

NOTICE
OF
MEETING



**ADULT SERVICES AND HEALTH OVERVIEW AND SCRUTINY
PANEL**

will meet on

TUESDAY, 18TH OCTOBER, 2016

7.30 pm

DESBOROUGH 4 - TOWN HALL,

TO: MEMBERS OF THE ADULT SERVICES AND HEALTH OVERVIEW AND
SCRUTINY PANEL

COUNCILLORS MOHAMMED ILYAS (CHAIRMAN), MICHAEL AIREY (VICE-
CHAIRMAN), DIMENT, CHARLES HOLLINGSWORTH, LYNNE JONES AND
JOHN LENTON

SUBSTITUTE MEMBERS

COUNCILLORS MALCOLM BEER, DR LILLY EVANS, LYNDA YONG,
ASGHAR MAJEED, MARION MILLS, NICOLA PRYER, EILEEN QUICK AND
SIMON WERNER

Karen Shepherd - Democratic Services Manager - Issued: Monday, 10 October 2016

Members of the Press and Public are welcome to attend this meeting.

The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel
Administrator **Andy Carswell**

Fire Alarm - In the event of the fire alarm sounding or other emergency, please leave the building quickly and calmly by the nearest exit. Do not stop to collect personal belongings and do not use the lifts. Congregate in the Town Hall Car Park, Park Street, Maidenhead (immediately adjacent to the Town Hall) and do not re-enter the building until told to do so by a member of staff.

Recording of Meetings – The Council allows the filming, recording and photography of public Council meetings. This may be undertaken by the Council itself, or any person attending the meeting. By entering the meeting room you are acknowledging that you may be audio or video recorded and that this recording will be available for public viewing on the RBWM website. If you have any questions regarding the council's policy, please speak to the Democratic Services or Legal representative at the meeting.

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES</u> To receive any apologies for absence.	
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	5 - 6
3.	<u>MINUTES</u> To approve the part I minutes of the previous meeting.	7 - 10
4.	<u>FINANCIAL UPDATE</u> To receive and consider the above report.	11 - 30
5.	<u>BUSINESS PLAN</u> To receive and consider the above report.	31 - 60
6.	<u>DELIVERING IMPROVED ADULT SERVICES</u> To receive and consider the above report.	61 - 100

This page is intentionally left blank

MEMBERS' GUIDANCE NOTE

DECLARING INTERESTS IN MEETINGS

DISCLOSABLE PECUNIARY INTERESTS (DPIs)

DPIs include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any license to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

PREJUDICIAL INTERESTS

This is an interest which a reasonable fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs your ability to judge the public interest. That is, your decision making is influenced by your interest that you are not able to impartially consider only relevant issues.

DECLARING INTERESTS

If you have not disclosed your interest in the register, you **must make** the declaration of interest at the beginning of the meeting, or as soon as you are aware that you have a DPI or Prejudicial Interest. If you have already disclosed the interest in your Register of Interests you are still required to disclose this in the meeting if it relates to the matter being discussed. A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in discussion or vote at a meeting.** The term 'discussion' has been taken to mean a discussion by the members of the committee or other body determining the issue. You should notify Democratic Services before the meeting of your intention to speak. In order to avoid any accusations of taking part in the discussion or vote, you must move to the public area, having made your representations.

If you have any queries then you should obtain advice from the Legal or Democratic Services Officer before participating in the meeting.

If the interest declared has not been entered on to your Register of Interests, you must notify the Monitoring Officer in writing within the next 28 days following the meeting.

This page is intentionally left blank

Agenda Item 3

ADULT SERVICES AND HEALTH OVERVIEW AND SCRUTINY PANEL

TUESDAY, 20 SEPTEMBER 2016

PRESENT: Councillors Mohammed Ilyas (Chairman), Charles Hollingsworth, John Story and Lynne Jones

Also in attendance: Cllr Coppinger and Sheila Holmes (Healthwatch WAM)

Officers: Angela Morris, Alison Alexander, Hilary Hall and David Cook.

APOLOGIES

Apologies for absence were received by Cllr M Airey, Cllr Diment and Cllr Lenton. Cllr Story attended as a substitute.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

Resolved unanimously: that the minutes of the meeting held on 21st July 2016 were approved as a true and correct record subject to Sheila Holmes being added as in attendance.

FINANCIAL UPDATE

The Panel reviewed the Cabinet report regarding the Council's financial performance to date in 2016-17. The Panel were informed that there was a projected £418k underspend on the General Fund. The Council had a Development Fund balance of £1.104m bring reserves to £6.198m which was above the minimum £5.27m set by Council. Details of performance by directorate were included in section 4 of the report.

The Panel were informed that the report also contained a recommendation to approve a £113k S106 capital project for Porny School and the removal of £195k capital budget no longer required for the satellite grammar school feasibility project.

For the Directorate there was a projected outturn figure of £57.4m against a budget of £57.3m this overspend was a reduction of £32k reported to Cabinet in August.

With regards to Adult Social Care the Panel were informed that there was a budget overspend of £161k this was made up of:

- Services for older people – homecare: - £173K
- Service for older people – residential: - £122K
- Services for people with a Learning Disability: + £374K
- Income: - £100k
- One Ordinary residence case: + £200k
- Other: +£9K

Cllr Jones questioned how the projected £416K overspend on page 12 related to the above figures in the presentation and was informed that the overspend related to learning disability and mental health problems were there were a small number of high cost placements whose care requirements changed, a delay in the de-registration of homes and the adjudication of an Ordinary Residential dispute.

Cllr Jones also questioned if the requirement to have agency workers impacted on the figures and was informed that although they did have to employ agency staff to cover some key posts the cost did not go over the FTE.

Resolved unanimously: That the Adult Services & Health O&S Panel reviewed the Cabinet report regarding the latest financial update and unanimously approved the recommendations.

BUDGET 2017-18 - INITIAL SAVINGS PROPOSALS

The Panel considered the Cabinet report showing proposed savings for the 2017-18 budget. The report highlighted that the Medium Term Financial Plan had identified the need to make savings of £5.6m in 2017-18. Some of the proposed savings would be subject to further reports to Cabinet for approval. The final savings proposals would form part of the budget build and be presented to Council.

The Panel were informed that Corporate Services O&S Panel had raised concern that report summary point three and the recommendations implied that officers and Lead Members would be able to implement saving proposals without any formal scrutiny processes. At that meeting Members were informed that they would discuss concerns raised by the Panel with Cabinet Members and seek to alter the recommendations.

With regards to commissioning Adult Social Care and Health the main saving proposals were:

- Efficiencies in Operational Commissioning - £28k
- Savings to the pan-Berkshire Chlamydia screening contract -£31k
- Direct Payment efficiencies - £46k
- Self financing of homeshare service - £50k
- DAAT – implementation of Task & Finish group recommendations - £150k

Sheila Holmes (Healthwatch WAM) asked for clarification regarding the direct payment efficiencies and was informed that this related to individuals who wished to commission their own care and as the BCF funded part of the funding via links to the CCG there was an opportunity to recover payments no longer required.

The Panel were informed that there was also £75k proposed savings for commissioning business support and this related to an ongoing vacancy and management post being deleted.

With regards to Health and Adult Social Care saving proposals the Panel were informed that these totalled £453k via:

- Additional income from financial assessment AA/DLA - £335k
- Improved commissioning of Best Interest Assessors - £7k
- Outcome based commissioning savings from fixed price contract - £80k
- Review of block contract for care services -£31k

Cllr Story asked for clarification on the attendance allowance element of the proposals and was informed that when the Care Act came into force allowances received could be taken into account when assessing income.

Cllr Jones questioned the contract savings and was informed that officers were negotiating the price paid for those needing intensive care; there would be the same provision but at a reduced cost.

Resolved unanimously: that The Adult Services & Health O&S Panel reviewed the Cabinet report regarding savings proposals for the 2017-18 budget. The Panel were informed that the Corporate Services O&S Panel had already

considered the report and had recommended changes to the reports recommendations. The Panel agreed with the CSOSP recommendations that:

(i) **Note the savings listed in Appendix A for submission to Council in the 2017-18 budgets and authorise officers to undertake work on proposed schemes where approval would be subject to any subsequent reports to Cabinet between October 2016 and January 2017 to allow them to be included in the 2017-18 Budget report to Council.**

(ii) **Authorises Strategic Directors in agreement with Lead Members to develop requirements to implement savings proposals.**

The Panel felt it was important that when presenting proposed savings to scrutiny that sufficient information should be provided for them to make an informed decision and that any saving proposals being worked upon before the Budget is presented to Council should be subject to scrutiny. The Panel also requested that in future where a savings proposal was subject to a future cabinet report that this was made clear.

OUTCOME BASED HOMECARE – YEAR ONE REVIEW

The Panel considered the Cabinet report that provided a review of the benefits that had been delivered for borough residents in the first year of the Homecare contract together with the benefits expected in the second year of the contract.

The Panel were informed that Cabinet had decided to move to a new way of commissioning homecare services. Instead of homecare being delivered to do things for people an outcome based service was put in place to enable residents to regain or maximise their independence and help them stay in their homes for longer.

Table 1 of the report showed the progress made to date and it was noted that 35 residents had been helped to gain their independence due to the initiative, a case study was provided as an appended Part II document. Further expected benefits of the contract in year two were shown in paragraph 2.1 of the report.

Cllr Coppinger reported that it was a stable and successful contract that enabled residents to stay in their own homes for as long as possible. It was not a quick fix and the transition to allow a person to be more independent could take a long time.

Cllr Hollingsworth mentioned that the report said the Council had no exposure to the living wage due to the contract and asked if this meant their staff were not being paid a living wage. The Panel were informed that the contract meant the responsibility to cover any pay increases due to the living wage was down to the provider and not the Council as it was a fixed price contract. The contract had also improved the pay and conditions for careers as they had received a pay increase and they were paid for their travel to clients.

Sheila Homes mentioned that it would have been useful to have the views of the customers on the new arrangements. The Chairman asked for feedback from users to be brought back in future update reports.

Resolved unanimously: That the Adult Services & Health O&S Panel reviewed the Cabinet report regarding the one year review of outcome based homecare and fully endorsed the recommendations. The Panel felt it was a very positive report but recommended that the Part II case study could have been better presented to highlight the benefits of the scheme.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 8-10 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act.

The meeting, which began at 7.00 pm, finished at 8.25 pm

CHAIRMAN.....

DATE.....

Report for: INFORMATION



Contains Confidential or Exempt Information	Main paper - Part I, Appendices G and H part II (Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)
Title	Financial Update
Responsible Officer(s)	Russell O'Keefe, Strategic Director of Corporate and Community Services, 01628 796521
Contact officer, job title and phone number	Rob Stubbs, Head of Finance, 01628 796341
Member reporting	Councillor Saunders, Lead Member for Finance
For Consideration By	Cabinet
Date to be Considered	27 October 2016
Implementation Date if Not Called In	Immediate
Affected Wards	All

REPORT SUMMARY

1. This report sets out the Council's financial performance to date in 2016-17. In summary there is a projected £132k underspend on the General Fund. This is a decrease of £266k from the September financial monitoring report. This is due to an £86k decrease in the net underspend forecast in service budgets, details of which are included in section 4 and presenting the £180k reduction of the provision for the clearance of Shurlock Road as an approved estimate, details of which are in paragraph 4.7.
2. Consequently the Council remains in a strong financial position, with the Council's combined General Fund Reserves of £6.092m being in excess of the £5.27m recommended minimum level set at Council in February 2016.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
Assurance that the Council is making effective use of its resources and that budgets are being reviewed regularly.	27 October 2016

1. Details of Recommendations

RECOMMENDED: That Cabinet:

- i) **Notes the Council’s projected outturn position.**
- ii) **Approves the inclusion of the £180k release of provision relating to the clearance of Shurlock Road as an approved estimate (see paragraph 4.7).**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 As this is a monitoring report decisions are normally not necessary but may be required.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered
General Fund Reserves Achieved	Below £5.0m	£5.0m-£5.49m	£5.5m-£6.0m	Above £6.0m	31 May 2017

- 3.1 The General Fund Reserve is £4.988m and the balance on the Development Fund is £1.104m, see appendix D for a breakdown of the balance on the Development Fund. The combined reserves are £6.092m. The 2016-17 budget report recommended a minimal reserve level of £5.27m to cover known risks for 18 months.

4. FINANCIAL DETAILS

- 4.1. The Strategic Director of **Adults, Children & Health Services** reports a projected outturn figure for 2016-17 of £57.622m against a controllable net budget of £57.310m, an overspend of £312k. This is an increase of £213k on the overspend reported to Cabinet in September.

The most significant changes since September cabinet are:

- A projected overspend of £343k on the home to school transport budget, due to the full year effect of the increase in high needs SEN pupils in the last academic year, and to the cost of new transport contracts for SEN pupils. The projections for the 2016/17 academic year are being compared to the 2015/16 position to clearly determine the underlying reasons for this increase. Following this analysis, the position will be reviewed in order to determine if appropriate mitigations can be identified.
- The budget for supporting residents into temporary accommodation is projecting an overspend of £470k. The projection is based on a detailed review of the housing benefit subsidy for those in temporary accommodation, and the potential impact of the benefit cap which will be introduced from November this year. Mitigation of this pressure will include increased effort to source temporary accommodation at a price that is close to the local housing benefit reference rate, and identification of those residents adversely

CABINET BRIEFING

affected by the benefit cap in order to provide them with individual advice and support.

- Additional saving of £200k is forecast in domiciliary care provision to older people arising from favourable terms in the council's contract for the provision of homecare services, and a reduction in demand for services following a prolonged period of higher than expected demand.
- A further £300k is available as mitigation following a national review of nursing care costs in nursing homes. The review is ongoing and the Department of Health has provided this additional funding on an interim basis. The council generally contracts for nursing care placements at a rate that includes all costs of provision and retains the DH funding as a contribution towards this cost.

There remain significant pressures and savings, as reported to Cabinet in September, that continue to impact on the budget position:

- Pressures continue in funding the provision of services to those with a learning disability and mental health problems - projected overspend of £416k, 2.5%, on a net budget of £17m. The pressure arises from the changing care requirements of a small number of residents with high needs, a delay in the de-registration of homes, and a Secretary of State adjudication of an Ordinary Residence dispute.
- Overspends mainly due to the additional cost of agency staff in key posts across Quality Assurance (£42k), the Pods (£39k), the MASH (£356k) and Children's disability teams (£30k). As expected, projected costs in these teams have reduced by around £109k in the last month, as a result of recent initiatives to recruit permanent social workers and team managers. They are expected to reduce further over the rest of the year.
- An underspend of £619k in the care costs of children with disabilities, internal fostering and children leaving care mainly due to fewer than expected numbers requiring high cost support. This is £30k less than the underspend reported to Cabinet in September.

There are no projected variances to report within the HR budget.

In addition to the above variances, the following risk remains a potential impact on the budget position:

- Two high cost cases where the liability of the council to meet their costs is uncertain either due to their Ordinary Residence or due to their eligibility for Continuing Health Care funding. The maximum additional cost this year to the Directorate should these cases all be decided against the council is estimated at £165k, and the maximum saving if all cases were settled in favour of the council is estimated at £558k this year.

- 4.2. The Strategic Director of **Corporate and Community Services** reports a projected outturn figure for 2016/17 of £4.173m against a controllable net budget of £4.205m, an underspend of £32k.

CABINET BRIEFING

This is a similar position to that reported last month (£32k).

Several minor pressures are arisen in Property management and Communities and Economic development, but these are offset by savings in other parts of the service.

- 4.3. The Strategic Director of **Operations and Customer Services** projects an improved underspend of £407k on directorate 2016-17 approved budget of £21.576m, £127k up on the projection reported to Cabinet in September (£280k).

This improvement has been achieved by managers in the Waste and Parking Services, under the 'Community, Protection and Enforcement Services' (CPES) umbrella.

- Residual waste tonnages are down this year, we expect that trend to continue, giving an underspend of around £62k.
- Income from the garden waste collection service remains strong, and we project approximately £85k over achievement of budget.
- An overspend of £20k has also been reported in CPES, which we will work to mitigate before the year end.

Parking income is also very positive in the first 6 months of the year, and managers project an over-achievement of budgets of approximately £130k.

The ICT services has maintained its projection of £150k underspend, arising from vacancies and contract savings of networks.

Several 'Delivering Differently' initiatives are coming to Cabinet in the next few months, some of which will incur implementation costs.

We anticipate these can be covered from in year OCS directorate underspends.

- 4.4. **Revenue budget movements this month:**

	£000
Approved Estimate	83,073
Redundancy	18
Service Expenditure Budget this Month	83,091

On the request of Corporate O&SP an expanded full year Movement Statement has been included in the report in Appendix E.

- 4.5. **Cash Balances Forecast**

Appendix F provides details of the Borough's cash balances. Members will see the downward trend of our balances starting to appear. A downward trend of our balances is starting to appear. However, this situation was anticipated and long term deposits are being reduced in favour of more liquid funds. This graph will be presented monthly in order to provide Cabinet with an early warning of key Treasury decisions.

4.6. Liabilities

A part II list of liabilities has been included in the report (Appendix G).

4.7. Drawdown of the provision for the clearance of Shurlock Road.

In March 2013 a provision (£300k) was created for legal and other costs that may be incurred in clearing the Shurlock Rd. traveller site.

In July 2016 there was a paragraph in the Finance Update that reported no costs, as yet, have been incurred but are currently estimated to be £100k. Therefore the balance of the provision (£200k) was drawn back to the General Fund.

The General Fund variance resulting from the draw down has been reported in the Finance Update since July 2016. A subsequent review of potential costs has been undertaken resulting in a revised estimate of £120k. A recommendation is now being made that the balance of the provision (£180k) should be shown as an approved estimate in Appendix A.

4.8. Capital Programme

The approved 2016-17 capital estimate is £44.353m; the projected outturn for the financial year is £44.103m. The capital outturn in 2015-16 was £27.421m. See appendices B and C for further details.

