

# **Slough Older People Strategy 2023 – 2026**

## **Report on Progress – Year 2**

**January 2026**

## Action Plan

The 3 year action plan from the Older People Strategy 2023-26 is shown below:

No.	Actions	What we will work on to achieve these actions	How we will know if we are being successful. <sup>1</sup>	Comments
1	<p>To continuously improve Slough meeting the needs of its diverse older people's population.</p> <p><b>Status: Complete &amp; ongoing.</b></p>	<p>To develop <b>more engagement opportunities for Older People</b> beyond the Co-Production Network to enable a stronger voice and to hold SBC and partners to account for the delivery of this strategy. To partner with Healthwatch with the Enter &amp; View visits. To include the <b>new Quality Conversations</b></p>	<p>Creation and effectiveness of a new Older People Steering Group to hold SBC and partners to account for this Older People Action Plan by January 2024.</p>	<p><u>Comments from Year 1</u></p> <p>The Older People's Steering Group and Task and Finish Groups for Dementia and End of Life Pathways were convened. The Older People's Steering Group meets quarterly.</p> <p><a href="#">Older people's steering group – Slough Borough Council</a></p> <p>The Care Quality Conversations Model was established by the Older People Commissioner, the Older People Steering Group and the co-production network. This involved members of the co-production network and members of Healthwatch obtaining feedback from residents and family members on their experiences of the care received. This was used to inform contract management of a large block contracted residential and nursing care home.</p> <p>The first Older People's Question Time event was held in October 2024. There was good attendance from older</p>

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<sup>31</sup> Actions and timeframes will be reviewed once the Older People Strategy Steering Group has been convened and will be subject to the availability of staffing resource.

		<p><b>Model</b> developed for Oak House.</p>	<p>people in the town asking questions of politicians, partners and officers from across the Council.</p> <p><u>Comments from Year 2</u></p> <p>The Steering Group and Task and Finish Groups have continued to meet. There has been some disruption to the Steering Group in the last few weeks which is likely to continue into the New Year. This is due to a changeover in staffing arrangements as well as the progression of a restructure within the Commissioning Team.</p> <p>Additional opportunities for engagement have been established in Year 2. This included a second Older People's Question Time which took place in October 25 and with the Leader, Chief Executive / Managing Director Commissioner of the Council in attendance along with the Executive Director for Adults and representatives from statutory and voluntary sector partners.</p> <p><a href="#"><u>Older people's steering group – Slough Borough Council</u></a></p> <p>Steering Group members also produced a short video to attract new members.</p> <p><a href="#"><u>Older people's steering group – Slough Borough Council</u></a></p> <p><u>Actions for Year 3</u></p>
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				<p>More recent thinking by the Older People Steering Group concerning engagement, is that there is a raft of community led activities taking place within the borough e.g faith coffee mornings, the over 50s Forum, carers groups etc that provide natural settings for older people to make friends and reduce social isolation. However, there may be a need for a “buddying role” for people who are hesitant or lacking in confidence to attend the first few meetings.</p> <p>Consideration will be given in Year 3 as to how this kind of arrangement could be progressed eg via the Slough Community and Voluntary Sector volunteers offer and / or through an augmentation of the Community Connector role.</p>
2	<p>To see continuous improvements for Older People through <b>a new customer journey</b>.</p> <p>Older People being adequately supported in the borough.</p>	<p>Mapping the <b>customer journey</b> for Older People and developing <b>a clearer operational pathway</b> to support the Older People priorities in this strategy</p> <p><b>Linked to all priorities.</b></p>	<p>The development of a customer journey and operational pathway for Older People for Slough by 30<sup>th</sup> September 2024. A co-design exercise with and Commissioning which is co-produced with Carers and Service Users.</p>	<p><u>Comments from Year 1</u></p> <p>Not progressed</p> <p><u>Comments from Year 2</u></p> <p>Not progressed.</p> <p><u>Next Steps Year 3</u></p> <p>A review will be taken of this action point and whether it is still required and if so to rescope the objective so that it is clearer and more focused.</p>
3	<b>To support the dementia care model/pathway</b>	<b>A dementia care task &amp; finish group</b> is proposed	<b>A robust Dementia Action Plan</b> by January 2025 as part	<u>Comments from Year 1</u>

