</b>	<b>Date</b>	<b>update</b>
Review and introduce a new thematical cycle to DLT which brings clearer focus and accountability	Exe Director	Sept 2024	Implemented from October 2024. Documented governance cycle
Monthly Executive Director and Director of Commissioning briefings with elected Member	Exe Director & Director of Commissioning	Sept 2024	
Creation of a Practice Assurance Board – focused on practice, audit and learning	Head of Safeguarding and Quality	September 2025	TOR developed first meeting set for Sept

<b>Objective</b>	Establish a culture that supports and recognises the need for continuous learning, reflection and development
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Actions	Lead	Date	update
Implement service user feedback	Principal Social Worker	30 September 2024	Implemented in localities teams, will role out across other teams.
Complaints – compliance and trends are identified and shared at DLT	Head of Safeguarding & Quality	30 May 2025	
Learning from complaints is shared across the directorate through briefing notes, learning forums, team meetings	Principal Social Worker		
Learning from SARs is shared across the directorate through briefing notes, learning forums, team meetings	Head of Safeguarding & Quality		

Objective	Increase accessibility to information, advice and guidance (IAG)		
Actions	Lead	Date	update
IAG available in none digital format and in preferred format	Commissioning	April 26	Discussions have taken place at steering groups to understand in more detail the issues and challenges. A review of information and advice services taking place in

			25/26, consideration will be made as to how the Council services can work across departments to provide an offer that takes a holistic and all age approach. The aim of this is to ensure that information and advice is not provided in silos of department, or needs.
Improved IAG for those with a sensory impairment	Commissioning	April 2026	Engaging with Co-production Network

Objective	Ensure and improve and consistent offer to Carers		
Actions	Lead	Date	update
Reduce waiting times for assessments and ensure consistent approach across all teams	Principal Social Worker	November 2025	
Clearly defined Carers offer which is coproduced and published	Carers Lead	April 2026	Carers forum reviewing and developing the carers offer
Joint approach with SCF in recognising and celebrating the contribution of carers	Carers Lead	March 2026	