	Exp	Inc	Net
	£'000	£'000	£'000
Approved estimate	44,353	(19,286)	25,067
Variances identified	0	0	0
Slippage to 2017-18	(250)	250	0
Projected Outturn 2016-17	44,103	(19,036)	25,067

Overall capital programme status

	Report to October 2016 Cabinet
Number of schemes in programme	532
Yet to Start	18%
In Progress	57%
Completed	20%
Ongoing Programmes e.g. Disabled Facilities Grant	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

5. LEGAL IMPLICATIONS

- 5.1 In producing and reviewing this report the Council is meeting its legal obligations to monitor its financial position.

CABINET BRIEFING

6. VALUE FOR MONEY

- 6.1 Service monitoring ensures a constant review of budgets for economy, efficiency and effectiveness.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 N/A

8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 Residents can be assured that the Council is providing value for money by delivering economic services.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

- 10.1 This is a monitoring report with no actions related to staff or service provision. An Equality Impact Assessment (EQIA) has not, therefore, been completed for the production of this report. An EQIA would be required should this report generate any changes to policy.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

- 11.1 None.

12. PROPERTY AND ASSETS

- 12.1 None.

13. ANY OTHER IMPLICATIONS

- 13.1 None.

14. CONSULTATION

- 14.1 Overview & Scrutiny meetings are scheduled prior to this Cabinet. Any comments from those meetings will be reported verbally to Cabinet.

15. TIMETABLE FOR IMPLEMENTATION

- 15.1 N/A.

16. APPENDICES

- 16.1 Appendix A Revenue budget summary
- Appendix B Capital budget summary
- Appendix C Capital variances
- Appendix D Development Fund analysis
- Appendix E Revenue Movement Statement
- Appendix F Cash Flow Forecast
- Appendix G Liabilities (Part 2 Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)

17. BACKGROUND INFORMATION

- 17.1 Budget Report to Council February 2016.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Saunders	Lead Member for Finance	29/9/2016	29/9/2016	
Cllr Rankin	Deputy Lead Member for Finance	29/9/2016		
Alison Alexander	Managing Director	29/9/2016	29/9/2016	Throughout
Corporate Management Team (CMT)	Strategic Directors	23/9/2016	23/9/2016	Throughout
External None				

REPORT HISTORY

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Richard Bunn	Chief Accountant	01628 796510

This page is intentionally left blank

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Adult, Children's & Health Commissioning	7,642	7,836	557
Schools and Educational Services	2,914	2,923	193
Health, Early Help & Safeguarding	10,411	10,423	(99)
Health and Adult Social Care	32,408	32,323	(339)
Human Resources	1,167	1,547	0
A,C&H Management	834	1,032	0
Total Adult, Children & Health	55,376	56,084	312
Better Care Fund-Expenditure	9,915	10,956	0
Better Care Fund-Income	(8,485)	(9,730)	0
Total Better Care Fund	1,430	1,226	0
Maintained Schools	42,127	39,544	0
Early Years Education and Childcare Provision	7,154	6,296	0
Admissions and Pupil Growth	545	381	0
Support Services for Schools and Early Years	1,714	1,606	94
High Needs and Alternative Provision	13,430	13,633	326
Dedicated Schools Grant	(64,970)	(61,460)	(420)
Total Schools Budget (DSG)	0	0	0
Total Adult, Children and Health Services	56,806	57,310	312
Director of Operations & Customer Services	(27)	377	0
Revenues & Benefits	816	769	0
Highways & Transport	6,125	6,378	0
Community, Protection & Enforcement Services	6,957	7,206	(257)
Customer Services	1,740	1,885	0
Technology & Change Delivery	2,915	2,603	(150)
Library, Arts & Heritage Services	2,280	2,358	0
Total Operations & Customer Services	20,806	21,576	(407)
Director of Corporate & Community Services	85	14	0
Planning, Development and Regeneration Service	(819)	(726)	47
Corporate Management	433	560	0
Performance	429	475	(20)
Democratic Services	1,955	1,948	(52)
Elections	261	263	0
Legal	104	104	(47)
Finance	2,353	2,426	(25)
Building Services	40	26	0
Communities and Economic Development	(801)	(885)	65
Total Corporate & Community Services	4,040	4,205	(32)
TOTAL EXPENDITURE	81,652	83,091	(127)

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	81,652	83,091	(127)
Contribution to / (from) Development Fund	1,133	455	0
Pensions deficit recovery	2,115	2,115	0
Pay reward	500	5	(5)
Transfer to/(from) Provision for the clearance of Shurlock Road		(180)	0
Transfer to/(from) Provision for Redundancy		(304)	0
Environment Agency levy	150	150	0
Capital Financing inc Interest Receipts	<u>5,128</u>	<u>5,258</u>	<u>0</u>
NET REQUIREMENTS	90,678	90,590	(132)
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	<u>0</u>	<u>88</u>	<u>132</u>
GROSS COUNCIL TAX REQUIREMENT	<u>89,697</u>	<u>89,697</u>	<u>0</u>
General Fund			
Opening Balance	4,681	4,768	4,856
Transfers to / (from) balances	<u>0</u>	<u>88</u>	<u>132</u>
	<u><u>4,681</u></u>	<u><u>4,856</u></u>	<u><u>4,988</u></u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			

Memorandum Item**Current balance on the Development Fund**

	£000
Opening Balance	649
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	<u>455</u>
	<u><u>1,104</u></u>

Portfolio Summary	2016/17 Original Budget			New Schemes – 2016/17 Approved Estimate			Schemes Approved In Prior Years			Projections – Gross Expenditure				
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2016/17 Projected	2016/17 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)
Community & Corporate Services														
SMILE Leisure	428	(120)	308	678	(120)	558	46	(14)	32	724	0	724	0	0%
Community Facilities	135	0	135	235	(100)	135	0	0	0	235	0	235	0	0%
Outdoor Facilities	370	(100)	270	586	(151)	435	739	(465)	274	1325	0	1,325	0	0%
Property & Development	0	0	0	0	0	0	513	0	513	513	0	513	0	0%
Governance, Policy, Performance_Partnerships	838	0	838	709	0	709	610	0	610	1,319	0	1,319	0	0%
Regeneration & Economic Development	6,397	(185)	6,212	7,631	(450)	7,181	4,848	(1,096)	3,752	12,479	0	12,479	0	0%
Total Community & Corporate Services	8,168	(405)	7,763	9,839	(821)	9,018	6,756	(1,575)	5,181	16,595	0	16,595	0	0
Operations & Customer Services														
Technology & Change Delivery	0	0	0	0	0	0	334	(6)	328	334	0	334	0	0%
Revenues & Benefits	0	0	0	48	0	48	48	0	48	96	0	96	0	0%
Customer Services	0	0	0	0	0	0	249	0	249	249	0	249	0	0%
Green Spaces & Parks	343	(308)	35	436	(322)	114	269	(136)	133	705	0	705	0	0%
Highways & Transport	9,609	(3,155)	6,454	10,501	(3,537)	6,964	2,118	(892)	1,226	12,619	0	12,619	0	0%
Community,Protection & Enforcement Services	640	(380)	260	710	(380)	330	816	(721)	95	1,276	250	1,526	0	0%
Libraries, Arts & Heritage	367	(295)	72	367	(295)	72	468	(147)	321	835	0	835	0	0%
Total Operations & Customer Services	10,959	(4,138)	6,821	12,062	(4,534)	7,528	4,302	(1,902)	2,400	16,114	250	16,364	0	0
Adult, Children & Health														
HR	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Adult Social Care	41	0	41	41	0	41	219	(185)	34	260	0	260	0	0%
Housing	0	0	0	0	0	0	2,397	(2,017)	380	2,397	0	2,397	0	0%
Non Schools	0	0	0	89	(89)	0	305	(233)	72	394	0	394	0	0%
Schools – Non Devolved	4,550	(4,190)	360	4,125	(3,714)	411	2,191	(2,192)	(1)	6,316	0	6,316	0	0%
Schools – Devolved Capital	250	(250)	0	939	(939)	0	1,088	(1,085)	3	2,027	0	2,027	0	0%
Total Adult, Children & Health	4,841	(4,440)	401	5,194	(4,742)	452	6,200	(5,712)	488	11,394	0	11,394	0	0
Total Committed Schemes	23,968	(8,983)	14,985	27,095	(10,097)	16,998	17,258	(9,189)	8,069	44,103	250	44,353	0	0

Portfolio Total	(£'000)	23,968	(£'000)	44,353	(£'000)	44,103
External Funding						
Government Grants	(7,890)		(12,432)		(12,182)	
Developers' Contributions	(933)		(5,714)		(5,714)	
Other Contributions	(160)		(1,140)		(1,140)	
Total External Funding Sources	(8,983)		(19,286)		(19,036)	
Total Corporate Funding		14,985		25,067		25,067

This page is intentionally left blank

Capital Monitoring Report - September 2016-17

At 30 September 2016, the approved estimate stood at £44.353m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	44,353	(19,286)	25,067
Variances identified	0	0	0
Slippage to 2016/17	(250)	250	0
Projected Outturn 2015/16	44,103	(19,036)	25,067

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £44.103m

Variances are reported as follows.

CSFF	School Kitchens	(150)	150	0 Revised Business Case
CSGF	Woodlands Park School Roof-2015-16	(20)	20	0 Revised Business Case
CSHA	Woodlands Park School Internal Remodelling	170	(170)	0 Revised Business Case
		<u>0</u>	<u>0</u>	<u>0</u>

Slippage is reported as follows

CT52	Disabled Facilities Grant	(250)	250	0 Current waiting lists within adult social care have resulted in a decrease in disabled facility grants applications being assessed and approved. Staff are expected to be sought to resolve backlog
		<u>(250)</u>	<u>250</u>	<u>0</u>

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	98	18%
In Progress	304	57%
Completed	104	20%
Ongoing Programmes e.g.. Disabled Facilities Grant	25	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	<u>532</u>	<u>100%</u>

This page is intentionally left blank

Corporate Development Fund (AE35) £000		
Balance B/F from 2015/16		649
Transacted amounts in 2016/17		
To/From Capital Fund		0
To/From General Fund		
Transition Grant (2016/17 budget - February Council)	1,278	
Restructure of the Development and Regeneration service (2016/17 budget - February Council)	(56)	
Minerals and Waste Strategy (2016/17 budget - February Council)	(61)	
Adjustment to contribution due to revised New Homes Bonus (2016/17 budget - February Council)	(28)	
Delivering Children's Services (March Cabinet)	(200)	
Additional Transport Model costs (April CMT)	(43)	
Heathrow Expansion (March Cabinet)	(30)	
Delivering Operations Services (March Cabinet)	(100)	
Road & Streetworks Permit scheme (March Cabinet)	(120)	
Review of Sunday Parking charges (April Council)	(81)	
Forest Bridge Contingency (CMT June 2016)	(100)	
Dynamic Purchasing System (March Cabinet)	(4)	
		455
		<u>1,104</u>

This page is intentionally left blank

Budget Movement Statement 2016-17

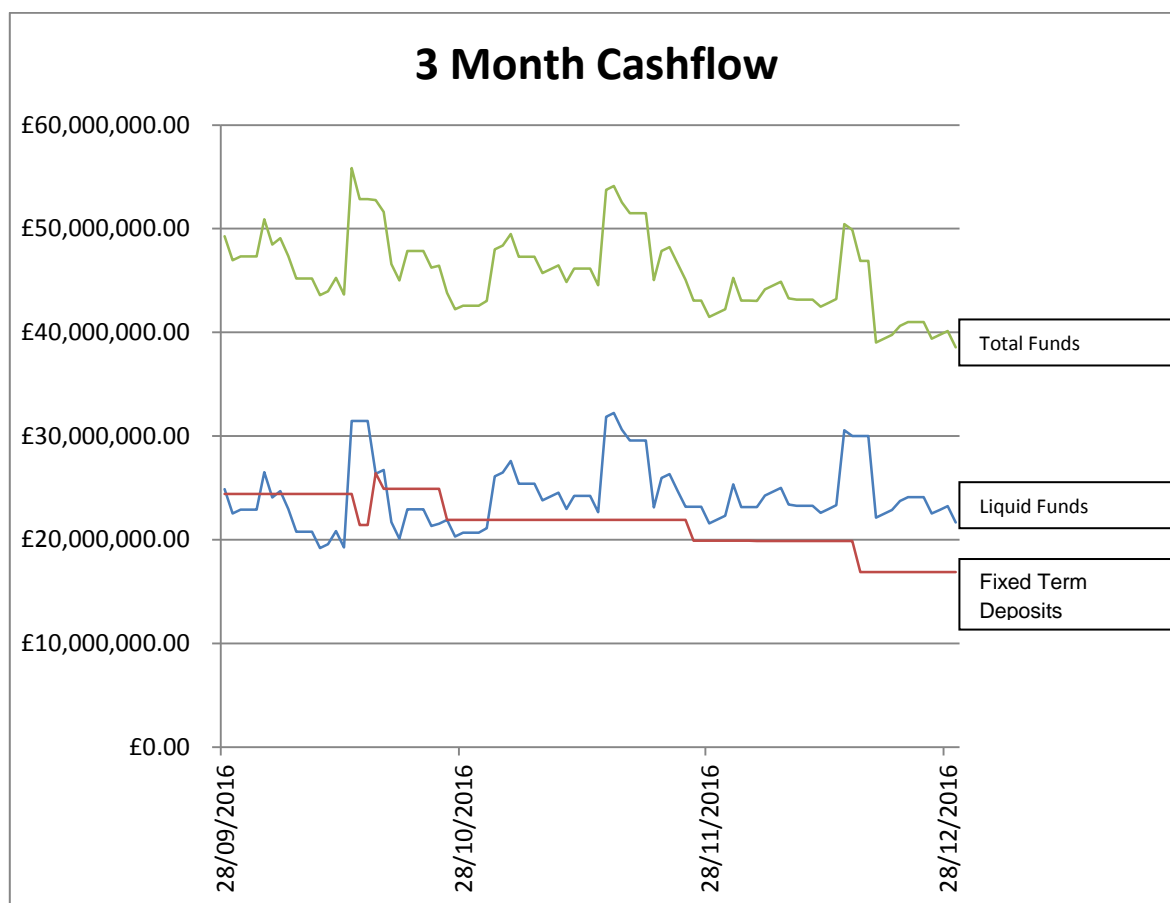
		Funded by Development Fund (1)	Funded by the General Fund (2)	Funded by Provision (3)	Included in the original budget (4)	Total	Approval
		£'000	£'000	£'000	£'000	£'000	
	Original Budget					81,652	
1	Transforming Services	200				200	Cabinet March
2	Disabled Facilities Grant				(302)	(302)	Council Feb.
3	Transport model	43				43	CMT April
4	Heathrow Expansion	30				30	Cabinet March
5	Redundancy cost			73		73	Cabinet May
6	Redundancy cost			92		92	Cabinet May
7	Desborough improvements		50			50	Cabinet March
8	Transforming Services	100				100	Cabinet March
9	NRSWA parking scheme	120				120	Cabinet March
10	Sunday parking	81				81	Cabinet April
11	Cleaning & maintenance costs at Cox Green Youth Centre		20			20	Council Feb.
12	Redundancy cost			96		96	Cabinet May
13	Forest Bridge Contingency	100				100	CMT June
14	Pay reward				191	191	Council Feb.
15	Pay reward				173	173	Council Feb.
16	Pay reward				131	131	Council Feb.
17	Dynamic purchasing system	4				4	Cabinet March
18	Redundancy cost			25		25	Cabinet May
19	Bus contract		44			44	Cabinet May
20	Loss of rental income		50			50	Cabinet June
21	Transforming Services		100			100	Cabinet June
22	Redundancy cost			18		18	Cabinet May
	Changes Approved	678	264	304	193	1,439	
	Approved Estimate September Cabinet					83,091	

27

NOTES

- 1 When additional budget is approved, a funding source is agreed with the Lead Member of Finance. Transactions in column 1 have been funded from a usable reserve (Development Fund).
- 2 If additional budget is approved but no funding is specified, the transaction would, by default, be funded from the General Fund Reserve. Transactions in column 2 are funded by the General Fund.
- 3 A provision for future redundancy costs is created every year and this is used to fund additional budget in services for the costs of redundancy they incur during the year. Transactions in column 3 are redundancy costs funded by the provision for redundancy.
- 4 Transactions in column 4 are amounts approved in the annual budget which for various reasons need to be allocated to service budgets in-year. An example would be the pay reward budget. Pay reward payments are not approved until June. The budget therefore has to be re-allocated.

This page is intentionally left blank



Liquid Funds

Investments in bank deposit account(s) and money market funds providing instant access to funds.

Fixed Term Deposits

Investments in banks, building societies and local authorities. Funds are usually invested for three months or more but not usually for longer than 12 months.