	<p>locally. Continuing to work in close collaboration with all key partners and stakeholders locally is important as part of monitoring and evaluating our work.</p>	<p>to take forward this work and develop a standalone <b>Dementia Action Plan for Slough</b>.</p> <p>Dementia is the pillar of this strategy.</p> <p><b>Linked to priority 1 &amp; 4.</b></p>	<p>of a preventative approach to minimising or delaying Dementia and <b>tackling social isolation linked to priority 1</b>.</p> <p>Measures: A range of associated KPIs in line with the Public Health Prevention Needs Assessment.</p>	<p>Public Health, Adult Social Care and partners developed a <b>Dementia Prevention Health Needs Assessment (HNA)</b> which forms a dementia pillar in the Older People Strategy 2023/26.</p> <p>A Dementia Task and Finish Group was convened to address under-diagnosis which has obvious impacts upon an individual's ability to get an appropriate level of support.</p> <p><u>Comments from Year 2</u></p> <p>Resource packs for residents and professionals were developed by the Task and Finish Group and distributed as appropriate.</p> <p>2 videos were produced by the Task and Finish group in relation to dementia:</p> <p><b>Dementia Journey (Diagnosis)</b> – told by carers and people with dementia and their families. Provides reassurance and encouragement for people to step forwards if they suspect dementia might be affecting them.</p> <p><a href="#">Older people's steering group – Slough Borough Council</a></p> <p><b>Dementia Journey (Post Diagnosis “Living Well”)</b> told by carers and people with dementia and their families. This film is aimed more at carers and provides information on the support and networks which are available.</p> <p><a href="#">Older people's steering group – Slough Borough Council</a></p>
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				<p>The videos are available on YouTube and the Council's website. These have been promoted through the Council's communications channels and also with the co-production network and other partnerships groups.</p> <p>Events were organised for Dementia Action Week (week of 19<sup>th</sup> May 2025) by the Memory Clinic which is operated by Berkshire Health Foundation Trust and using material from Public Health.</p> <p><u>Actions for Year 3</u></p> <p>The Memory Clinic are seeking to partner with Anchor Hanover for dementia drop ins. Opportunities will be further explored over Year 3 of the Strategy.</p>
4	To re-develop <b>an End of Life Pathway.</b>	<p>To ensure all the elements of the pathway are joined up to help <b>people die in the place of their choice</b></p> <p><b>Linked to Priority 7.</b></p>	<p>A robust End of Lifeway co-produced with Older People with targets for change by April 2025.</p> <p>Measures: KPIs to be developed. But, to include qualitative feedback from family members and professional stakeholders.</p>	<p><u>Comment from Year 1</u></p> <p>Work commenced on an End of Life Care Pathway through a Task and Finish Group of the Older People Steering Group which was led by Thames Hospice. Discussions were held concerning advanced care planning and dying in a place of choice.</p> <p><u>Comment from Year 2</u></p> <p>Changes in personnel within Thames Hospice, along with a short notice unilateral decision made by Frimley ICB to change existing contracting arrangements with Thames Hospice, has meant that new plans are having to be put in place for community referrals for End of Life Care at home.</p>

				<p><u>Action for Year 3</u></p> <p>Rapid work will need to take place to establish a clear End of Life Pathway for community referrals by April 26 and to take account of any new commissioning requirements. This project has been scheduled to start in early 2026.</p>
5	<p>To develop a new <b>Older People Steering Group</b></p> <p><b>Status: Completed &amp; Ongoing</b></p>	<p>To monitor and <b>hold partners to account for this Older People Strategy and Action Plan</b> to ensure positive outcomes for Older People <b>linked to all priorities.</b></p>	<p>To convene an Older People Steering Group by January 2024.</p> <p>Measure by the deliverables and outcomes achieved through this Older People Action Plan.</p>	<p><u>Comments from Year 1</u></p> <p>An Older People Steering Group meeting first took place in April 2024. The steering Group is Co-Chaired by an Officer and an Expert by Experience. Task and Finish Groups concerning Dementia (see 3, above) and End of Life Care (see 4, above) were established.</p> <p><u>Comments from Year 2</u></p> <p>A new Digital Task and Finish Group was established in May 2025 chaired by the Older People's Commissioner. Its primary focus was to identify digital gaps among older people.</p> <p>The group selected two areas for further investigation: Digital Poverty and Digital Safety and to seek potential funding. The TEC commissioner identified a potential funding source through the Department for Science, Innovation and Technology (DSIT) Digital Inclusion and Innovation Fund.</p> <p>An application was submitted through the Berkshire Digital Infrastructure Group (DiG) in October 2025. Three applications were submitted:</p>

				<ol style="list-style-type: none"> <li>1. Digital Inclusion on the move: Safety and Local Support</li> <li>2. Borrow and Connected: Device Loan Scheme</li> <li>3. Understanding Digital Inclusion in Berkshire</li> </ol> <p>Unfortunately, the application was not successful. However, Berkshire DiG proposed to proceed with the 'Digital Inclusion on the Move' project using existing funding and which is now in play.</p> <p>There have been a number of presentations and discussions facilitated by the TEC Commissioner at the Older People Steering Group. These have been in relation to:</p> <ol style="list-style-type: none"> <li>1. Existing TEC equipment available through Berkshire community equipment service</li> <li>2. Consumer technology: equipment you can purchase</li> <li>3. Medication management using Alexa and your smart phone</li> <li>4. Lived experience; how consumer technology can turn your home into a smart home to support independent living.</li> <li>5. Gen AI: how it can tackle isolation and loneliness</li> <li>6. What the future looks like – Gen AI and humanoid robots</li> </ol> <p>A Social Isolation and Loneliness Task and Finish Group has also been established with Co-Chairs Dr Bansal &amp; Kevin Barry.</p>
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				<p>A draft Social Isolation Needs Assessment has been completed. This is following the governance process to be approved and published.</p> <p>A funding application was made with the 'Berkshire Digital Infrastructure Group' for a total of £80k. The project was 'Mapping the Divide: Understanding Digital Exclusion in Berkshire'.</p> <p>The Ask Sara tool has been commissioned.</p> <p><a href="#">Making life easier with AskSARA – Slough Borough Council</a></p> <p>Information and joining instructions have been shared online and via the SCVS community network newsletter, ensuring local community groups are aware of the support offer.</p> <p>A communication plan has been developed with the SBC communications team to develop and distribute hard copies of information to be readily available in libraries, Hubs, Surgeries and Pharmacies</p> <p><u>Actions for Year 3</u></p> <p>There will be ongoing promotion of the Ask Sara tool. Key areas of enquiry and take up will be monitored via the platform to support onward commissioning decisions.</p> <p>In Year 3, the digital task and finish group will continue to meet with the Older People's Commissioner and TEC</p>
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				commissioner to continue seeking appropriate external funding and opportunities.
6	<b>To develop new housing options for Older People</b>	An Older People housing options project group is required to map out a range of housing options to help e.g. <b>minimise social isolation linked to priority 1 and 8.</b>	<b>New Housing Options for Older People</b> are prescribed in Slough's Local Housing Strategy reflecting the demographics e.g. larger intergenerational families at one end and a mix of tenure that would equally see accommodation for students at the other end.	<u>Comment from Year 1 /2/ 3</u>  Some early engagement with the Housing Department was undertaken but not progressed due to other urgent priorities. Action and next steps will be determined in Year 3 – working with the Housing Department.
7	<b>To engage with intergenerational families</b>  <b>Not met</b>	To have a specific <b>Quality Conversation exercise</b> with <b>intergenerational families</b> around their caring role. <b>This is linked to priority 6 and 8.</b>	Use of the <b>Quality Conversation toolkit</b> to undertake a Quality Conversation exercise to finding out the needs of intergenerational families by 30 <sup>th</sup> September 2024. The outcome will be a <b>standalone Intergenerational Family Action Plan</b> to meet the needs of this community.	<u>Comments from Year 1</u>  Not progressed  <u>Comments from Year 2 and Action for Year 3</u>  Social Isolation Task and Finish Group was combined with the Intergenerational Task and Finish Group.  Activity is currently paused pending progression of the Commissioning restructure.

8	<p><b>To see improvements in the VCS</b> delivering services for older people in accordance with the service specification</p> <p><b>Status: partly met</b></p>	<p>Implementation of the VCS Commissioning Plans. With less day care what other day opportunities could be developed to enrich the lives of Older People.</p> <p><b>Embedding Community Connectors</b> into Hospital Social Work Teams and at the ASC Front Door</p> <p><b>Linked to priority 2 &amp; 4.</b></p>	<p>Contract Monitoring</p> <p>Satisfactory delivery against KPIs set out within the service specification recognising the developmental approach 85% of those OPs diverted at the front door are referred into a VCS offer by 31<sup>st</sup> August 2026.U</p>	<p><u>Comments from Year 1</u></p> <p>Three Community Connectors were commissioned by Adult Social Care, as part of the Slough CVS infrastructure contract - funded by the Better Care Fund and Public Health. Slough CVS deliver this service across Adult Social Care and Wexham Park Hospital. The dedicated Community Connector at Wexham supports people on discharge linking in with both clinical and social work staff based at the hospital. The Community Connectors link people into local community and voluntary services as well as other statutory support services as required . The aim is to promote independence and wellbeing and reduce demand on adult social care.</p> <p><u>Comments from Year 2</u></p> <p>The Annual CVS grants programme for 25/26 was aligned to Council Strategy and informed by data.</p> <p>Five bids were successful for targeted support for Older People in Slough, amounting to £30,750 of the grant fund, an increase of over £19,000 form the previous year.</p> <p>The evaluation of the 4 Older Persons bids from the 2024/25 Community Grant showed that 2, 645 interventions supported an average of 710 older people over the 12-month period.</p> <p>For Community Connectors – data returns show that in year 2 of the voluntary sector infrastructure contract, 843 referrals were made to community connectors, bringing the total to</p>
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				<p>1697 over the two year period. Of the 843 referrals, 35% were through the health pathway, 22% were through the community pathway, 33% through the social care pathway and 10% through other routes.</p> <p><u>Actions for Year 3</u></p> <p>Day Services commissioning to be programmed.</p> <p>Development work will continue to determine the most effective referral route(s) to Community Connectors from hospital departments, including the findings from a project looking at referrals from the emergency team.</p> <p>Development work will also continue with ASC operational teams to maximise the impact of referral from specific groups. or by specific need. Also, buddying approaches will be considered as part of a more strategic deployment of volunteers. Links will need to be established in respect of the emerging Neighbourhoods and Communities work.</p>
9	<p><b>Integrated Wellbeing Hub.</b></p> <p>Align smoking cessation services with those across East Berkshire</p>	<p>Implementation of Commissioning Plans in time and to budget.</p> <p>Co-production of service design.</p>	<p>New services already commissioned in time for existing contract expiry ie by September 2025.</p> <p>Measures: Improvements in PHOF and ASCOF Indicators. Customer satisfaction</p>	<p><u>Comments from Year 1</u></p> <p>Target has been met.</p> <p><a href="#">Microsoft Word - 1. IHWS Cabinet Report 2024</a></p>