This page is intentionally left blank



Adult, Children and Health Services Directorate Business Plan 2016-2017

July 2016

“The Royal Borough of Windsor & Maidenhead is a great place to live, work, play and do business supported by a modern, dynamic and successful Council”

Our vision is underpinned by four principles:

Putting residents first

Delivering value for money

Delivering together with our partners

Equipping ourselves for the future

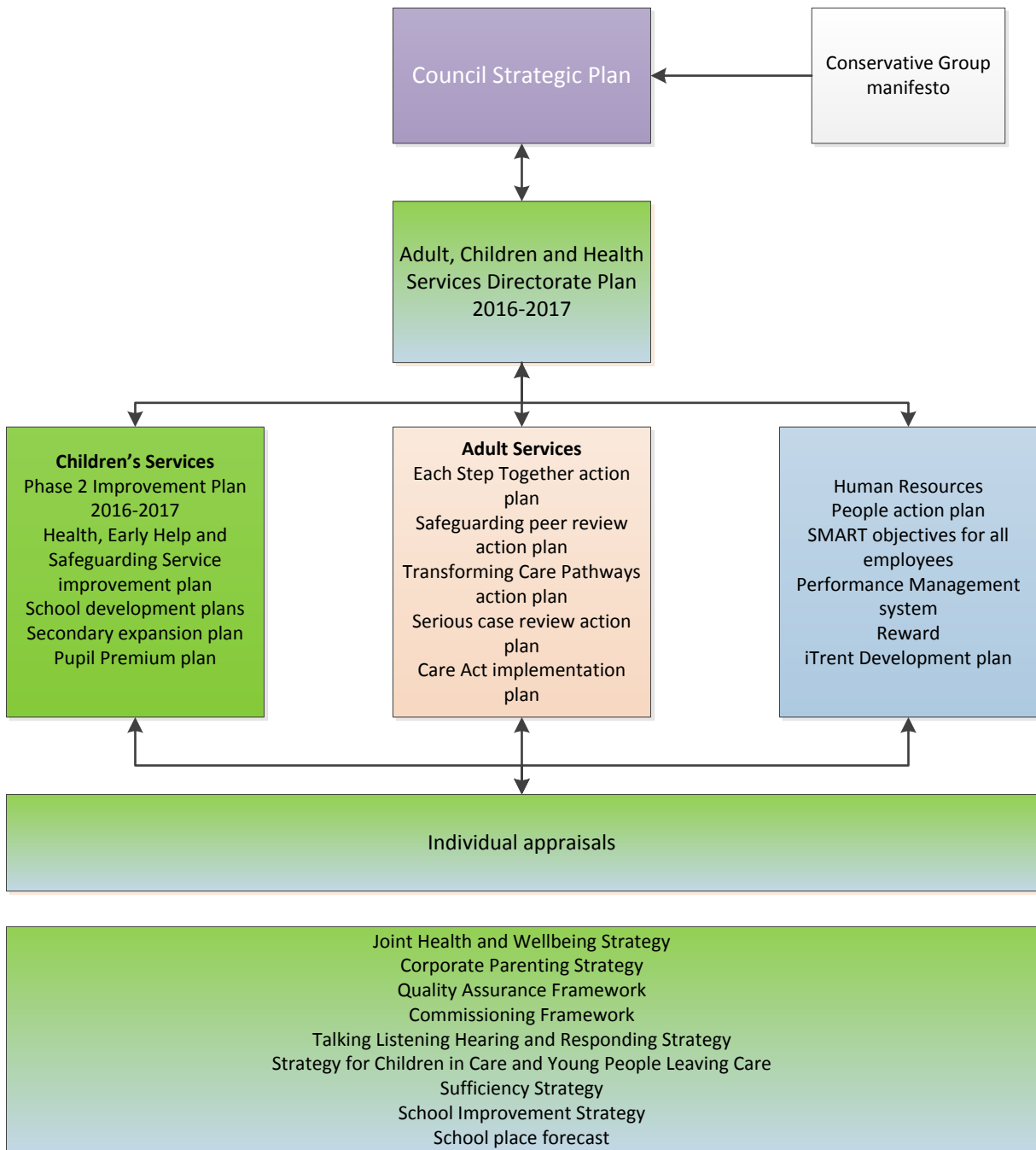
Content

Forward from the Strategic Director	1
1. Introduction / Executive Summary	2
2. Vision and business	2
3. Description of services provided	3
4. Workforce	4
5. Finance summary	7
6. Review of performance/achievements, 2015-2016	7
7. Environmental changes	10
8. Objectives, 2016-2017	11
9. Risks and mitigation	19
Appendices	
Appendix 1: People action plan	22

Commonly used acronyms

DSG	Dedicated Schools Grant
FTE	Full time equivalent
RBWM	Royal Borough of Windsor and Maidenhead

Diagram 1: The Golden Thread



FORWARD FROM THE STRATEGIC DIRECTOR

I am immensely proud to hold the roles of Managing Director, Strategic Director of Adult Services and Strategic Director of Children's Services in the Royal Borough of Windsor and Maidenhead. This directorate and the people we employ deliver services that make a tangible difference to the lives of our residents – whether it is supporting older, vulnerable residents to live independently, enabling young people to achieve a good education which sets them up for adult life, providing protection and care for children and young people at risk, promoting health and wellbeing or skilling up our workforce to deliver the services our residents need.

I am aware that you all know and see the Royal Borough's strategic principles: Putting residents first, Delivering value for money, Delivering together with our partners and Equipping ourselves for the future. These principles are the DNA of our directorate.

Our primary purpose is to **serve our residents** – this is only possible through having intelligence on who our residents are, what they want and need and then striving to deliver the right services, in the right place and at the right time. Colleagues in the directorate who have little direct contact with residents in their work might wonder how they do that. The answer is simple: they enable and support us to do what we do.

The service provided to residents comes through **working together**. Sometimes I feel these words, working together, are often overused and insufficiently delivered. Working together is crucial to enabling our residents to achieve and succeed – the whole is definitely bigger than the sum of the parts. In a world of decreasing financial resources, working together effectively is crucial to us delivering more for less.

I want us to serve residents through **equipping ourselves for the future**. We need to constantly focus on how we work with an eye on the future to be the best we can.

Finally – as you would expect – we serve residents through our focus on **value for money**. Our focus on value for money as an organisation has placed us in this position today so we have to resource to meet needs. Without doubt, we have slightly less resource than we had before but because of our approach, we also have a slightly smaller financial challenge going forward than some other authorities.

This brings me to our most important aspect, our leadership and political control. Political leadership has changed recently. The new political leadership is ambitious for us to continue serving residents well and they are listening to us as directors. So for example, the budget setting for the next three years will not be a straight proportionate cut in budgets across the three directorates – but instead given the work of this directorate in supporting vulnerable residents, our budget reduction is less than that for the other two directorates. This is a relevant difference and it affirms the value of our work for residents.

I look forward to the challenges of 2016-2017 and working with you all to deliver them.

Alison Alexander
Managing Director/Strategic Director of Adult, Children and Health Services

1 INTRODUCTION

- 1.1 The Adult, Children and Health Services’ workforce aims to provide a truly outstanding service for each and every resident it serves.
- 1.2 This Business Plan, which stems from the Council’s Strategic Plan, describes the operating context, vision, values and aims and objectives of the directorate for 2016-2017. It summarises our commitment to our workforce and shows how finances are used to effect change. It outlines the achievements the workforce achieved in 2015-2016. The plan is part of the “golden thread” of plans and strategies which underpin the work of the directorate and its employees, see diagram 1.
- 1.3 This plan is reviewed and updated on an annual basis, with internal quarterly performance monitoring and external oversight by Lead Members and Overview and Scrutiny Panels, see table 1.

Table 1: Lead Members and Overview and Scrutiny Panels

Lead Member	Overview and Scrutiny Panel
Leader of the Council and Lead Member for Housing	Planning and Housing
Lead Member Adults, Health and Sustainability Deputy Lead Member Public Health and Communications	Adult Services and Health
Lead Member Children’s Services Deputy Lead Member School Improvement	Children’s Services
Principal Member for Legal Services and HR	Corporate Services Employment Panel

- 1.4 The directorate’s annual resource equates to £57m, excluding Dedicated Schools Funding, which is sufficient to meet current levels of demand. The directorate’s business is delivered through five service areas:
 - Health and Adult Social Care.
 - Health, Early Help and Safeguarding.
 - Schools and Educational Services.
 - Commissioning – Adults, Children and Health.
 - Human Resources.

2 VISION AND BUSINESS

- 2.1 The directorate’s vision is that:

Residents’ needs are met as early as possible by highly skilled professionals and our residents are given every opportunity to be successful.

- 2.2 Our ambition for our residents is high. The directorate management team’s activities are focussed on supporting the workforce to work successfully with all those who need our services. This includes:
 - Ensuring that basic standards of service delivery are met for every service user.

- Raising practice standards, so that every team becomes a pocket of excellence and service users are genuinely at the centre of their business.
- Strengthening effective partnerships to increase the level of service available.
- Creating a healthy working environment, where staff are respected, enjoy their work and experience inspirational leadership.

2.3 The directorate's core business is structured around: education, prevention and safeguarding, underpinned by robust commissioning and a skilled workforce.

Education

2.4 In terms of education provision, attainment levels of the Royal Borough's pupils remain higher than the national average at all key stages except for Key Stage 5. However, it is important to recognise that whilst performance is good overall, one third of young people leave the compulsory years of education without the requisite qualifications to compete successfully in today's economy. The Royal Borough is working with education leaders to improve standards in this area.

2.5 The quality of the borough's schools is endorsed by Ofsted with 81% of them currently judged as either 'Good' or 'Outstanding'. Targeted work continues with all schools to raise performance so that all children and young people in the borough can benefit from attending a 'Good' or 'Outstanding' school.

Prevention

2.6 The directorate delivers a number of services to help our residents and prevent their needs escalating to specialist services. For instance: the Short Term Support and Rehabilitation team provides intensive support to residents coming out of hospital to enable them to continue living in their own homes; domiciliary care is delivered on the basis of outcomes and independence plans; children's centres have high levels of usage and the Council remains committed to delivering Youth Services that are accessible to all younger residents.

Safeguarding

2.7 Whilst large numbers of the Borough's residents do not require safeguarding services, the systems are in place for those who need protection from abuse and harm. There is a commitment, across the borough and the wider services, to ensure that all agencies work together in a purposeful and timely fashion to maintain the safety of residents in the Borough.

3 DESCRIPTION OF SERVICES PROVIDED

3.1 Each of the five service areas in the directorate delivers a range of services for the benefit of residents as innovatively as possible to ensure that services are fit for purpose for the future.

Health and Adult Social Care

Under the Care Act, local authorities must ensure that local residents receive services that prevent their care needs from becoming more serious and they have a range of high quality, appropriate services to choose from. The Royal Borough discharges this duty through a number of services including services for around 1400 older people and those with a physical disability, including a hospital team and a short term support and rehabilitation team; an integrated service with Berkshire

Healthcare Foundation Trust providing services for around 350 people with a learning disability or difficulty; an integrated mental health service for around 700 residents and a safeguarding adults service managing around 700 safeguarding alerts each year.

Health, Early Help and Safeguarding

The Children Act 1989 places a duty on Local Authorities to promote and safeguard the welfare of children in need within their area. The Royal Borough discharges this duty through a number of services, including early help, youth service and youth offending team, children's centres, support for schools, including educational psychology, education welfare and school nurses, safeguarding and child protection, children with disabilities, fostering and adoption.

Schools and Educational Services

The Royal Borough provides services for planning, accessing and improving the quality of educational places in early years and schools as well as championing the education of children in care and those excluded from school. It supports the educational standards for around 20,000 pupils in 66 schools within the borough and the childcare work of 80 private nurseries and 200 childminders. Its statutory duties include ensuring that there are sufficient school places and commissioning new capacity as required.

Commissioning – Adults, Children and Health

The Commissioning service area enables and supports the directorate to deliver its services. It commissions around £30m of services for adults and children; delivers £3.5m of public health services; provides independent overview for around 140 children/young people with a child protection plan and around 100 children/young people in care; delivers annual reviews of the Borough's 46 foster carers; manages the care governance framework for the 46 care homes in the Borough; provides independent information, advice and support for around 100 parents who have children with disabilities; supports over 800 users of the social care case management system; delivers systems support to the Borough's schools and provides administrative support to all teams in adults and children's services.

Human Resources

Human Resources supports the Royal Borough by matching resources (people) to future needs, training, developing our staff and retaining talent within the organisation, supporting and leading change initiatives, ensuring compliance with employment legislation and at an organisation level, championing our culture and values. It supports managers with grievances, disciplinary cases and employment tribunals. It correctly pays over 4,000 employees each month and ensures all associated pension, tax and national insurance contributions are made. Advice and guidance on health and safety matters for managers and schools, including academies, is also provided.

4 WORKFORCE

- 4.1 The Royal Borough of Windsor and Maidenhead is structured through three directorates, see diagram 2, and the Adult, Children and Health Services directorate is structured through five service areas, see diagram 3. In addition, there are some hosted workforce services detailed in point 4.3.

Diagram 2: Council structure

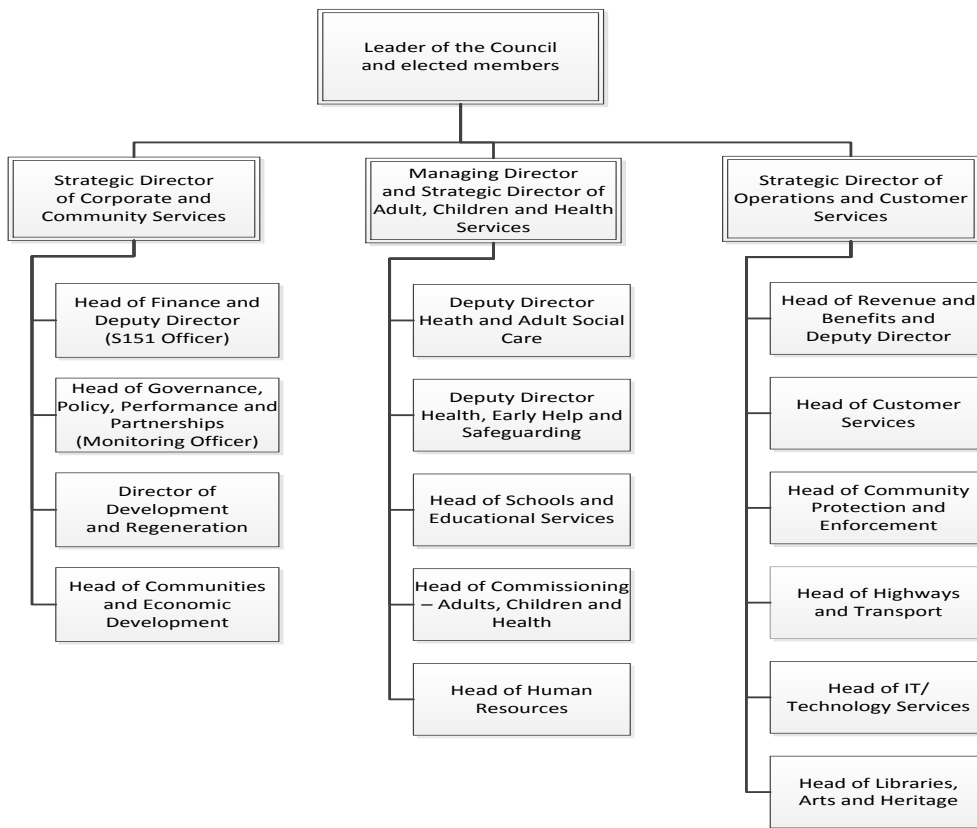
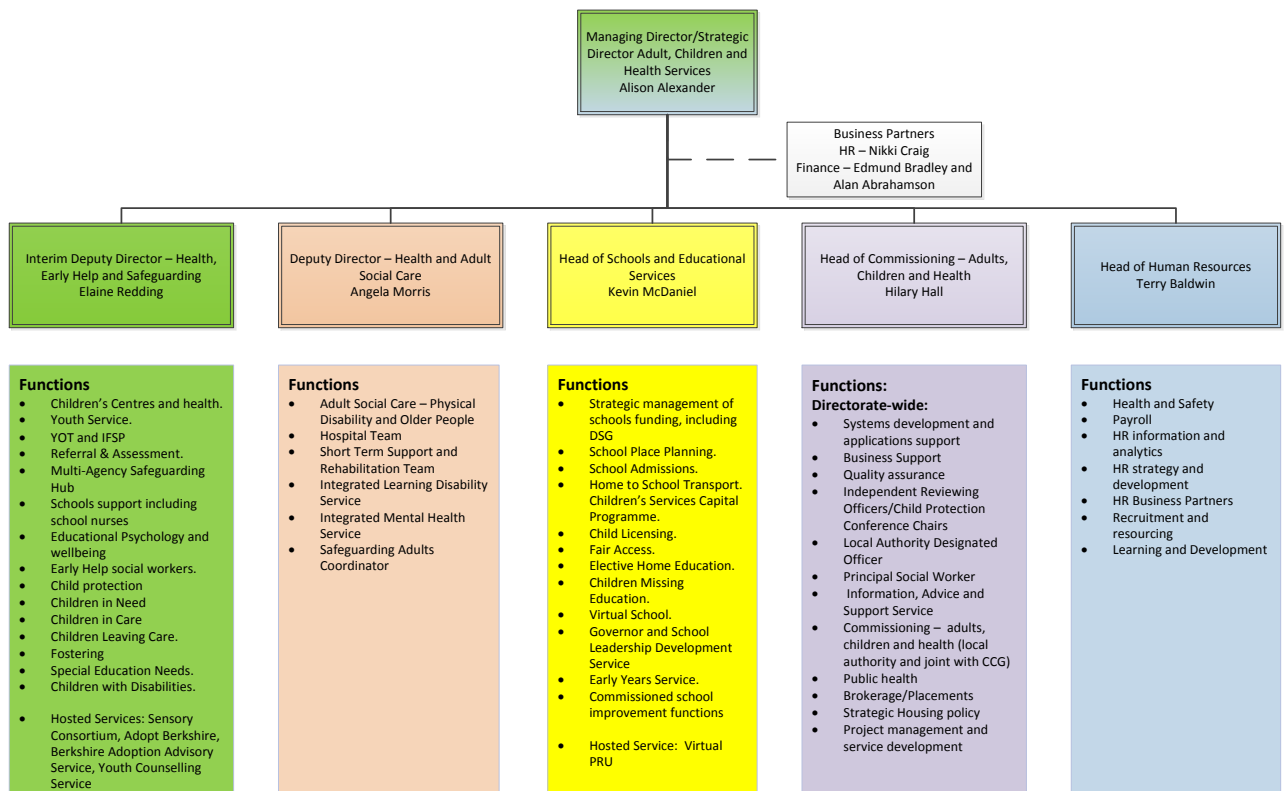


Diagram 3: Adult, Children and Health Services Structure



4.2 The Adult, Children and Health Services Directorate has 513.3FTE, see table 2. Its sickness levels are higher than the targeted six sickness absence days lost per FTE.

Data for the end of 2015/16 show an actual of 11.43 days lost per FTE. Individual service areas, in particular in Health and Adult Social Care and Commissioning, will have specific targeted work to support in reducing higher levels of long term sickness and staff exceeding the Bradford factor trigger of 120.

Table 2: Adult, Children and Health Services employees (headcount)

2013-2014	2014-2015	2015-2016	2016-2017	Staff turnover 2015-2016
679.9	595.63	513.3	600*	37%

* Increase in number of staff in the directorate due to new teams moving into the directorate following restructure in January 2016

Hosted Services

- 4.3 The Sensory Consortium Service is hosted within Children and Young People Disabilities Service and provides teaching and support to children and young people with hearing and visual impairments. The Berkshire Adoption Advisory Service is hosted for all the Berkshire authorities and Adopt Thames Valley is hosted for four Berkshire authorities, with Swindon and Oxfordshire likely to join the service in the next 12 months.

Workforce development

- 4.4 The People Action Plan, see appendix 1, details the current focus of the organisation in relation to staff and how it aligns with organisational development strategy. Results from the staff survey have identified a number of work-streams with particular focus being given to:
- Improved communication.
 - Increased access to the Senior Leadership Team and Elected Members.
 - Leadership development.
 - Improved wellbeing for a workforce.
- 4.5 A number of initiatives including Senior Leadership Team 'Back To The Floor' will be put in place throughout 2016/17 with an overall intention of improving the staff satisfaction score. This is also being targeted in Senior Leadership Team objectives.
- 4.6 Recruitment and retention for hard to fill posts continues to be business critical. The over reliance on interim and agency workers in particular in senior posts of Team Managers and Service Leaders in Children's Services means that organisational history is not always known and knowledge is lost. Alternative recruitment strategies are being utilised including search and selection at senior levels and possibly international recruitment for social workers. Whilst these methods can traditionally be more costly, securing a permanent workforce will have a long term positive effect in reducing overall staff costs.
- 4.7 The alternative recruitment methods will be used alongside the continued development of our current workforce, whereby those who have the required competence and interest in promotional opportunities are actively encouraged to make applications. For those who require further development first, as identified through appraisals and ongoing 1-1s and supervisions, this will be given and, where required, funded through the £269,000 agreed in the directorate's training needs analysis.

5 FINANCE SUMMARY

- 5.1 The directorate's gross expenditure budget for 2016/17, including the Dedicated Schools Grant (DSG) spend, is £148m. The directorate budgets to receive £65m DSG grant income from the Department for Education and to receive £26m income from fees and charges and other grant income. The net budget is £57m, see table 3. These budgets are controllable budgets, therefore they exclude recharges from other council directorates, capital financing costs and notional pension costs, including these costs would add a further £13m to the gross budget sum.
- 5.2 The net budget for 2016/17 is £2.9m greater than that for 2015/16. The increase is due to a £4.5m allocation for service growth including demographic growth, £0.5m for inflation, and £0.4m for other changes offset by £2.5m of budget savings.

Table 3: Adult, Children and Health Services Directorate revenue budget 2016/17

	2014/15	2015/16	2016/17
	Actual	Budget	Budget
Adult, Children and Health Services			
Health and Adult Social Care	30,225	29,504	32,407
Health, Early Help and Safeguarding	10,710	10,944	10,411
Schools and Educational Services	2,942	2,752	2,913
Adult, Children's & Health Commissioning	7,980	7,548	7,844
Human Resources	1,171	1,155	1,165
A,C&H Management	843	811	832
Total Adult, Children & Health	53,871	52,714	55,572
Better Care Fund			
Better Care Fund-Expenditure	2,302	9,911	9,916
Better Care Fund-Income	(1,229)	(8,527)	(8,485)
Total Better Care Fund	1,073	1,384	1,431
School Budgets (DSG)			
Maintained schools	54,514	53,544	42,127
Early years education and childcare provision	6,066	7,351	7,154
Admissions and pupils growth	293	673	545
Support Services for schools and early years	1,621	1,618	1,714
High Needs and Alternative Provision	12,630	12,796	13,430
Dedicated Schools Grant	(75,124)	(75,982)	(64,970)
Total School Budgets (DSG)	0	0	0
Total Adult, Children and Health Services	54,944	54,098	57,003

6 REVIEW OF PERFORMANCE 2015-2016

- 6.1 There are a myriad of performance measures across the directorate, including manifesto commitments, IPMR measures, peer reviews and Cabinet outcomes.
- 6.2 The performance of the directorate in 2015/2016 is set out in table 4.

Table 4: Performance 2015-2016

Service	Performance
Health and Adult Social Care	<ul style="list-style-type: none"> • Services were delivered to 2,246 service users, a rate of 200 adults per 10,000 in the borough. • 2,958 contacts were received, of which 86% progressed to a referral and 14% resulted in no further action. • Of the referrals which required adult social care intervention, 67% were allocated to long term care teams. • Of the long term care service users, 60% were living in the community, 26% were in residential care and 14% were in nursing care. • 2,308 support plans were completed, a rate of 206 per 10,000 adults in the borough. • 652 safeguarding alerts were received, a rate of 58 per 10,000 adults.
Health, Early Help and Safeguarding	<ul style="list-style-type: none"> • 3,471 contacts were received, of which 27% progressed to referral. 19.2% of these referrals were repeat referrals. • 78.7% of assessments were completed in the 45 day timescale. • As at 31 March 2016, there were 143 children on a child protection plan and 89 children in care. • 94% of care leavers were in suitable accommodation and 61% were in employment, education and training.
Schools and Educational Services	<ul style="list-style-type: none"> • 79% of Royal Borough schools were rated Good or Outstanding. (Note the reference to 81% in 2.5 relates to current 16/17 performance) • 80% of pupils achieved a Good Level of Development at the Early Years Foundation Stage. • 82% of pupils achieved Level 4+ in Reading, Writing and Mathematics at Key Stage 2. • 61% of pupils achieved 5 or more A*-C GCSEs.
Commissioning – Adults, Children and Health	<ul style="list-style-type: none"> • 100% of children in care reviews were delivered in timescale. • 84.7% of initial child protection conferences were held within 15 working days of the initial strategy discussion which is significantly better than the previous year, 76.6%. • All child protection review conferences were held, 98.7% of them were within timescale, a similar picture to 2014-2015 when it was 98.6%. • £25m of services for adults and £2.1m for children were commissioned. • £3.5m of public health services were delivered.

Service	Performance
Human Resources	<ul style="list-style-type: none"> • 9.63 working days lost per FTE across the Council. • 112 agency staff employed at a total cost of £1.4m. • Voluntary turnover was 17.48%. • 7.8% of the workforce had a Bradford Factor of more than 120.

6.3 Ofsted undertook the single inspection of services for children in need of help and protection, children in care and care leavers between 3 and 25 March 2015 and published their report on 16 May 2015. The Borough was judged as Requiring Improvement, see table 5. Ofsted identified 16 recommendations for action and the improvement plan against these recommendations was delivered by March 2016. The Phase 2 improvement plan is now in place which is designed to take the service to Good and Outstanding.

Table 5: Ofsted judgements, May 2015

The overall judgement is that children's services require improvement
The authority is not yet delivering good protection and help and care for children, young people and families. It is Ofsted's expectation that, as a minimum, all children and young people receive good help, care and protection.

The judgements on areas of the service that contribute to overall effectiveness are:	
1. Children who need help and protection	Requires Improvement
2. Children in care and achieving permanence	Requires Improvement
2.1 Adoption performance	Requires Improvement
2.2 Experiences and progress of care leavers	Requires Improvement
3. Leadership, management and governance	Requires Improvement

6.4 A regional peer review of adult safeguarding was also undertaken in October 2015. A number of recommendations were made primarily around processes and systems to support 'Making Safeguarding Personal' and there is a comprehensive action plan in place to address the recommendations.

6.5 The Care Quality Commission undertook an inspection of the Short Term Support and Reablement Team in February 2016 and published the report on 9 April 2016. The service was judged as Good, see table 6.

Table 6: Care Quality Commission judgements, April 2016

Overall rating for this service	Good
Is the service safe?	Good
Is the service effective?	Good
Is the service caring?	Good
Is the service responsive?	Good
Is the service well-led?	Good

7 ENVIRONMENTAL CHANGES

7.1 There are a range of changes in legislation and demography which will impact on the delivery of the directorate's services during 2016-2017. These include:

- The borough's population is ageing with the number of people aged 65 and over increasing by 9.2% (2500 individuals) in the next five years to 2020 and by 20.1% (5500 individuals) in the next 10 years to 2025. This represents a significant and growing challenge in terms of health and social care services because the need for care services increases significantly over the age of 85. Reablement, out of hospital care services and residential care services are all likely to experience increases in demand as the population ages with the number of individuals requiring crisis care, such as stroke, heart attack, falls and hip fracture, rises.
- The borough has the largest number of care homes per population size in England, 46, for which the Royal Borough has the safeguarding duty and which consumes a lot of resource in managing the risk.
- Approximately 13,125 people have identified themselves as carers in RBWM in the 2011 Census, and this is likely to be an underestimate of the true numbers of people caring. This number has increased by 15.1% since 2001 – which is much faster than the rise in the overall population (8.2%). Carers make up 9.2% of the total population in the borough. 27.4% of carers provide care for more than 20 hours per week, 16.6% for more than 50 hours per week. The peak age for caring is between 50 and 64 years. As the caring role gets more intensive, the proportion of older carers increases.
- The requirement from government for a local health and social care integration plan to be agreed in 2017 that will deliver integration of health and social care by 2019-20.
- The Sustainability and Transformation Plan for the Frimley Health and Care System.
- The Government has pledged to take 3000 unaccompanied child refugees from Syria and other war-torn countries who are currently stranded in Europe. To this end, the Government has requested that all local authorities consider entering into a scheme whereby they accept a number of these children. It is likely that this policy will be introduced within 2016-17.
- Within the Queens Speech for 2016-17, eight new pieces of legislation were outlined. The Children and Social Work Bill focuses on children in care and care leavers, adoption, the regulation of social workers and safeguarding. It is too early to say how this Bill will impact on additional duties.
- The education policy landscape continues to change at an increasing rate. The major changes which will impact the business in 2016-17 will be the continued migration of schools from local authority maintained to Academy status. This change will see a further reduction in the Royal Borough's statutory duties for school improvement.
- The growing demand for school places, driven by housing growth, will continue to put pressure on the admissions service to meet the in year demands of those arriving in the borough.
- As a result of employment legislation, gender pay gap reporting will be introduced by April 2018 and first 'snap shot' reports for employers with more than 250 employees are due in April 2017. From July 2016, exit payments will have to be repaid for those earning £100k or more who return to the same sector within 12 months of exit and the national living wage increases each April. From April

2017, the apprenticeship levy will be implemented as will changes to tax and national insurance payments for contractors/consultants.

8 OBJECTIVES 2016-2017

- 8.1 The objectives for the Adult, Children and Health Services Directorate for 2016-2017 have been set. They represent the priorities for the directorate for the year linked to the corporate objectives and the manifesto commitments. The day to day business of the directorate is monitored through detailed action plans and management arrangements.

Service objective/service area:	Health and Adult Social Care
Contributes to manifesto commitment(s):	<ul style="list-style-type: none"> • Ensure residents who receive council care are covered by a care plan • Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse
Contributes to corporate objective(s):	Residents First, Delivering Together, Equipping Ourselves for the Future

No:	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1	Deliver a more agile and rapid response to residents which is based on having different conversations with residents maximising community support, enhancing the residents abilities and independence.	Not available	Jan 2017		
2	Deliver the action plan for the 2015 safeguarding peer review.	Not applicable	September 2016		
3	Deliver the action plan arising from the 2015 serious case review.	Not applicable	December 2016		
4	Deliver the Transforming Care Pathway action plan.	Not applicable	Remodelled inpatient and support services for people with learning disabilities, autism and challenging behaviour in place, meeting RBWM's priorities	Reduced hospital admissions and strengthened community support meeting RBWM's needs	Reduced hospital admissions and strengthened community support meeting RBWM's needs

46

Service objective/service area:	Health, Early Help and Safeguarding
Contributes to manifesto commitment(s):	<ul style="list-style-type: none"> To ensure a fully functional safeguarding hub is in operation for Borough residents Continue to improve the intensive family support programme Promote fostering and adoption Seek increases in volunteer participation in our youth services both at the Council and outside
Contributes to corporate objective(s):	Residents First, Delivering Together, Equipping Ourselves for the Future

47

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1.	Integrate Early Help Hub and Early Help processes, including children's centres and youth services, so that all enquirers are either signposted to external services: routed to Early Help services or escalated to appropriate safeguarding services.	N/A	70% of enquiries appropriately managed.	85% of enquiries appropriately managed.	100% of enquiries appropriately managed.
2	Review and deliver and an effective Corporate Parenting strategy.	70%	70% care leavers in employment, education and training.	80% care leavers in employment, education and training.	90% care leavers in employment, education and training.
3	Deliver effective services under the SEND Reforms as per the Inspection Framework. https://www.gov.uk/government/publications/local-area-send-inspection-framework	N/A	Education Health and Care plans completed within 20 weeks	Education Health and Care plans completed within 20 weeks All Statements transferred to Education Health and Care plans by April 2018	Education Health and Care plans completed within 20 weeks

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
4	Review the Sufficiency Strategy to ensure capacity within internal foster placements and develop robust commissioning arrangements for Independent Foster Agency (IFA) placements targeting specific need.	51 internal foster carer/ households.	Net gain of 10 internal foster carers. Three additional specialist placements	Net gain of 12 internal foster carers. Five additional specialist placements	Net gain of 15 internal foster carers. Seven additional specialist placements
5.	Review permanence planning processes.	n/a	Permanence plans for 90% of children in care by their second review.	Permanence plans for 95% of children in care by their second review.	Permanence plans for 100% of children in care by their second review.

Service objective/service area:	Schools and Educational Services
Contributes to manifesto commitment(s):	<ul style="list-style-type: none"> • Promote school choice. • Support existing schools to excellent provision. • Recognise teachers through a local scheme. • Harness volunteers to support schools. • Support vocational and apprenticeship opportunities. • Invest in expansion of schools where good and popular. • Work with schools to close attainment gaps for poor pupils. • Support teacher recruitment with key working policies.
Contributes to corporate objective(s):	Residents First, Delivering Together, Equipping Ourselves for the Future.

49

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1.	Support all schools in RBWM to continue to raise attainment standards in comparison to other local authorities so that all pupils can access excellent education. (first percentile is the top ranked LA in England)	KS2 44 th percentile KS4 22 nd percentile	KS2 30 th percentile KS4 20 th percentile	KS2 25 th percentile KS4 20 th percentile	KS2 20 th percentile KS4 20 th percentile
2.	Narrow the achievement gap for FSM pupils by targeting work to champion each child eligible for FSM in RBWM to improve standards so that the borough does as well for them as is does for all pupils in comparison to other local authorities.	KS2 c60 th percentile KS4 c40 th percentile	KS2 40 th percentile KS4 30 th percentile	KS2 30 th percentile KS4 25 th percentile	KS2 20 th percentile KS4 20 th percentile
3.	Work with the currently RI schools to secure Good or Outstanding judgements while monitoring those already there to ensure they retain their high standards.	79% (50)	84% (53)	88% (56)	91% (59)
4.	Secure sufficient good school places, through capital investment, for all Royal Borough children and achieve high proportion of parents receiving a school of their preference (Any preference / First preference).	0 Pri 92/78% Sec 95/83%	0 Pri 93/80% Sec 95/84%	0 Pri 94/82% Sec 97/85%	0 Pri 95/82% Sec 97/86%

Service objective/service area:	Commissioning – Adults, Children and Health
Contributes to manifesto commitment(s):	<ul style="list-style-type: none"> • Use key worker housing policies to support teacher recruitment • Continue to promote health checks in the Borough • Use the Borough’s publications to promote public health issues and awareness campaigns • Better deploy public health funds through objective assessment of effect and necessity
Contributes to corporate objective(s):	Residents First, Delivering Together, Value for Money

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1	Deliver robust commissioning in order to secure sufficiency of provision for our residents and value for money.	N/A	100% budget savings. No provider complaints. No data breaches by providers. 10% increase in availability of supported accommodation provision for care leavers.	100% budget savings. No provider complaints. No data breaches by providers. 15% increase in availability of supported accommodation provision for care leavers.	100% budget savings. No provider complaints. No data breaches by providers. 20% increase in availability of supported accommodation provision for care leavers.
2	Deliver a robust performance and quality assurance framework across the directorate’s activities.	N/A	Reduction in number of care homes in standards of care framework. 90% children’s social care audits rated good or better.		
3	Ensure that the voice of residents is heard and positively influences the design, commissioning and delivery of services.	N/A	Increase in young people’s participation in service design and delivery. Increase in service users’ participation in service design and delivery. Increase in provider engagement		

50

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
4	Deliver a robust governance framework for the directorate ensuring efficiency and effectiveness	N/A	95% of deadlines for directorate processes achieved. 100% of Cabinet report deadlines achieved.		
5	Deliver efficient and effective systems and administrative support which enables the directorate to deliver its business.	N/A	No data breaches. No complaints.		
6	Enable more key worker housing for teachers and social care workers	N/A	20 new units by 2018		
7	Deliver the Joint Health and Wellbeing Strategy	N/A	All actions delivered by 2020 and targets met or exceeded each year.		

Service objective/service area:	Human Resources
Contributes to manifesto commitment(s):	<ul style="list-style-type: none"> Increase multi-skilling of council officers to better enable change and diversify jobs
Contributes to corporate objective(s):	Delivering Together, Value for Money, Equipping Ourselves for the Future

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1	Support managers to reduce sickness absence per fte across RBWM.	9.62 days per fte	7.8 days per fte	6 days per fte	6 days per fte.
2	Support managers to increase staff satisfaction across RBWM	45%	60%	80%	More than 80%
3	Reduce the volume (%) of spend on agency workers engaged 'off contract'	62%	35%	20%	10%
4	Improve recruitment and retention in the workforce and reduce the % of leavers who were rated excellent or outstanding.	20% of leavers were rated excellent or outstanding	15%	12%	10%

52

9 RISK AND MITIGATION

9.1 The Directorate undertakes an annual analysis of risk. There are currently 14 areas of risk. All identified risks have plans for mitigation, see table 7 for a summary.