			KPIs included within specification.	
10	To embed a <b>personalised, strength-based approach</b> into our practice.	<b>Implementation of the ASC Transformation Programme linked to priority 4.</b>	<p>50% more personalised approaches as demonstrated in the Contact and Referral Data collated as part of the ASC Balanced Scorecard by 30<sup>th</sup> August 2024</p> <p>Measures: Satisfaction Survey</p>	<p><u>Comments from Year 1</u></p> <p>The Operational Team operates a strengths-based approach.</p> <p>In order to support this the commissioning team undertook several sessions concerning the prevention offer with operational colleagues.</p> <p><u>Comments from Year 2 / Action for Year 3</u></p> <p>Data is currently being gathered from a range of sources including Community Connectors and the relationship with the transfer of care hub in the hospital. Need to understand the number of people who are signposted away from care altogether through this mechanism and how we capture this information and use to inform a change in the conversion rate.</p>
11	Embed the <b>ASC Front Door Project</b>	<p>Project Group established under the <b>ASC Transformation Programme.</b></p> <p><b>Linked to priority 4.</b></p>	<p>Increased access by the Front Door to preventative services including the VCS by 75% by August 30<sup>th</sup>, 2024.</p> <p>25% reduction in the number of people receiving Adult Social</p>	<p><u>Comments from Year 1</u></p> <p>System inoperability which is being addressed within the revised Front Door TOM.</p> <p>Front Door is currently being reviewed as part of the Target Operating Model. More robust links with Adult Social Care are being worked through.</p> <p><u>Comments from Year 2 / Actions for Year 3.</u></p>

			Care by 30 <sup>th</sup> August 2024.	Front door work has shifted in focus and prevention approaches are being considered with the Transformation Team. Research and analysis will determine next steps.
12	<b>Community Equipment</b>	<b>Recommission our Community Equipment Services in 2024. Linked to priority 4.</b>  <b>Met</b>	<p>Service delivering as reported to Cabinet in November 22 and in accordance with the specification.</p> <p>Reduced demand for adult social services by 25% by 30<sup>th</sup> August 2024.</p>	<p><u>Comments from Year 1</u></p> <p>Following a pan - Berkshire commissioning exercise, the Berkshire Community Equipment contract was renewed with NRS Healthcare, until 2029.</p> <p><a href="https://www.slough.gov.uk/agenda-item">AGENDA ITEM (slough.gov.uk)</a></p> <p>Recycling points for small to medium-sized equipment were introduced at Observatory House and the Chalvey Recycling centre bringing some financial benefit.</p> <p>Additionally, a new webpage was developed on the council's website to guide residents on sourcing their equipment independently, further aiming to reduce expenditure. Moreover, the recent implementation of new practice guidance for equipment in care homes marks a significant shift in our approach. We now provide only specialist equipment to care homes, and no longer prescribe standard items. This change to the practice guidance has already resulted in validated cost avoidance savings of £22,000 for the council.</p> <p><u>Comments from Year 2</u></p>