Table 7: Risk and mitigation

No	Risk	Mitigation
1.	Failure to meet statutory responsibility to provide educational places for all borough residents.	<ul style="list-style-type: none"> • In partnership with schools, agreed phased plan for secondary, middle, upper school expansion e.g. costs, transport, data models. • Explore proposal and next steps for potential for a satellite grammar school in the borough • Annually monitor applications to ensure arrangements for providing additional school places can be made prior to formal offers. • Continually explore opportunities for further free school provision. • Use agreed and consistent demographic data sources to forecast future places and ensure this matches with planning data
2.	Schools fail to complete appropriate health and safety compliance checks and consequent rectifications.	<ul style="list-style-type: none"> • Carry out condition surveys in all schools as part of rolling programme. • Ensure the contents of the leases appropriately reflect the responsibilities of academies and landlord. • Carry out the planned maintenance programme. • Ensure headteachers are aware of their responsibilities for ensuring health and safety compliance
3.	Families choose not to use borough schools. Schools judged below "good" by Ofsted .	<ul style="list-style-type: none"> • Challenge underperforming schools based upon results in education data. • Develop KS5 delivery model with all secondary settings. • Broker and enable inter-school support to exploit subject expertise. • Deploy resources to maintain education improvement and early years strategies. • Develop post 16 strategy and action plan.
4.	Increasing number of children's safeguarding referrals and placements leads to increasing costs on the council.	<ul style="list-style-type: none"> • Integrate early help with top end specialist statutory services. • Commission early help services to address needs at earliest possible opportunity. • Ensure sufficient reserves to accommodate spikes in demand. • Scrutinise every external placement application for best possible costs analysis. • Annual refresh of fostering and adoption strategies.
5.	Systems for holding child level data are not joined up.	<ul style="list-style-type: none"> • Reduce the number of different systems used across children's services and consolidate on a maximum of four systems. • Complete range of performance reports by directorate/service/team/individual.

No	Risk	Mitigation
		<ul style="list-style-type: none"> • Ensure use of NHS number and UPN to enable all records to be cross referenced.
6.	Maximum caseload levels exceeded for social workers.	<ul style="list-style-type: none"> • Strategy for the recruitment and retention of experienced social workers and managers. • Develop the workforce development strategy, to identify the need for relevant skills. • Monthly reports on out of date DBS. • Training reports for all staff dealing with children/young people.
7.	Net increase in demand as service users transition from children's' to adults' services alongside lack of cost effective placements.	<ul style="list-style-type: none"> • Increase collaborative working in East Berkshire. • Implement supportive care pathway tiers defined primarily on customer risk and need. • Plan services four to five years in advance in terms of commissioning and framing expectations. • Implement the points arising from IMR action plan re: 2014 incident. • Plan and manage transitions by good operational working between CTPLD and children with mental health/learning difficulties.
8.	Non-achievement of non elective hospital admissions target set by NHS England for the Better Care Fund, resulting in financial penalties.	<ul style="list-style-type: none"> • Ensure a strong partnership agreement in place with the CCG through S75 agreement • Achieve clarity on the 16/17 financial position. • Develop 16/17 budget with CCG deferring projects whilst acknowledging financial risks and contingencies. • Strong governance through Better Care Fund Board taking risk based decisions on BCF progress.
9.	Delayed Transfers of Care that stop people leaving hospital when they are medically fit increase and the local authority is charged for the delay.	<ul style="list-style-type: none"> • Delayed transfers of care are monitored closely by the hospital discharge and commissioning teams • Weekly updates are provided to the Deputy Director Health and Adult Social Care to escalate as required • Ongoing work with the acute trust and East Berkshire project to address delayed transfers of care.
10.	Provider failure leads to significant harm/death to vulnerable people.	<ul style="list-style-type: none"> • Ensure provider failure policy is in place. • Deploy the Provider Failure protocol.
11.	Failure to meet the assessed need for additional Gypsy and Traveller accommodation	<ul style="list-style-type: none"> • Commission a new gypsy and travellers' needs assessment to assess need against the new definition of Gypsy and Traveller need, supplemental to the Borough local plan. • Work with planning on a call for sites
12.	Failure to prevent homelessness/ and for Subsidy loss on the council to be a financial pressure.	<ul style="list-style-type: none"> • Develop and deliver a coherent Housing Strategy incorporating a Homelessness Strategy in conjunction with partners including developers, registered providers and the voluntary sector.

No	Risk	Mitigation
		<ul style="list-style-type: none"> • Ensure that the Housing Options Team is deployed to deliver prevention work and develop the market. • Ensure that planning provide affordable housing options from developers. • Monitor numbers in temporary accommodation and early alert to subsidy loss budget pressure
13.	Homecare contract fails to deliver independence outcomes for residents and therefore budget efficiencies	<ul style="list-style-type: none"> • Carewatch and sub contractors take 100% of referrals. • Robust financial processes ensure payments are accurate and timely. • Care governance process holds the provider to account. • Data enables accurate forecasting of demand and budget. • Independence plans and the new way of working is realised.

Appendix 1: Royal Borough of Windsor and Maidenhead – People Action Plan

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
Clear strategic direction	Staff survey	1	Strategic priorities (corporate strategy) and the council's transformation strategy to be communicated regularly to staff via direct communication and cascaded through management team meetings.	Ongoing	% of staff who have confidence in the leadership skills of the senior leadership team
		2	Bitesize eLearning on the council's strategic priorities (corporate strategy) to be produced and offered to all staff.	Jul 2016	
		3	Employees to be engaged in the development of their directorate's business plan and their team's plan so every employee understands how what they do contributes to the strategic priorities and has the opportunity to play a part in shaping the practical plans for their delivery.	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		4	Employees to be regularly encouraged to put forward ideas and options for improvements, transformation and savings to their head of service or strategic director to inform the council's ongoing transformation strategy and programme.	Ongoing	
		5	Staff roadshows to take place across all council sites where senior leadership will present the strategic priorities (corporate strategy).	Jan 2017	
Clarity in how strategy is to be executed	Staff survey	6	Senior leadership to regularly communicate aspirations and messages of members to teams to reduce the risk of conflicting messages being delivered. The Leader to also be part of the staff roadshows to talk about the strategic direction and where we are with achieving it - see action 5.	Jan 2017	% of staff who have confidence in the leadership skills of the senior leadership team
		7	Senior leadership commit to working more collaboratively with teams to determine the best way to execute corporate strategy.	Ongoing	% of staff who have confidence in the leadership skills of members
		8	Same as action 3	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		9	Performance management to be made more visible in the organisation so that all employees understand how the council is getting on in achieving the strategic priorities. This will also be part of the regular staff roadshows – see action 5.	Oct 2016	
Staff agility	Staff survey / Organisational Development Strategy	10	Learning and Development opportunities to be offered to staff, specifically around change management and resilience.	Jul 2016	% of staff who agree they would be happy to be still working at the council in 12 months
		11	Benefits of and rationale for recent change to be communicated to all staff.	Aug 2016	
		12	Skills matrix to be undertaken throughout the council to identify skills gaps and	Sep 2016	

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
			high potential talent.		time
		13	Each directorate to identify potential 'rising stars' as part of a 'grow your own approach' to develop future senior managers and fill key posts and determine a range of bespoke opportunities for each to support their future development e.g. project work, mentoring by a senior officer etc.	Sep 2016	
		14	Development plans to be mandatory part of performance management appraisals	Oct 2016	
Shared values among all staff	Staff survey / Organisational Development Strategy	15	CREATE values to be reinforced and promoted through communications to staff.	Jul 2016	% of staff who agree the senior leadership team exhibit the CREATE values % staff who agree their manager exhibits the CREATE values the majority of the time
		16	Staff conference to take place to encourage collaborative working across the council and to promote the councils strategy and direction.	Jan 2017	% of staff who are satisfied with RBWM as their employer
		17	Cross departmental shadowing and secondment opportunities should be researched and offered to staff	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		18	Promotion of staff's good work in their roles across the organisation through effective communications, including: <ul style="list-style-type: none"> • Profiles of staff and their roles included in Borough Bulletin. • Key achievements of teams highlighted in Borough Bulletin. 	Jul 2016	% of staff who are satisfied with RBWM as their employer
Suitable working environment and resources	Staff survey	19	Staff to be asked how we can improve their working environment, specifically in relation to improving office tidiness and smarter working.	Aug 2016	% of staff who are satisfied with RBWM as their employer
		20	Review of working areas to be undertaken to ascertain if quiet areas can be established to allow staff to work free from distraction.	Aug 2016	
		21	Hyperwave to be reviewed and improved to use its entire functionality, e.g. utilising the peer networking functions.	Dec 2016	
Trust in leadership	Staff survey	22	Leadership Masterclasses to be undertaken, with external speakers, specifically in: <ul style="list-style-type: none"> • How to improve staff satisfaction • How to build high performing teams 	Sep 2016	% of staff who have confidence in the leadership skills of the senior leadership team

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
			<ul style="list-style-type: none"> Effective leadership Managing through change 		
		23	Senior leaders and members to conduct ' <i>back to the floor</i> ' visits to improve visibility and approachability.	Aug 2016	
		24	All staff to meet their lead member as part of their induction.	Aug 2016	% of staff who have confidence in the leadership skills of members
Clear operational processes	Staff survey	25	Through continued undertaking of fundamental service reviews, operational processes to be streamlined.	Ongoing	% project objectives met in full
			5% of staff to be trained in how to conduct an fast fundamental service review	Jan 2017	% of projects completed on time and to original budget
Staff empowerment	Organisational Development Strategy	26	Staff Survey 2016 results and action plan to be communicated to staff.	Jun 2016	% of staff who are satisfied with RBWM as their employer
		27	Staff to be encouraged via senior leadership to take accountability for making decisions and not relying on being directed.	Ongoing	
Multi-skilled workforce	Organisational Development Strategy	28	Training needs analysis to be completed to ensure that the council has the correct skills within its workforce. This TNA will focus 50% on the skills needed now and the 50% on the skills needed for the future.	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		29	Cross departmental shadowing opportunities to be made available for staff to increase skills and improve organisational knowledge for staff	Jan 2017	
		30	Opportunities for cross departmental secondments to be reviewed which will allow staff to develop skills in new areas and improve resilience in departments	Jan 2017	
		31	15% of staff to be trained in Agile Project Management	Dec 2016	% project objectives met in full
					% of projects completed on time and to original budget
Customer focused workforce	Organisational Development Strategy	32	Customer service training to be offered to all staff to promote a customer focused workforce	Oct 2016	% of residents who are overall very satisfied or fairly satisfied with RBWM
Talent management	Organisational Development	33	Skills matrix of all staff to be undertaken, this will support succession planning for the council	Sep 2016	% of staff who agree they would be happy to

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
	Strategy	34	Exercise to identify high potential talent in each service area to be undertaken as part of mid year reviews	Oct 2016	be still working at the council in 12 months time
Effective leadership	Organisational Development Strategy	35	RBWM vision of leadership to be developed to show what that council expects from its leaders	Aug 2016	% of staff who have confidence in the leadership skills of the senior leadership team
Resilient workforce	Wellbeing strategy	36	Resilience training to be developed and offered to all staff	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		37	Benefits and rationale for recent changes to be communicated to all staff to ensure that staff understand the rationale and appreciate that change is a necessary part of business improvement	Oct 2016	% of staff who are satisfied with RBWM as their employer
		38	Stress Awareness training will be provided to staff and targeted at line managers to ensure that staff are aware of when to notice the signs of stress in themselves and in their colleagues.	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
Healthy workforce	Wellbeing Strategy	39	Implement an early intervention approach for absences including early referral to occupational health	Jan 2017	% of staff who agree they would be happy to be still working at the council in 12 months time
		40	Implement an early intervention approach for stress/mental health absences including day one referral to the council's employee counselling service, regular contact during absence, early referral to occupational health and a back to work protocol	Jan 2017	
		41	Provide line managers with Mental Health First Aid training	Jan 2017	% of residents who are overall very satisfied or fairly satisfied with RBWM
		42	Identify and promote health awareness resources for staff in the current Healthy Working area on hyper wave	Jan 2017	

Document Name	Adult, Children and Health Services Business Plan 2016-2017		
Document Author	Adult, Children and Health Services directorate management team		
Document owner	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services		
Accessibility	This document can be made available in other formats upon request.		
Destruction date	N/A		
Document approval dates	Version 1	Author	July 2016
	Version 2	Directorate Management Team	August 2016
	Version 3	Lead Members	August 2016
Circulation restrictions	None		
Review date	April 2017		

Report for: *ACTION*



Contains Confidential or Exempt Information	YES – Not for publication by virtue of paragraph 2 of Part 1 of Schedule 12A of the Local Government Act 1972.
Title	Delivering adult services
Responsible Officer(s)	Alison Alexander, Managing Director/Strategic Director Adults, Children and Health Services
Contact officer, job title and phone number	Hilary Hall. Head of Commissioning – Adults, Children and Health
Member reporting	Cllr David Coppinger, Lead Member for Adult Services, Health and Sustainability
For Consideration By	Cabinet
Date to be Considered	27 October 2016
Implementation date if not called In	7 November 2016
Affected Wards	All

REPORT SUMMARY

1. Following research and investigation into a variety of delivery models, on 26 May 2016, Cabinet agreed to explore delivering adult services in partnership with Wokingham Borough Council through their Adult Services provider, Optalis Limited.
2. Care and Health Solutions, a consultancy firm, were contracted to facilitate negotiations between the Royal Borough and Wokingham Borough Council to secure the Royal Borough as an owner and shareholder in Optalis. These negotiations have concluded successfully, see Appendix 1 for full merger model proposal.
3. This report seeks approval to undertake due diligence and progress development of a full business case and implementation plan with a view to securing transfer of the relevant Royal Borough's adult services staff and resources to Optalis, effective 1 April 2017. Total gross budget in scope is £30m, with a staffing resource of around 234FTE based on current figures. The consideration for purchase of shareholdings in Optalis is £771,302.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates residents can expect to notice a difference
Residents should receive a higher quality service with few delays, delivered for the same investment.	April 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. **Delegates authority to the Managing Director/Strategic Director Adult, Children and Health Services, in consultation with the Leader of the Council and the Lead Member Adult Services, Health and Sustainability, to proceed to a full business case and broker an Inter Authority Agreement with Wokingham Borough Council and Optalis, for approval by Cabinet in December 2016.**
- ii. **Approves the consideration for purchase of shareholdings of £771,302, to secure a 45% stake in Optalis Limited, payable on 31 March 2017 and recommends to Council that this is funded from the 2016-2017 capital programme.**
- iii. **Confirms that the current Strategic Director of Adult, Children and Health Services will continue to deliver the statutory function of Director of Adult Social Services, see points 5.7-5.8, and will continue to manage the Deputy Director Health and Adult Social Care in order to oversee the transfer of services up to 30 June 2017 with line management responsibility then transferring to Optalis.**
- iv. **Delegates authority to the Lead Member for Finance and the Strategic Director Adult, Children and Health Services to agree the level of resource required for support functions that should transfer to Optalis.**
- v. **Requests £200K from the Development Fund to support the safe transfer of staff and services to Optalis on 1 April 2017 through to 30 June 2017, see point 4.3.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Background

- 2.1 At Cabinet on 26 May 2016, delegated authority was given to the Managing Director/Strategic Director Adult, Children and Health Services, in consultation with the Leader of the Council and the Lead Member Adult Services, Health and Sustainability to further explore delivery of Adult Services through Wokingham Borough Council's provider, Optalis Limited. Optalis Limited was established in 2012; it delivers £9.6m of adult social care services for the borough, with an annual turnover of £11.8m, and has a workforce of 291FTE.
- 2.2 The Royal Borough and Wokingham Borough Council commissioned Care and Health Solutions to undertake exploratory work with both councils on a possible merger. The initial discussion covered:
 - Shareholding arrangements and associated "charge".
 - Proposals on third and further potential partner local authorities to have their services delivered through the vehicle.
 - Board representation.
 - Key principles and elements of shareholding.

- 2.3 The work during July and August with the two councils has enabled agreement on key areas which now need to be ratified before proceeding to full business case and implementation, see Appendix 1 for merger model proposal.

Shareholding

- 2.4 The Royal Borough sought to join Optalis as an owner and shareholder. Agreement has been reached for the Royal Borough to secure an initial 45% stakeholder share in Optalis; this is based on the current owner's desire to see a partnership build. Through the first two years, progress will be formally reviewed by the Shareholder Reference Group and, provided it has gone well, the Group will then broker a move towards an equal shareholding of 50%. The price of the additional shares will be based on the same initial share price and will cost the Royal Borough a further £85,700.
- 2.5 A consideration to purchase shareholdings in Optalis of £771,302 has been identified. In arriving at the buy-in price, recognition has been made of:
- The expertise that Optalis has built up and its significant brand value.
 - The work that Optalis will have to undertake to ensure the successful formation of the new enlarged company.
 - The ability to develop and compete with bigger players in a wider market to attract the best staff, delivering the highest quality of service to our residents.
 - The opportunity for the Royal Borough to share in current and future additional profits and savings.
 - The time, cost and risks avoided by Royal Borough compared to setting up its own local authority traded company.

Business case

- 2.6 Subject to Cabinet agreement, the process for developing the full business case will follow a similar process adopted by Tricuro Ltd¹ another jointly owned local authority trading company. This includes a shareholding reference group and project board, responsible for the development of the full business case and implementation plan. The development of the business case will take two months, October and November, with implementation starting in December and a 'go live' date of 1 April 2017, with the transfer completed by the end of the first quarter of 2017-2018.
- 2.7 The substantive business case and implementation plan will build upon the initial merger model document and include due diligence.
- 2.8 The business case will be predicated on the clear belief that the potential risks of delivering differently are outweighed by the benefits, in particular:
- Scope for more integrated, cross-organisational – private, public and voluntary – delivery of services tailored to residents.
 - An ability to operate in a competitive market, with less rigid procurement frameworks.
 - Scope to drive innovation and sustain and improve services through improved staff recruitment and retention.

¹ Tricuro Ltd is a provider of health and social care across Dorset, wholly owned by Dorset, Bournemouth and Poole Councils.

- An opportunity to secure resources to meet residents’ needs through having access to different income streams, thereby reducing the call on the taxpayer and achieve financial savings of £1.8m over three years to 2020.

Scope

2.9 The total annual budget in scope of the new delivery model for Adult services would be £30m gross initially. There is currently a further £9.6m in commissioned services and the intention is that when these contracts come to an end, future delivery through Optalis is explored, see appendix 1: Merger Model. An adult services staffing resource of around 234FTE based on current figures would also transfer. In addition, professional staff delivering support functions for these services, including finance, HR, procurement, ICT, data and communications, will need to be valued and an agreed percentage transferred. A methodology for allocating support services across all Council services is currently being developed to ensure consistency. Applying this methodology will then determine the level of support services FTE to transfer.

Stakeholder engagement

- 2.10 Subject to Cabinet approval, engagement with customers and stakeholders, internally and externally, will be crucial to the success of the transfer. It will require significant investment of time from senior managers and elected Members of the Royal Borough to deliver a wide range of messages for different audiences – elected members, residents, staff, partners and providers, see Appendix 2 for a communications plan.
- 2.11 The fundamental issue underpinning this transfer is to assure all stakeholders that the services they currently receive will remain local, accessible and of high quality. Elected members, residents and the workforce will also have a key role to play in shaping and further improving services through Optalis.

Table 1: Options

Option	Comments
Deliver Adult Services through Optalis with the council becoming a shareholder RECOMMENDED	<p>Objective: maintain all the functions of Adult Services with increased demand on resources, whilst securing high quality services that improve residents’ outcomes.</p> <p>Benefits: larger organisation, serving a combined population of up to 308,117 adults (age 19-90 years)², with opportunities for efficiencies in service provision and support functions, less constrained procurement, access to alternative income streams, increased resilience with staff and services and more integration of services.</p> <p>Capacity: delivered by the Head of Commissioning, supported by a project team, with oversight from the Strategic Director and the Lead Member.</p> <p>Additional costs: the buy-in price will be lower than establishing a new company. The company will be functioning on day 1, has an established brand and the</p>

² Office for National Statistics, mid-2015 population estimates.

Option	Comments
	<p>Royal Borough will be collaborating in Optalis rather than Optalis being a competitor.</p> <p>Assurance: The identified partner has a track record of delivery; the management team transferring are delivering against the key performance indicators; the Lead Member has a track record of delivering as has the strategic commissioning function retained in the local authority.</p>
<p>Do nothing differently – maintain delivery of services through existing council structures</p>	<p>Objective: Maintain all Adult Services within the local authority.</p> <p>The costs and existing budget remain the same, although opportunities to secure maximum value for money are reduced due to the constraints of local authority procurement rules and lack of access to alternative income streams.</p> <p>There are significantly reduced opportunities for the services to meet demand by making use of increasing freedoms and flexibilities, thus resulting in a greater risk of needing to reduce services.</p>

3. KEY IMPLICATIONS

3.1 The key implications of the recommendations are detailed in table 2.

Table 2: Defined outcomes

Defined outcomes	Unmet	Met	Exceeded	Significantly exceeded	Date they should be delivered by
<p>Full business case and implementation plan approved by Cabinet</p>	<p>January 2017</p>	<p>15 December 2016</p>	<p>November 2016</p>	<p>N/A</p>	<p>15 December 2016</p>

4. FINANCIAL DETAILS

Financial impact of the recommendations on the budget

4.1 The transfer of Adults Services to Optalis will require an associated transfer of funding under contract. This contract will stipulate how the funds will be used for services with an annual gross current value estimated at £30m, plus support services. There is currently a further £9.6m in commissioned services and the intention is that when these contracts come to an end, future delivery through

Optalis is explored, see appendix 1: Merger Model. During the pre-contract period, the figures will be updated to reflect the 2017-2018 budget position. The contract sum will be subject to annual review.

- 4.2 The consideration for purchase of shareholdings in Optalis has been agreed at £771,302 which will be funded through 2016-2017 capital programme, subject to full Council approval.
- 4.3 In addition, the financial implication of the recommendations is a requirement for development funding of £200k. The resource will assist in delivering phase 2, business case, and phase 3, implementation, of the project, specifically:
- The support from Care and Health Solutions to develop the full business case and implementation plan.
 - Releasing half of the time of the Deputy Director Health and Adult Social Care into the project to ensure that it is properly managed from a service perspective, including liaison with Optalis around service design, with some acting up for the service managers beneath the Deputy Director.
 - A senior project manager to coordinate the whole project so that it is delivered on time.
 - A part time dedicated administrator to support the team.
 - A part time systems support manager to ensure the safe transfer of the case management system and data, particularly given that the system supports both children's and adults.

Table 3: Finance – Revenue

Finance	2016/17	2017/18	2018/19
	Revenue	Revenue	Revenue
Addition	£200,000	£0	£0
Reduction	£0	£0	£0

Table 4: Finance – Capital

Finance	2016/17	2017/18	2018/19
	Capital	Capital	Capital
Addition	£771,302	£0	£0
Reduction	£0	£0	£0

- 4.4 A methodology for allocating support services is in development to enable consistency across all services. An analysis of the services such as finance, HR, premises, ICT, data and communications that are currently budgeted for within the corporate budget and recharged to Adult Services will be undertaken using this methodology. Following this analysis for each support service, a staff resource or a financial resource will transfer to Optalis.

Efficiencies

- 4.5 The Council has identified a savings target for Adults Services of £2m over the next three years which will need to be met regardless of the delivery model. Indicative saving areas for the next three years have been identified and discussed with Wokingham Borough Council and Optalis.
- 4.6 The potential savings areas for the next two years will be set out in the business case. Optalis has the opportunity, if managed effectively, to deliver efficiencies in

excess of those expected should the service remain 'in-house'. This is due to economies of scale, the sharing of best practice and expertise between the partner authorities whilst increasing resilience.

Pension

- 4.7 Cabinet should note that further work will be explored as part of the negotiations to determine whether or not a pension bond would be necessary as there are a variety of options relating to pensions, including consideration of the Royal Borough's previous approach to pension liabilities. It should be noted that Optalis is already an admitted body of the Berkshire Pension Fund.
- 4.8 To protect the pension fund against the early termination of the service contract and any other associated costs that may arise throughout the contract, actuary advice will determine the level of bond or indemnity to be put in place, although the Royal Borough, as the transferring employer, can act as a guarantor to the pension fund. The council may decide not to take out a bond but to own the risk on the basis that there would be mitigations that would reduce any potential impact on it. This was the approach adopted through the transfer of leisure services.

5. LEGAL IMPLICATIONS

- 5.1. The recommendations in this report are in line with The Care Act 2014 which sets out how:
- People's care and support needs should be met.
 - The right to an assessment for anyone, including carers and self-funders, in need of support.
 - Eligibility for services will be the same across England.
 - The 'wellbeing principle' puts a duty on local authorities to ensure people's wellbeing is at the centre of all it does. The focus of service has to be on residents' outcomes and helping people to connect with their local community.
- 5.2. The legislative change enables councils to contract out social work functions such as assessment etc.
- 5.3. Local authority trading companies must be 'Teckal' compliant which allows councils to transfer services to the company without having to comply with the Public Contract Rules (PCR) 2015. The Contract Rules state that a council must exercise control over the local authority trading company which is similar to that which they exercise over their own departments: more than 80% of activities must be supplied to the Council, or jointly to one or more councils, and there must not be any private sector involvement that exerts any influence or control on the company. Control means influence over the strategic and significant decisions.
- 5.4. There is no requirement to comply with procurement regulations, other than Regulation 12 of the PCR, where services are commissioned through a local authority trading company. It is a flexible method of delivering services and the structure and governance arrangements can be tailored to suit the council. The company is governed by normal company law and must pay tax in usual way. The Council must produce a business case before setting up a local authority trading

company (under Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009.

- 5.5. The cost of providing any services to the local authority trading company by the Council, such as accommodation, staff etc., must be recovered in full.
- 5.6. The Best Value Duty requires the Royal Borough to undertake a consultation exercise with service users and residents on any impacts of changes to delivery of services. This requirement is concerned with residents having an opportunity to comment on the services they use, want or need.

Director of Adult Social Services

- 5.7. Guidance issued by the Department for Health in 2006 makes it clear that the Director of Adult Social Services is accountable for the delivery of the local authority’s social services functions, as listed in Schedule 1 of the Local Authority Social Services Act 1970 (other than those for which the Director of Children’s Services is responsible). The guidance also provides that the Director of Adult Social Services should be directly accountable to the Chief Executive of the Local Authority.
- 5.8. Where the delivery of adult social care services is to be undertaken through a local authority trading company, the Director of Adult Social Services must remain an employee of the local authority for the full range of social services responsibilities. This is because the local authority needs to be able to discharge its statutory duty as a ‘provider of last resort’, and to do so needs to retain effective control over key adult social care provider services.

6. VALUE FOR MONEY

- 6.1. The full business case will use best value considerations to ensure the option recommended provides the best value for the council

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1. Not applicable.

8. RISK MANAGEMENT

- 8.1. Risk associated with the recommendations have been identified, see table 5.

Table 5: Risks and controls

Risks	Uncontrolled Risk	Controls	Controlled Risk
Failure to reach a negotiated Inter-Authority Agreement and business case by December.	Medium	Project team managing phase 2 securing focus and control to deliver. Senior leader and Member commitment to prioritise.	Low

Risks	Uncontrolled Risk	Controls	Controlled Risk
Decline in service performance and resident outcomes during phases 2 and 3.	Medium	Focus of senior managers on service performance and support of dedicated project team to oversee the project.	Low
Failure to secure wider stakeholder agreement and risk of challenge under best value.	High	Implement a stakeholder engagement plan throughout the process. Focus of senior managers and elected Members on securing stakeholder agreement.	Low
Loss of staff during the implementation.	High	Robust communications and engagement plan involving Royal Borough managers and Optalis. Clear communications throughout the process.	Medium

9. LINKS TO STRATEGIC OBJECTIVES

9.1. The recommended approach, if adopted, strongly supports all four of the council’s strategic objectives; putting residents’ first, value for money, delivering together and equipping ourselves for the future. Focusing on the need to sustain improved outcomes puts residents first, and collaborating with another borough to deliver services through a new model demonstrates commitment to deliver with others and enable staff and key partners to deliver more innovative and integrated services to residents.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1. An Equality Impact Assessment has been completed.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1. Total staffing numbers directly affected by the proposal are around 234FTE. A formal programme of staff engagement will commence from publication of this report.

11.2. Legal opinion has been received regarding the transfer of staff under Transfer of Undertakings (Protection of Employment) regulations (TUPE), in relation to those directly employed within the service and also those employed in a support service function, providing a support service to Adult services.

- **Staff directly employed within the service to be transferred:** all employees who are directly employed within the service that is being transferred will be in scope to transfer to Optalis, assuming that they were

part of the organised grouping carrying out those activities as their principal purpose.

- **Staff employed in a support function, not within Adult Services:** those staff employed in a central support function and not directly within Adult Services are not generally in scope to transfer as they are not there primarily to provide the services which will be transferring. An example would be finance staff. However, where a central support employee can be directly linked to the services being carried out, in this case a Finance Partner solely supporting Adult Services; it is likely the employee will be in scope for transferring to the new employer. In such situations, a detailed analysis of each specific role, and a decision on each individual case, will need to be undertaken.

11.3. Given the new delivery model, the Royal Borough will continue to develop the remaining workforce's capability in strong contract management as part of the annual organisational development programme and calendar.

12. PROPERTY AND ASSETS

12.1. Given the outline indications regarding the workforce as well as the frontline nature of some of the services being considered, impacts on the Royal Borough's property and assets could include:

- Changes in the patterns of static/non-static staff working bases and the effects on existing council offices.
- Negotiation of lease agreements with Optalis on existing council properties where Adult Services are currently delivered.

13. ANY OTHER IMPLICATIONS

ICT and information governance

13.1. Delivering through Optalis will require ICT systems, governance and information assurance to comply with the current and future RBWM Information Governance Framework.

14. CONSULTATION

14.1. Consultation has taken place with:

- The Lead Member for Adult Services, Health and Sustainability weekly.
- The working group comprising senior managers in Adult, Children and Health Services, finance, HR with meetings held fortnightly Wednesday since May 2016.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
October-November 2016	Development of full business case
October 2016	Residents, staff and partner engagement.

Date	Details
onwards	
15 December 2016	Formal approval of full business case
December to March 2016	Implementation
1 April 2017	Adult Services delivered through Optalis

16. APPENDICES

- Appendix 1: Optalis/RBWM merger model proposal.
- Appendix 2: Communications plan

17. BACKGROUND INFORMATION

- Delivery of Improved Adult Services, RBWM Cabinet Paper, May 2016.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	Comments
Internal				
Cllr Coppinger	Lead Member for Adult services, Health and Sustainability	25/09/16	26/09/16	Throughout
Russell O'Keefe	Strategic Director Corporate and Community Services	25/09/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health services	25/09/16	25/09/16	Throughout
Simon Fletcher	Strategic Director Operations and Customer Services	25/09/16		
Sean O'Connor	Shared Legal Solutions	25/09/16	28/09/16	Throughout
Terry Baldwin	Head of HR	25/09/16	28/09/16	Throughout
Rob Stubbs	Head of Finance	25/09/16	29/09/16	Throughout
External				
Andy Couldrick	Chief Executive, Wokingham Borough Council	26/09/16	29/09/16	Approved.

REPORT HISTORY

Decision	Urgency item
----------	--------------

Cabinet Briefing

type:	
Key decision 26 May 2016	No

Full name of report author	Job title	Full contact no:
Hilary Hall	Head of Commissioning – Adults, Children and Health	01628 683893

CONFIDENTIAL

Wokingham Borough Council

Royal Borough of Windsor and Maidenhead

Optalis

Optalis/RBWM Merger Project

Merger Model

September 2016 Version 5.5



THE ROYAL BOROUGH OF
WINDSOR AND
MAIDENHEAD



This page is intentionally blank



TABLE OF CONTENTS

1	INTRODUCTION	1
2	STRATEGIC RATIONALE FOR MERGER PROPOSAL.....	2
3	BUSINESS CASE DEVELOPMENT	4
4	MERGER MODEL	6
5	KEY DRIVERS.....	6
6	GENERAL DESIGN.....	8
7	SCOPE	10
8	PROFIT SHARE AND SHARE PURCHASE.....	11
9	GOVERNANCE AND CONTROL.....	12
10	COSTS OF MERGER.....	15
11	EXPANSION.....	15
12	EXIT ARRANGEMENTS	15
1	APPENDIX 1: SCOPE AND BUDGETS	17



This page is intentionally blank



1 INTRODUCTION

- 1.1 The Royal Borough of Windsor and Maidenhead (RBWM) and Wokingham Borough Council (WBC) contracted Care and Health Solutions to undertake exploratory work with both councils on a possible merger. The brief given to the company was Stage 1: Care and Health Solutions to work with RBWM and WBC to establish areas of agreement and where further negotiation is required, to broker that negotiation between the two councils as to the terms of a merger process whereby RBWM's Adult Social Care functions will be delivered through Optalis Ltd. The product at the end of stage 1 to be a merger document, agreed by both parties that covers:
- Shareholding arrangements and associated 'charge'.
 - Key principles and elements of the shareholder agreement.
 - Governance – board representation arrangements.
 - Proposals for how to treat a third and further potential partner local authorities seeking to have their services delivered through this vehicle.
- 1.2 During July to September 2016, Councillors and officers from the two local authorities, see box 1, were involved in the discussion – through one to one meetings, groups, or by telephone conference, to ascertain views on the proposed merger with Optalis.

BOX 1: Local authority representation

RBWM

Councillors

- Simon Dudley, Leader of the Council
- David Coppinger, Deputy Chairman of Cabinet and Lead Member for Adult Services, Health and Sustainability
- MJ Saunders, Lead Member for Finance

Officers

- Alison Alexander, Managing Director/Strategic Director Adult, Children and Health
- Rob Stubbs (Head of Finance), Alan Abrahamson (Finance Partner, Corporate and Community Services), Angela Morris (Deputy Director, Health and Adult Social Care), Hilary Hall (Head of Commissioning, Adults, Children and Health), Jacqui McGrath (Programme Manager, Adults, Children and Health)

WBC

Councillors

- Other Members and Senior Officers were consulted on their views and agreed that Andy Couldrick would represent their views in the discussions

Officers

- Andy Couldrick, Chief Executive
- Graham Ebers (Director of Finance and Resources), Stuart Rowbotham (Director of Wellbeing), Mette Le Jakobsen (Managing Director of Optalis)

- 1.3 The work has secured agreement on the four areas in point 1.1. Councils are asked to confirm if consensus exists amongst Members and officers from both councils to merit the development of a full business case with associated due diligence.



2 STRATEGIC RATIONALE FOR MERGER PROPOSAL

RBWM

- 2.1 RBWM's motivation for 'delivering differently' is to ensure the most effective services which improve outcomes for residents which support sustainable growth, provide resilience in the workforce and respond to the current and future financial challenges.
- 2.2 RBWM Adult Services comprises a range of functions including:
- Direct delivery of:
 - Care and support for older people, people with learning disabilities and or physically disability, people with mental health issues and carers.
 - Short term reablement and support, day services and a small amount of residential and respite provision.
 - Services to carers, including help with respite care, and career advice.
 - Support services for instance: organising of external placements such as care home placements, day centres, equipment and adaptations, home care, personal budgets, direct payments, and financial assessment.
- 2.3 Integrated adult social care services offer the borough's residents the greatest opportunity to receive service at the point they need the support, in the way they need and at the time they need it. Our commitment to delivering integrated services informed the analysis of how services could be delivered, for instance is the:
- Function dependent on other services areas and if separated, would it reduce the likelihood of improved outcomes.
 - Service a statutory responsibility that is appropriately linked to another service.
- 2.4 The analysis concluded that only some adult services functions would be out of scope of any new delivery model with Optalis, these include:
- Functions that the local authority is not authorised to delegate, the statutory role of the Director of Adult Social Services and oversight of safeguarding.
 - Strategic commissioning at a population level, including contract, quality and performance management.
 - Services already integrated and commissioned, for instance: integrated – Mental Health and outcome based homecare service.