				<p>On 13 June the Council were notified by NRS, that that it was in serious financial distress and was at imminent risk of business collapse.</p> <p>Following this notification the Council began working with consortium partners across West Berkshire to develop interim contingency plans and longer-term contracting arrangements.</p> <p>An alternative provider, Millbrook, was identified to ensure continuity of service to vulnerable Slough residents</p> <p>West Berkshire Council ended the contract with NRS on 31 July, and a new contract with Millbrook commenced as NRS went into liquidation on 1 August.</p> <p>The new contract while not yet fully mobilised and the measures put in place by the Council has ensured that people's safety and well being has been protected, and unnecessary admissions to hospital or a care home have been avoided.</p> <p>Under the Accelerator Reform Fund (ARF) Slough Borough Council in partnership with Royal Borough of Windsor and Maidenhead Council commissioned Ask Sara in August 2025.</p> <p>Ask Sara is a free online self-assessment tool that provides personalised advice to assist individuals with daily living tasks from dressing to cooking including technology enabled care. It operates by asking users a series of questions about their challenges and then delivers a tailored report</p>
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				<p>containing tips, product suggestions and information on local and national support services to promote greater independence.</p> <p><a href="https://www.slough.gov.uk/living-independently/making-life-easier-asksara">https://www.slough.gov.uk/living-independently/making-life-easier-asksara</a></p> <p><u>Action for Year 3</u></p> <p>The continued use of community equipment will support independence, deliver proportionate care, promote dignity, safety and provide support for carers. Working with partners from all six Berkshire local authorities and the new provider of community equipment, Millbrook Healthcare – The TEC commissioner will continue to find ways to deliver value for money for the public purse</p> <p>Recycling activities for community equipment will be reviewed by the TEC commissioner to ensure it continues to serve a purpose for residents in Slough and supports the council's environmental policy while reducing the community equipment budget and further accelerating the promotion of Ask Sara.</p>
13	<b>Assistive Technology</b>	<b>Facilitate an assistive technology diagnostic</b> to understand how the Council can make best use of	<p>Diagnostic concluded on time and to budget.</p> <p>Plans in place to develop the <b>Assistive Technology Offer</b> by end of 2024.</p>	<p><u>Comments from Year 1</u></p> <p>We are currently advancing several projects focused on Technology Enabled Care (TEC) to promote various technological solutions available to the adult social care workforce. This year, we are on track to achieve our targeted savings of £720,000, having already realised 22% of this</p>

		<p>technology to support independence especially for Older People.  <b>Linked to priority 3.</b></p>	<p>Measures: KPIs established as part of developmental work.</p>	<p>goal. Technology Enabled Care is receiving excellent promotion across Adult Social Care, and we are preparing to roll out new processes for TEC that are specifically designed for the adult social care workforce.</p> <p>At the August 2024 Older People Steering Group the Assistive Technology Commissioner came to talk with the group and demonstrated some of the latest gadgets to assist Older People live as independently as possible.</p> <p><u>Comments from Year 2</u></p> <p>Between June 2025 and mid August 2025, the TEC commissioner undertook significant work to protect vulnerable people in Slough due to NRS going into administration. The TEC commissioner implemented a number of contingency measures to support the Adult Social Care workforce and ensure service delivery continued with minimal disruption.</p> <p>The TEC commissioner has been working closely with the new TEC provider and partners across Berkshire while the new provider continues to mobilise.</p> <p>To ensure that value for money is being delivered, the TEC commissioner has established MDT meetings (led by the Head of OT and Independent living) for adult social care colleagues to discuss the provision of appropriate technology and providing information and advice.</p>
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				<p>In partnership with the Royal borough of Windsor and Maidenhead Council, the TEC commissioner successfully delivered Ask Sara in August 2025.</p> <p>In November 2025, the TEC commissioner presented proposed solutions to support the councils MTFS to Heads of Services. A presentation on proposed savings will be presented to core DLT.</p> <p><u>Actions for Year 3</u></p> <p>In October 2025, the TEC commissioner drafted a digital blueprint which is currently going through feedback stage. The blueprint sets out a roadmap over the next 24 months around Care technology in Slough. The digital blueprint will progress over to 2026.</p>
14	<b>Reablement review</b>	<b>A review of the reablement service</b> to ensure that is delivering against stated aims and achieving value for money.	<p>Review undertaken and next steps agreed by 31<sup>st</sup> December 2024</p> <p>ASC Transformation Programme.</p>	<p><u>Comments from Year 1</u></p> <p>A high-level review of the reablement service was undertaken in Autumn 2024 to assess opportunities for optimising capacity of the service while maintaining best practice in service delivery. The review focused on ensuring that reablement continues to promote independence, maximise outcomes for residents, and operate efficiently to meet current and future demand. Following engagement with stakeholders, the value of the in-house service was recognised for its role in achieving better outcomes and improved recovery following hospital discharges for residents. As a result, further engagement with staff was recommended to build on these successes and explore ways to enhance and expand in-house capacity.</p>