WBC

- 2.5 From its inception, there has always been ambition for Optalis to pursue growth, through private care provision, contract bidding with other authorities, and through merger/joint venture expansion.
- 2.6 Wokingham BC believes this growth provides resilience to the company, enhances its reputation and influence in the market, and aids its promotion to other potential commissioners and partners. Through these, Optalis Ltd is then better able to provide a return to the tax-payers of Wokingham, whether through profit and dividend or through reduced costs to the Council as commissioner of its services. Further, expansion should support recruitment and retention, a challenge across the sector, as the employing 'offer' to staff improves.



- 2.7 Currently Wokingham BC has retained elements of its Adult Social Care service, and commissions from a wide set of provider partners, reflecting in part the importance of the Choice and Personalisation agenda in Adult Social Care. The scale of commissioning from Optalis is, and will be, kept under review and Optalis is the 'provider of choice' as well as the 'provider of last resort' to the Council.
- 2.8 Wokingham BC looks forward to the opportunities that this merger brings in terms of expansion and partnership.



3 BUSINESS CASE DEVELOPMENT

- 3.1 Both councils have reached agreement on the key principles of the Merger Model. The project is now ready to develop of a full business case - Stage 2. Stage 2 requires investment from officers and members from RBWM, WBC and Optalis.
- 3.2 It is proposed that the two councils adopt the same process for the development of a full business case as used by Tricuro Ltd¹, another jointly-owned local authority traded company. The process includes the establishment of two groups: a Shareholder Reference Group and a Project Board. Both groups would be responsible for overseeing the development of the full business case and implementation. The development of the business case will take at least two months, September to November 2016, with implementation starting end-November 2016 and a target ‘go-live’ date of 1 April 2017.

Shareholder Reference Group

- 3.3 The Shareholder Reference Group (SRG) would represents the views and objectives of the partner councils. Membership of the group will comprise Members and officers who have knowledge and experience in adult social care and finance, see table 1. The purpose of the SRG is to make, or ratify, decisions on issues to ensure the full business case only contains assumptions that have been agreed by partner councils. The SRG would meet frequently, physically and electronically, during the development of the full business case. If the full business case is approved and the merger ratified, the SRG would be involved in oversight of the implementation, in a guiding, advising and ratifying role.

Table 1: Shareholder Reference Group – suggested membership

Shareholder Reference group	RBWM	WBC	Optalis
Members (tba)	3	3	0
Section 151 Officer (or representative)	1	1	0
Head of Commissioning	1	1	0
Deputy Director of Health and Adult Social Care	1	0	0

- 3.4 After successful go-live, the Shareholder Reference Group would become the Shareholder Governing Board of the new, enlarged Optalis, targeted to be April 2017. Membership of the Governing Board may be different to the Reference Group, but is likely to include a number of the original members.

Project Board

- 3.5 The Project Board will comprise officers with specialist knowledge in: adult social care, human resources, finance, governance etc, see table 2. Its purpose is to undertake work to develop the business case. The Board will make recommendations to the SRG on operational matters that require decision prior to inclusion in the full business case. The Board will meet every two weeks at least. If the full business case was accepted and the merger ratified, the Board would form the backbone of the Implementation Project board responsible for the successful delivery of the enlarged Optalis.

¹ Tricuro Limited is a local authority traded company jointly owned by Bournemouth Borough Council, Borough of Poole and Dorset County Council. Services delivered by Tricuro cover breadth of adult service. For more details, visit their [website](#).

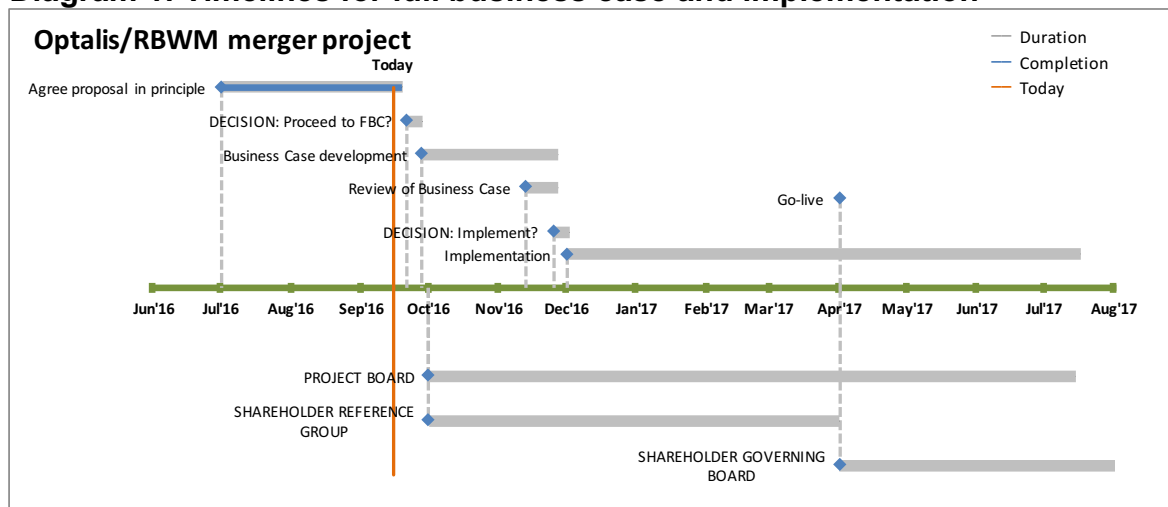


Table 2: Project Board – suggested membership

Project Board	RBWM	WBC	Optalis
Senior Operational Managers	2	0	2
Finance Officer for Adult Social Care	1	1	0
Finance Director	0	0	1
Head of HR	1	0	1

3.6 The full business case needs to be presented to both councils by the end of the calendar year – to allow three months for implementation, see diagram 1 for the timeline for the development of full business case and implementation.

Diagram 1: Timelines for full business case and implementation



- 3.7 The timeline for implementation of a merger is based on three assumptions:
- Cabinet decision:
 - a. **RBWM** - approval to proceed through to full business case and implementation secured at Cabinet on 27th October 2016.
 - b. **WBC** - approval to proceed through to full business case and implementation to be taken end October based on submission of the completed Merger Model paper to CLT at the end of September, then Executive on 27 October 2016.
 - Development resources:
 - a. The ambitious timeline is endorsed by both Councils and is supported by sufficient resources to secure a business case and implementation plan.
 - Governance:
 - a. A shareholder reference group and project board is established with the right membership to oversee and undertake the work.



4 MERGER MODEL

- 4.1 Following discussions with Members and Officers from the two councils, a position paper was created for each council. The two papers were designed to set out the key principles that each council had identified, including any ‘red lines’. Once the two sets of principles had been finalised, the points of agreement and differences were collated into this Merger Model paper for submission to the Cabinet/Executive of the two Councils in October 2016.
- 4.2 The two councils have identified many similarities and these have been pulled together under seven areas, see section 5 – 12.
- Section 5: Key drivers.
 - Section 6: General design areas.
 - Section 7: Scope and timing of services to be transferred.
 - Section 8: Profit share and share purchase.
 - Section 9: Governance and control.
 - Section 10: Costs of merger.
 - Section 11: Expansion.
 - Section 12: Exit arrangements.
- 4.3 Note: As Optalis has been trading for several years, certain drivers that relate to the creation of the LATC do not apply to WBC anymore, as they have already been met, and so are marked N/A in the table below. However, the driver of converting and delivering business through a LATCO does apply to RBWM.

5 KEY DRIVERS

- 5.1 Key drivers cover savings/profit, service, quality, control and risk. The areas of agreement between Members and Officers are set out in table 3.

Table 3: Key drivers areas of agreement

		RBWM	WBC
Savings/profit –five areas			
1	Earns a financial return through share transfer price and profit share.	Yes	Yes
2	Improves current financial position through growth and achieving a critical mass.	Yes	Yes
3	Enhances reputation to attract more partners and growth as a “big player in the market”.	Yes	Yes
4	Reduces current cost of delivery: the net cost of the services as funded by RBWM must be reduced over the first three years – at a minimal level of £1.8m	Yes	N/A
5	Flexibility of charging the LATC model must allow for flexibility of pricing and charging and open the market for self-funders.	Yes	N/A
Service – five areas			
1	Long term resilience is increased through scale and variety of services, by RBWM and Optalis services joining together	Yes	Yes



		RBWM	WBC
2	Improves recruitment and retention: recruitment and retention of quality staff is key to future success and can avoid competition for staff.	Yes	Yes
3	Ensures a supply of quality service provision in the changed service world of personalization in response to commissioning 20-25% of the market as people commission themselves, Optalis needs to be in that market.	Yes	Yes
4	Gains market management capability: joining Optalis puts an alternative provider in the market, assisting to influence other local providers.	Yes	N/A
5	Gives a preferred Provider of Last Resort: RBWM, as commissioners, needs to be able to call on a provider that will guarantee to manage a failing service when they request it. This can only happen if RBWM has a level of control over such a provider. This level of control is usually associated with some form of ownership. This 'step-in' service is often termed 'The Provider of Last Resort'. This is separate from RBWM's statutory safeguarding duty in the event of provider failure but will be a significant support to enable it to deliver its duty.	Yes	N/A
Quality – one area			
1	Maintains quality: <ul style="list-style-type: none"> Improving quality is not seen as a major driver as the perception is that the services are currently performing well. The current level of service quality must be maintained for customers – service resilience would be increased. 	Yes	Yes
Control – one area			
1	Control is shared: <ul style="list-style-type: none"> Both councils are seeking a partnership with shared control. Shareholding proportions will be marginally in favour of WBC in the first two years, or until a new partner is admitted. Partner authorities have control of their services through contracts. A commissioning relationship and strong contract management will ensure control of each Council's services as delivered by Optalis. 	Yes	Yes
Risk – four areas			
1	The implementation of the merger must not negatively impact on current services or service users: a maxim of 'do no harm' to be applied to the implementation programme.	Yes	Yes



		RBWM	WBC
2	Risk must be appropriately managed/mitigated through: <ul style="list-style-type: none"> • Appropriate governance arrangements. • A common purpose: a common understanding of vision, mission and objectives by both councils. This common understanding will be developed through the business case and implementation of the merger. • Effective communication between the company and the councils and key partners e.g. Clinical Commissioning Groups. 	Yes	Yes
3	Reduces risk of competition if RBWM went on their own, competition would increase for both clients and staff.	N/A	Yes
4	Reduces risk overall for the Company: <ul style="list-style-type: none"> • The new Company will be significantly bigger. • Recruitment and retention of quality staff is key to future success and can avoid competition for staff. • Will have a larger potential private market to develop. 	N/A	Yes

6 GENERAL DESIGN

6.1 General design covers: company name; service contract and commissioning; HR; operations; property; and back office. The areas of agreement between Members and officers are set out in table 4.

Table 4: General design areas of agreement

		RBWM	WBC
Name of company – one area			
1	The Company will be branded as Optalis: the non-geographic name is perfect for the new organisation and Optalis has built up significant brand value.	Yes	Yes
Service contract and commissioning – three areas			
1	A block contract will be in place for services provided by Optalis to RBWM.	Yes	Yes
2	The enlarged Optalis will be Teckal compliant.	Yes	Yes
3	Contracting by RBWM will reflect a 10-year commitment to Optalis as service provider.	Yes	Yes
HR – four areas			
1	TUPE will apply to staff currently employed when transferring services from RBWM: new employees to RBWM services will be employed on Optalis’ terms and conditions for new employees.	Yes	Yes
2	Transferred staff will remain in the Local Government Pension Scheme; new starters will join the Optalis pension.	Yes	Yes



		RBWM	WBC
3	Optalis executives will manage the business with a Deputy Director level TUPE transferee from RBWM joining the current executives of Optalis; the Deputy Director transferee will manage the ex-RBWM services in the first instance.	Yes	Yes
4	Redundancy liability for ex-RBWM staff will rest with RBWM.	Yes	Yes
Operations – three areas			
1	The intention is that Optalis will deliver the whole of Adult Care Services for RBWM, which is significantly more than Optalis currently provides for WBC.	Yes	Yes
2	WBC are considering the potential for putting more services into Optalis, but as a later development.	Yes	Yes
3	RBWM operations will continue with the current provision and Optalis will review post go-live to ensure safe continuity of services.	Yes	Yes
Property – three areas			
1	There will be no transfer of assets; property used by the enlarged Optalis will be leased/rented from RBWM.	Yes	Yes
2	A physical presence will be required in RBWM as a location for senior management to meet regularly. The assumption is that practitioners would be available locally to residents.	Yes	Yes
3	The current Optalis Head Office will continue as the Head Office of the enlarged company until a future break in the lease, at which time the Optalis Board would consider a move subject to achieving a reduction in cost/improvement in location. RBWM would consider offering Council space to assist the Company in achieving this or accepting the use of private office space.	Yes	Yes
Back office services/infrastructure – four areas			
1	RBWM are proposing to put in approximately £40m of budgets plus the different elements of admin support that currently provide for these operations: <ul style="list-style-type: none"> • They recognise that additional short term support will be required through implementation, particularly additional HR and Finance. • They are happy for the transfer of support functions to be phased to ensure safety of delivery of services. • The Business Case will capture the detail of support services and/or associated funding. 	Yes	Yes
2	Optalis are happy to take over supporting the RBWM services: <ul style="list-style-type: none"> • Change in delivery of support services would have to be carefully planned to minimise disruption and, for practical reasons, may take place post go-live. • Optalis will look to take on the HR and Finance support services for RBWM staff from go-live using their own systems and infrastructure. 	Yes	Yes



		RBWM	WBC
3	IT infrastructure for RBWM services will be provided by RBWM in the first instance, with the intention that it will be merged with Optalis at a logical, safe point in the future.	Yes	Yes
4	RBWM services will move over to the care management system provided by Optalis at a logical and safe point as soon as possible. This fits with the connected care work in the Berkshire Health and Social Care programme.	Yes	Yes

7 SCOPE

7.1 RBWM have determined a range of services to be in scope initially, see table 5. Appendix 1 details the service cost and fte/headcount of employee, accurate at August 2016. The services are broken down into: Directly provided services (£5.7m pa); Care Management (£3.0m pa); Support Services (£0.8m pa); Management (£0.3m pa); Commissioned services (£20.3m pa). Total £30.1m pa.

Table 5: Scope

		RBWM	WBC
Commissioning – four areas			
1	These are primarily services commissioned for individuals on spot contracts or direct payments.	Yes	Yes
2	Contracts - the legal contractual relationship will be between RBWM and the provider.	Yes	Yes
3	The process of finding and agreeing placement contracts will transfer to Optalis	Yes	Yes
4	The contracting papers will remain with RBWM	Yes	Yes
5	Relationship with clients - Optalis will manage the relationship with the clients in their capacity as social work provider and contract manager	Yes	Yes
Service contract and commissioning – five areas			
1	These are primarily services commissioned from organisations as block contracts e.g. the 47 residential care providers.	Yes	Yes
2	Contracts - the legal contractual relationship will be between RBWM and the provider.	Yes	Yes
3	Administration of BLOCK contracts - administration of contracts will remain with RBWM.	Yes	Yes
4	Relationship with clients - Optalis will manage the relationship with the clients in their capacity as social work provider	Yes	Yes
5	Client income from both types of commissioned services: <ul style="list-style-type: none"> • Collecting of client income will continue to be the responsibility of RBWM. • Receipts and banking will stay with RBWM. • Bad debt collection will remain with RBWM. 	Yes	Yes
Other existing funding streams – one area			
1	Current funding streams such as the Better Care Fund will remain with RBWM.	Yes	Yes



Provider services

- 7.2 RBWM currently commission a range of services. Hence the function transferring into Optalis from RBWM is different from the current business in Optalis from WBC. It is RBWM's intention that a number of services, currently commissioned under block contracts, would be undertaken by Optalis in the future, see appendix 1, table 1, section 6.
- 7.3 Services out of scope include:
- Mental Health - a large proportion of the team are medical intervention staff.
 - Strategic commissioning and contract management of current contracts for homecare and residential/nursing care.

Phasing of transfer

- 7.4 The development of the business case will take at least two months, September to November 2016, with implementation starting end-November 2016 and a target 'go-live' date of 1 April 2017.
- 7.5 During the business case a detailed implementation plan will be developed with an overriding key principle for both partners being to ensure the safe transfer of services. Following this principle, it may prove necessary to phase the transfer of services from RBWM through the first quarter of 2017-2018, starting at go-live of April 1st and aiming for completion by the end of June 2017.
- 7.6 If a phased transfer is required, the Strategic Director for Adult Services (RBWM) would hold line management responsibility for the services, through the Deputy Director of Health and Adult Social Care, until completion of the safe transfer of all service areas.
- 7.7 From April 2017, the governance arrangements described in section 9 would take effect.
- 7.8 The proposal is that all in-house provider services and all placement services, see appendix 1, table 1, sections 1-5, inclusive will transfer on go-live.
- 7.9 Services in section 6 of table 1 in appendix 1 will be transferred at a later date, to be determined by contract and performance with the possibility that some services will be transferred back into Optalis to become an Optalis provided service.

8 PROFIT SHARE AND SHARE PURCHASE

Savings and profit share

- 8.1 RBWM have a savings requirement over three years of £2.0m, see table 6. This will be included in a reduced contract price as they are aware they can achieve the savings without moving into a LATC. The Business Case will have defined and identifiable savings streams that can be measured and reported on. Slippage or delays in achieving these savings, despite best efforts, will be recognised. RBWM's contract price would be adjusted accordingly at the end of the year to account for any reduced savings.



Table 6: Analysis of annual savings targets

Analysis of Annual Savings Targets	2017-18		2018-19		2019-20
	£'000		£'000		£'000
Savings to be delivered from actions already complete	465		300		180
Savings to be delivered from planned actions			175		8
Savings to be delivered from proposed service re-provision			150		
Savings Target allocation for in-scope services			214		479
Savings Target - out of scope			31		31
Total Adult Social Care	465		870		698

8.2 Profit share and additional savings will be shared between the owners in proportion to how control is shared via the respective shareholdings:

- The expanded Optalis will have to track where additional savings have been made. The shareholders would decide whether to re-invest them in Optalis or give them to the shareholders as profit share or reduced cost of service.
- Any future net profits from a prospective new service or tender with an ‘external LA or other customer type’ will be expected to be shared out between partners, in the proportions of the shareholding. This would apply immediately on purchase of shares by RBWM.