				<p><u>Comments from Year 2</u></p> <p>Two focused engagement events were held between the Executive Director of ASC and reablement staff to identify opportunities for improvement and to develop proposals to enhance service capacity. These events were highly valued by staff and successful, fostering open discussion and collaboration. As a result, several positive changes in practice were implemented, supporting more effective service delivery and ability to promote resident's independence and better outcomes.</p> <p>A proposal has been put forward by reablement staff to adjust working pattern in a way that will enable the service to support more residents and increase overall capacity, while maintaining high-quality, person-centred support. The proposal is currently under consideration</p> <p><u>Actions for Year 3</u></p> <p>A consultation on the proposed adjustment to the service delivery will be undertaken. This consultation will ensure that any changes are well informed and support improved outcomes for residents.</p>
15	<b>Domiciliary Care</b>	Recommissioning of domiciliary care as well as replacement care. Contracts for unregulated as	Services in place and care market for domiciliary are functioning effectively. KPIs in contracts.	<p><u>Comments from Year 1</u></p> <p>A revised comprehensive Quality Assurance Framework was launched in January 2024, to support our local assessment of quality across all care markets. This includes a bespoke tool used by the Council's Provider Quality</p>

		<p>well as CQC regulated care.  <b>Linked to priority 3.</b></p>	<p>Measures: CQC rating reported regularly into DLT.</p>	<p>Assurance team when assessing the quality of commissioned home care, undertaken on a risk based approach but at least annually.</p> <p>The Market Position Statement (MPS) 2024/2027 was approved by Cabinet April 2024. The MPS signals our future commissioning intentions for home care and provides key messages to our market.</p> <p>A dedicated Principal Contracts Officer was identified to specifically manage the home care contracts.</p> <p>In June 2024, Cabinet approved contract awards to a number of new home care providers following a major reprocurement exercise.</p> <p>A number of providers exited our market at the end of November 24 with minimal disruption to customers as services transferred to existing and new providers operating in our market.</p> <p><u>Comments from Year 2</u></p> <p>Monthly reporting on quality issues relating to the care market is provided both to the Commissioning and Market Management board, and DLT including any changes in CQC rating.</p> <p>As at April 25, we are working with 32 home care providers, and have adequate supply in the market to support hospital discharge and long term home care.</p>
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				<p>60% of providers are assessed as good or outstanding by CQC.</p> <p><u>Planned actions for Year 3</u>  Project work will need to take place to understand new commissioning requirements for Care at Home. The aim of this project is to consider the needs across all pathways. This will ensure that care at home is delivered to support people to be as independent as possible while achieving positive outcomes. This project has been scheduled to start in early 2026.</p>
16	<b>Extra Care</b> .	<b>Full implementation of new contract</b> for extra care services. <b>Focus on reducing isolation and bringing the community in</b> e.g. hairdresser, exercise classes to the setting. Encourage the voluntary sector to visit and for activities to happen on/off site.	Measures: Contract delivering against KPIs.  Satisfaction survey: Resident satisfaction what ambitions are there for 75% of tenants satisfied?	<p><u>Comments from Year 1</u></p> <p>The performance of the contract including profiles of tenants to ensure a balanced community on each site and numbers of commissioned hours is reported monthly to the Commissioning and Market Management Board.</p> <p>The care provision is subject to at least annual quality assurance visits, by the Council's Provider Quality Assurance Team. No significant quality concerns reported.</p> <p><u>Comments from Year 2</u></p> <p>Numbers of tenants who have care need are lower than expected and work to refresh the allocations panel has resulted in a steady increase of hours of planned care in 2025, with a steady pipeline of referrals for new tenants from operational teams to consider as voids become available at each site.</p>

				<p>A recommissioning exercise is underway for 2 extra care schemes. Focus sessions with tenants at each site have been undertaken which has been supplemented with a survey for tenants and their families to complete to inform the development of the new model and service specification.</p> <p>Feedback from tenants to date has been positive; they are happy with the quality of the care provision and the benefit of having an on site provider, especially over night.</p> <p>Pre-market engagement has been undertaken with some positive interest from a number of providers.</p> <p>Engagement with the landlord is underway to ensure future joint working arrangements with the care and support provider are refreshed as part of the tender pack</p> <p>The tender is anticipated to be advertised December 2025.</p> <p><u>Actions for Year 3</u></p> <p>We anticipate following a period of mobilisation that the new contract will go live in September 2026</p>
17	<b>Residential and Nursing Care</b>	Expand provision where there are current gaps. This includes nursing and respite care.	<p>Recommissioning of block contract to expand the number of arrangements.</p> <p>Adequate provision in place to meet demand.</p>	<p><u>Comments from Year 1</u></p> <p>Care Quality Conversations undertaken in respect of a large block contract for residential and nursing care. (see 1 above)</p>

			<p>Progression of the <b>Market Position Statement</b> (due to be presented to Cabinet in Autumn / Winter 2023/24)</p>	<p>The Market Position Statement, published in April 2024, confirms sufficiency of bed numbers across the borough, with 200 residential beds and 202 nursing beds.</p> <p>The increasing use of extra care is projected to have an impact on and reduce demand for residential beds.</p> <p><u>Comments from Year 2</u></p> <p>Contract negotiations are concluding relating to the one block contract for care home beds.</p> <p>There are currently 89 vacant beds in the local market across residential and nursing provision for older people. Exploratory conversations have commenced concerning the potential for the development of a joint East Berkshire Framework for Residential and Nursing Care (October 2025)</p> <p>Benchmarking is underway; markets are very different and currently Slough is able to secure the best rates for older people's residential and nursing markets.</p> <p>At the time of writing only 20% of our nursing homes are assessed as "Good" by CQC and the Council's Provider Quality Assurance Team are providing intensive support on a monthly basis to 3 of these homes to facilitate their improvement.</p> <p><u>Actions for Year 3</u></p>
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				Next steps from exploratory conversations to be agreed, Work will be commencing on the review of bed utilisation supporting hospital discharge Pathway 2 (short term beds) currently spot purchased and consider options and route to market,
18	<b>Stroke Support Services</b>	<p>From 2024 onwards the Stroke Association Recovery service will be commissioned as a single ICB wide service being led by Frimley ICB.</p> <p><b>Linked to priority 4.</b></p>	<p>New services in place.</p> <p>Measures: From 2024 onwards, KPIs within service specification delivered. KPIs relate to outcomes to:</p> <ul style="list-style-type: none"> <li>• Improve the confidence of stroke survivors</li> <li>• Reduce social isolation,</li> <li>• Increase choice and independence.</li> <li>• Embed healthy lifestyles.</li> <li>• Increasing the numbers returning to employment after a stroke.</li> </ul>	<p><u>Comments from Year 1</u></p> <p>Joint working across East Berkshire took place to develop a new service specification for a Stroke Support service.</p> <p><u>Comments from Year 2</u></p> <p>Following a joint procurement exercise, a new contract went live in April 2025 for 3+1+1 years.</p> <p>KPIs included within the specification relate to the following outcomes:</p> <ul style="list-style-type: none"> <li>• Service users report that the support has enhanced the quality of their life</li> <li>• Service users report increased confidence, self-esteem, and self-efficacy</li> <li>• Service users report increased physical and mental wellbeing</li> <li>• Service users are aware of how to reduce risk of secondary stroke and other cardiovascular events</li> <li>• Service users report increased social connection, participation, and involvement in purposeful activity</li> <li>• Increasing the numbers returning to employment after a stroke.</li> </ul>

				<ul style="list-style-type: none"> <li>• Service users report enhanced knowledge, skills, and confidence to self-manage</li> <li>• Service users report increased control, choice, and independence</li> <li>• Service users report a positive experience of care, which is personalised to needs, preferences and individual circumstances</li> </ul> <p><u>Actions for Year 3 onwards</u></p> <p>Contract management meetings will take place on a regular basis. Discussions with the provider in setting up a new Stroke support group in Slough as the nearest has been in Maidenhead., The current support group is shared with a neighbouring Borough.</p>
19	Developing current <b>Information and Advice</b>	Debt and Welfare Team exists in Slough that assist in checking e.g. benefits entitlements to ensure people are aware of all the benefits they can claim at this time. We want to support everyone to be as self-reliant as possible.	<p>SBC records all the signposting and advice given to evaluate the impact and make use of any rescue funds available from some voluntary sector organisations are targeted appropriately.</p> <p>Making sure Older People can guide this ambition through the Older People Steering Group.</p>	<p><u>Comments from Year 1 and 2</u></p> <p>The Debt and Welfare Team is proactive in attending events such as Carers Rights Day to provide up to date information on access to welfare benefits and approaches to debt management.</p> <p><u>Actions for Year 3</u></p> <p>Funding through the Better Care Fund has been agreed for a fixed-term Information and Advice Commissioning Officer.</p> <p>The Commissioning Officer will review the current Information and Advice offer within the borough using a recognised Information and Advice toolkit. <a href="#">Adult social care</a></p>

		<b>Linked to priority 5</b>	Listening to Older People's desire <b>to not live in such a digital world</b> e.g. renewing a Blue Badge can only be secured on-line in Slough. This frustrates Older People and means more reliance on family/friends/voluntary sector to do this on their behalf i.e. doesn't assist Older People to self-care.	<a href="#">information and advice toolkit   Local Government Association</a> . This will help strengthen the prevention offer and ensure that One Slough funding for 25-26 is targeted where it is needed most. This will include a review of access to non-digital resources alongside existing resources such as the SCVS Directory of Services and also Community Connectors.
20	<b>Developing a Housing Strategy for Older People</b>	To ensure that we continue to look at new and independent housing options for Older People. Looking at Slough's makeup looking to support models for inter-generational families. Additionally options for step down from hospital so Older	To develop in partnership with housing <b>a Housing Strategy for Older People</b> . To ensure that over the next 10 years or more we have enough housing to meet the needs of Older People in Slough.	<u>Comments for Year 1 and 2</u>  Preliminary conversations undertaken with other Departments concerning the Housing Strategy for Older People.  <u>Comments for Year 3</u>  Conversations to be progressed with other Council Departments.

		<p>People can regain skills and convalesce.</p> <p><b>Linked to priorities 1, 6 &amp; 8.</b></p>		
21	<b>Co-production</b>	<p>Developmental planning around co-production to continuously strengthen the approach. <b>Linked to all priorities.</b></p>	<p>Members of the co-production network feel as though co-production is effective in the borough. Quantify the numbers of engagements, things that have changed consequently? What could we measure in a meaningful way?</p> <p>Qualitative assessment and feedback.</p>	<p><u>Comments from Year 1</u></p> <p>The Older People Strategy was informed by engagement with Older People through our Co-Production Network and a Commissioning Away Day.</p> <p>Older People Steering Group and Task and Finish groups established (see action 1)</p> <p>Quality Conversations model was co-designed with support from the Co-Production Network and Health Watch (action 2)</p> <p><u>Comments from Year 2</u></p> <p>The Co-production Network continues to flourish in Slough with opportunities for Older People to be engaged in a wide range of influential activities from service design and strategy development through to recruitment of senior level staff (Executive, Director and Head of Service level) within Adult Social Care. The full programme of activity can be found on the Council's website:</p> <p><a href="#">Co-production in Slough – Slough Borough Council</a></p>

				<u>Action for Year 3</u>  Create metrics to quantify co-production impact eg <ul style="list-style-type: none"> <li>• Number of engagements</li> <li>• Partners involved</li> </ul> Qualitative feedback from participants
22.	<b>Recommissioning of DP Support Services</b>	This appertains to the <b>Pre-Payment Card</b> Service. Live project in 2023. <b>Linked to priority 2</b>	<b>A Framework in place by March 2024.</b> Will assist Older People manage their DP and provide greater transparency for SBC.	<u>Comments from Year 1</u>  The Pre-payment Card Scheme was renewed and a contract putt in place for a 1 year period – drawn down from NEPO framework and with an estimated value of £24,900 – fixed price agreement. Contract now due to expire 31/03/2025.  <u>Comments from Year 2</u>  The commissioning exercise was undertaken to identify the most effective procurement route. As part of this process, discussions were held and options explored for commissioning a council-wide scheme. The current service is now undergoing a live tender process (as of November 2025), with the aim of a new contract that will go live in January 2026.  <u>Actions for Year 3</u>  Mobilisation of the contract.
23.	<b>Promotion of ISFs with service</b>	<b>Easy read leaflet</b> developed for	Continuous Improvement with	<u>Comments from Year 1</u>

	users/providers as part of a continued promotion of the DP scheme	promoting the offer. A revitalised approach to increase the numbers of those pooling together to have an ISF. <b>Linked to priority 2.</b>	developments <b>across client groups.</b>	<p>We are looking to extend the Self-Directed Support offer to routinely include ISFs (Individual Service Fund agreements).</p> <p>A number of Direct payment Recipients as they become older are saying that they no longer want to manage their Direct Payment.</p> <p><u>Comments from Year 2</u></p> <p>A small number home care providers have developed their ISF offer but more work needs to be done with the market</p> <p><u>Actions for Year 3</u></p> <p>A paper is being developed for SLT and DLT to progress this work. Slough has joined the Self-Directed Support Network to learn from other councils who have piloted or introduced ISFs and has undertaken desktop research on Easy Read information and related ISF Holder agreements used in other council areas.</p>
24	<b>Addressing Social Isolation.</b>	Capture data from Community Connectors, social workers, service users and family members to guide future commissioning activity and small grant programme in the town.	<p>Gather further data to inform activity to address social isolation.</p> <p>Feed into the small grant programme for the VCS where additional funding of services tackling social isolation would be beneficial.</p>	See 8 above.

		<b>Linked to priority 1.</b>	Measures: Outcome from small grants programme. .	
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