Share purchase price

8.3 WBC want to receive value for transferring its shares to RBWM. Following an analysis of a range of items, a buy-in price of £771,302 has been identified. In arriving at the buy-in price recognition has been made of:

- The expertise that Optalis has built up and its significant brand value.
- The work that Optalis will have to undertake to ensure the successful formation of the new enlarged company.
- The ability to develop and compete with bigger players in a wider market to attract the best staff, delivering the highest quality of service to our residents.
- The opportunity for RBWM to share in current and future additional profits and savings.
- The time, cost and risks avoided by RBWM compared to setting up RBWM’s own LATC.

8.4 The transfer price will be paid up front on the first transfer of staff to Optalis from RBWM.

9 GOVERNANCE AND CONTROL

9.1 In designing the governance structure, the principles underpinning the merger were taken into account. These include:

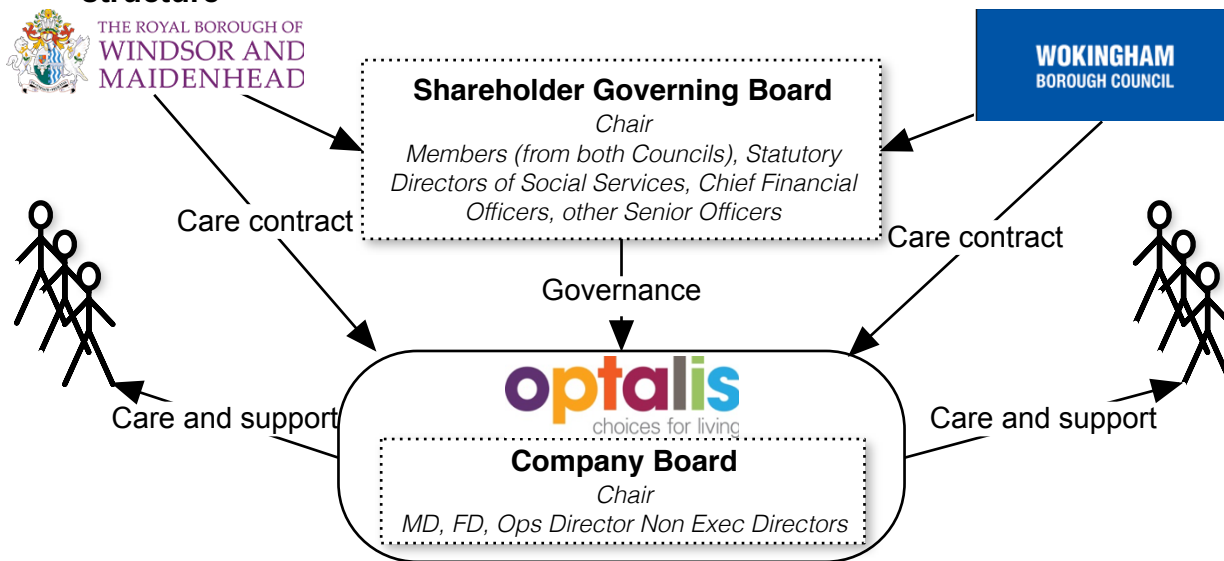
- The merger is for the mutual benefit of both councils.
- Commonality of intent is crucial: Mission, vision and objectives to be jointly agreed.
- Control should be shared equally.

Board structure

9.2 It is proposed that there will be a dual board structure for the enlarged Optalis, a Company Board and a Shareholder Governing Board, see diagram 4.



Diagram 4: Governance arrangements for proposed Optalis merger – dual Board structure



Company Board

- 9.3 This would be the Legal Board that is responsible for running the Company:
- Should be set up as any company board.
 - Both Councils, through the Shareholder Governing Board, would wish to agree to NEDs and executive directors.
 - Based on RBWM’s proposed community interest company for children’s services, there would be no Members/Officers on this Company Board.

Shareholder Governing Board

- 9.4 This Board provides joint oversight of the Company by the owners, RBWM and WBC. It agrees strategic direction and decides on reserved matters. It also represents the key control mechanism by both councils for the Teckal Exemption to be exercised:
- RBWM Cabinet would select its Board Members (three has been recommended).
 - WBC Executive would select its Board Members (three has been recommended).
 - The Chair of the SGB would rotate between the two Councils on a two-year basis. The first Chair will be elected from the WBC board membership.
 - The shareholders will have a shareholder agreement, see point 9.5.

- 9.5 The above two-board structure is recommended as it has been successfully adopted by at least seven LATCs in England and Scotland and avoids all possible risk of ‘conflict of interest’ for Members and Officers.

Shareholder Agreement

- 9.6 There will be a Shareholder Agreement which sets out a number of reserved matters for the shareholders to make decisions on. The reserved matters will include for instance:
- Register the Company and vary the articles of association.
 - Enter into any arrangement, contract or transaction resulting in expenditure either with a capital value greater than £50,000 or revenue value greater than £100,000.
 - Financial Regulations and shall be subject to prior approval within the Business Plan and operating revenue budget.



- Enter into any arrangement, contract or transaction where the company is providing services to third parties without following the relevant agreed process.
- Enter into any borrowing, credit facility or investment arrangement (other than trade credit in the ordinary course of business) that has not been approved by the members under the Financial Plan.
- Approve appointment of auditors.
- Adopt or amend the Business Plan in respect of each financial year, which for the avoidance of doubt shall include the adoption and amendment of an operating revenue budget for the relevant financial year
- Appoint or remove Executive Directors. Agree any change in employment terms and conditions which the relevant scheme of employment.
- Form any subsidiary of the Company or acquire shares in any other company or participate in any partnership or joint venture with a view to providing services to third parties without being subject to the Trading Opportunity Evaluation Process as prescribed by the members.
- Amalgamate or merge with any other company or business undertaking. Sell or dispose in any way whatsoever, any part of the business of the Company.
- Enter into any arrangement, contract or transaction within, ancillary or incidental to the ordinary course of the Company's business or is otherwise than on arm's length terms.
- Pass any resolution for the winding up of the Company or present any petition for the administration of the Company, other than where the Company is insolvent.

Shareholding

- 9.7 WBC are keen to work in partnership but as the founder of the Company wish to start at the proposed initial shareholdings of:
- WBC 55%
 - RBWM 45%
- 9.8 There is a desire by both partners to move towards a 50/50 shareholding. Through the first two years, progress will be formally reviewed by the Shareholder Governing Group and, provided it has gone well, the Group will then broker a move towards a more equal shareholding. The price of the additional shares will be the same as the initial transfer price.
- 9.9 Chair of the Shareholder Governing Group will rotate every two years between the partners. WBC will hold the Chair for the first two years.
- 9.10 If a new partner is taken on before two years, it is anticipated that this might invoke an earlier change in shareholding percentage of the founding partners.
- 9.11 If any shareholder wishes to dispose of shares, they must first obtain consent of the other shareholders. All shareholders have pre-emption rights on any agreed disposal of shares.



10 COSTS OF MERGER

- 10.1 Costs for merging the service from RBWM into Optalis fall into two areas:
- Business case: RBWM/WBC will share the cost of developing a full Business Case for the merger Partnership.
 - Implementation: RBWM should cover the costs of the implementation programme.
- 10.2 Specific service development, post go-live, that requires funding of resources will be financed by the Authority requesting the service development.

11 EXPANSION

- 11.1 There is a strong desire from both councils to see Optalis expand further in the future, but feel that the only decision necessary at this stage is to agree that it would be a decision by the Partners, and the responsibility of the Shareholder Governing Board to oversee future growth.
- 11.2 The areas in which both Councils would like consideration of growth are:
- Expansion with another Authority, more likely Bracknell and/or West Berkshire - however not for 18 months to allow the merger between Optalis and RBWM to be completed.
 - The future model, with any new partners, would depend totally on the situation of Optalis at that time and the nature of the proposed new Partner's business.
 - The agreement as to how a new Partner would join will be set out in Shareholder Agreement.
 - Both local authorities are in agreement that a range of options for potential new Partners should be considered, from commissioned services to full Partner.

12 EXIT ARRANGEMENTS

- 12.1 Both councils are committed to a long term partnership and agree that this partnership will need time to develop. They agree that exit protocols will need to be produced as part of the shareholder agreement work during implementation.



Optalis/RBWM Merger Project

Merger Model

Appendices



1 APPENDIX 1: SCOPE AND BUDGETS

1.1 This section sets out the finance for each of the services in and out of scope. Part 5 of table 1 sets out the commissioning services – placements – that would transfer to Optalis. Part 6 sets out those commissioned services which are currently under contract but which RBWM would explore transferring the business into Optalis on expiration of the contracts.

Table 1: In scope and not in scope

ROYAL BOROUGH OF WINDSOR & MAIDENHEAD							
Financial summary "in scope" and "not in scope" Adult Social Care Budgets							
IN SCOPE		Gross £'000	%age	Income £'000	Net Budget £'000	FTE	Head count
1	Directly provided services as at transfer date.						
	Windsor Day Care Centre for older people	286		0	286	7.16	8
	Oak Bridge Centre for adults with learning disabilities	426		16	410	9.43	10
	Boyn Grove day care centre	1,179		131	1,048	37.12	46
	Short term support and reablement	2,400		0	2,400	62.52	68
	Winston Court registered residential home	526		257	269	11.10	17
	Homeside registered residential home	485		174	311	11.31	13
	Allenby Road respite services	371		147	224	4.44	6
	Directly provided services Total	5,673	14%	725	4,948	143.08	168
2	Care Management						
	Physical disabilities and older people – staffing	2,029		39	1,990	47.03	52
	Community team for people with learning disabilities – staffing	483		10	473	10.22	12
	Deprivation of Liberty services, Safeguarding & Quality Assurance	499		0	499	7.00	7
	Care Management Total	3,011	8%	49	2,962	64.25	71
3	Support Services						
	Operational commissioning – care brokerage	58		0	58	2.00	2
	Operational commissioning – placements	29		0	29	1.00	1
	Business Support	283		0	283	12.00	13
	Data analyst	45		0	45	1.00	1
	Financial assessment	201		0	201	5.00	5
	Telecare Specialist	45		0	45	1.00	1
	Assessment and commissioning total	661	2%	0	661	22.00	23
4	Management						
	Management support	60		0	60	2.00	2
	Adult social care management	248		0	248	3.00	3
	Management total	308	1%	0	308	5.00	5
	Sub Total	9,653	24%	775	8,879	234.33	267
5	Commissioned services - in scope - at transfer date						
	Physical disabilities and older people – services						
	Residential/Nursing Care - spot contacts	9,253				0	
	Direct payments (£1.5m), respite care, external daycare & other	3,309				0	
	Physical Disability & Older People sub-total, incl. income	12,562		5,920	6,642	0	0
	People with learning disabilities - services						
	spot contracts for services (see note 2)	7,226		859	6,367	0	
	Adult social care support services (see note 1)	550		0	550	0	0
	Commissioned 1/4/2017 transfer - Total	20,338	51%	6,779	13,559	0	0
	Sub-Total In scope - at transfer date	29,992	76%	7,554	22,437	234.33	267
6	Commissioned services - in scope - delayed transfer.						
	Physical disabilities and older people – services						
	Homecare - outcome based commissioning contract	3,570			3,570	0	
	Residential/Nursing Care - care element of block contracts for tender in 2016	2,550			2,550	0	
	Equipment BCES contract - telecare	50			50	0	
	Equipment BCES contract - other	404			404	0	
	People with learning disabilities - services						
	block contracts for services (see note 2)	3,000		200	2,800	0	
	Commissioned services - delayed transfer Total	9,574	24%	200	9,374	0	0
	Grand Total - in Scope (See Note 3)	39,566	100%	7,754	31,811	234.33	267
NOT IN SCOPE		Gross £'000		Income £'000	Net Budget £'000	FTE	Head count
	Strategic Commissioning	296		0	296	4.50	5
	Business support	25		0	25	1.00	1
	Community Mental Health Team	1,082		29	1,053	25.59	27
	Mental health care budget	2,279		139	2,140	0.00	0
	DASS						
	Grand Total - not in Scope	3,682		168	3,514	31	33

NOTE 1: Support services include - Out of Hours (£200k), Legal (£165k), Dial-a-ride £100k, Carebank, TVPS, Direct Payment Support.

NOTE 2: Learning Disability service budgets are based on 2016/17 budget, these will be re-based to reflect actual costs and income.

NOTE 3: Services budgets, income and spend, are based upon 2016/17 price base, these will be updated to 2017/18 base.



Table 2: Notes to table 1 of Appendix 1 - 'In scope and not in scope'

	Service Area	Short Term Issues	Medium Term Proposals
1	Windsor Day Care Centre for older people	Plans are under consideration to cease the service in 2018 replaced where appropriate by existing voluntary sector service, and direct payments. A net £50k saving is included in the 2018/19 savings table in respect of this.	
2	Oak Bridge Centre for adults with learning disabilities	Plans are under consideration to reprovide the service by April 2018 in alternative locations including a new facility to be developed in partnership with a "not for profit" organisation. A net £100k saving is included in the 2018/19 savings table in respect of this.	
3	Boyn Grove day care centre	This recently built dual purpose centre, (Dementia & Learning Disability) would provide some capacity for those displaced from Windsor facilities.	
4	Winston Court registered residential home for the Learning Disabled (8 bed)	Proposals for de-registration of this home in 2017 are under consideration	The Council's Learning Disability strategic direction is for additional supported living units. This Home is under consideration for redevelopment to provide modernised or additional such units.
5	Homeside registered residential home for the Learning Disabled (8 bed)	Proposals for de-registration of this home in 2017 are under consideration	See - Winston Court "note" above, this applies equally to this Homeside.
6	Allenby Road residential respite home for the Learning Disabled (4 bed)		The management of this home is linked to that of Winston Court & Homeside. The operation of this facility will need to be considered along side changes to those two homes.
7	Community team for people with learning disabilities – staffing	This budget may transfer to Optalis in a second phase, 1 year after first transfer, to be confirmed.	



	Service Area	Short Term Issues	Medium Term Proposals
8	Community team for people with learning disabilities – services	This budget may transfer to Optalis in a second phase, 1 year after first transfer, to be confirmed.	
9	Deprivation of Liberty services & Safeguarding co-ordinator	Three full time staff at circa £120k; the £228k balance buys in S12 Doctors and independent DOLS assessors.	
10	Financial assessment	This team consists on five staff; they have close working links to the care assessment staff.	



This page is intentionally left blank

Royal Borough of Windsor and Maidenhead Communications Plan

Project Details	
Project Name	Delivering Adult Services Differently
Aim of Project	To continue to deliver quality services to adults in the Royal Borough by seeking new and innovative outcome-based delivery models which promote partnership and secure growth, resilience and sustainability.
Project Manager	Hilary Hall, Head of Commissioning Adults, Children and Health
Project Sponsor	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services
Communications Lead	Louisa Dean, Communications and Marketing Manager
Date	October 2016

Communication objectives
<p>Delivering Adult Services Differently with staff, partners and our communities underpins the strategic priorities of the Corporate Strategy.</p> <p>This plan focuses on the communications activity that will be delivered to raise awareness of the changes taking place. As the work with Wokingham Borough Council and Optalis proceeds this will then be developed into a joint plan. All communications are designed to provide the right information, to the right people at the right time so that:</p> <ul style="list-style-type: none"> • Our staff, in adult services as well as wider council colleagues, understand the rationale for the changes and the impact for them. • Residents, particularly those using the service, understand what the changes will mean for them individually. • Our partners are aware of and understand the changes and positively reinforce the messages of change to their employees and service users. • There is no disruption to service – residents know throughout the change period how they can access the services. <p>A central element of the programme has been and will continue to be about engaging with staff – those in the service area as well as the wider council.</p> <p>The change taking place is:</p> <p>The formation of a partnership with Wokingham Borough Council to deliver our services through the Local Authority Trading Company (LATC) – Optalis, from 1 April 2017. This will be jointly owned by Wokingham Borough Council and the Royal Borough of Windsor and Maidenhead.</p> <p>The leadership teams from the council's adult services and Optalis will work together to oversee the transfer of the council's staff into Optalis on 1 April. Throughout the next six months, staff will be fully engaged in a wide range of workstreams covering: HR, ICT Governance, and service delivery to ensure successful transfer of the service.</p>

Audiences / Stakeholders

- Elected Members
- Staff in adult services
- Wider council staff
- Residents
- Service users
- Strategic partners
- Optalis
- Wokingham Borough Council
- Community and voluntary sector

Key messages

- As part of the council's transformation process exploration has taken place on how services can be delivered differently, while retaining the focus on quality, high level of outputs and outcomes.
- Our ambition as a council is to secure high quality services for our residents. These services will be delivered through staff employed directly by the council or through staff employed through our partner companies or contractors.
- The council will move away from being the sole provider of many services and enter into partnerships with other public, private and voluntary sector companies organisations. Initially our staff will be transferred into the array of companies delivering The Royal Borough's statutory and discretionary functions.
- Councillors will continue leading the council – the difference is that as councillors they will be shareholders on companies that we part own and be representatives on boards of companies we are solely contracting, to deliver services.
- The senior management team of the council will work differently in the future. Rather than leading and managing a mixture of services they will manage the contracts to ensure delivery of the services that our residents want and need.
- Forming a partnership with Wokingham Borough Council, and becoming a shareholder in Optalis, is an important step. All of the Royal Borough's statutory Adult Services will transfer into the company. Our services will sit alongside Wokingham Borough Council services already in Optalis. The joining of the two sets of services will increase the resilience of both; provide opportunities for the council's workforce – in terms of learning; skills development and promotion and open avenues for growing the business delivered through our new company.
- Both councils anticipate through combining the services into a Local Authority Trading Company there will be increased opportunities to secure increased levels of resources to meet residents' needs through having access to different income streams and through increasing the freedoms and flexibility of the service to operate in a competitive market.
- Residents will continue receiving services located in the borough and be served by staff

who currently deliver services in the borough.

- Staff terms and conditions are protected, supervision, training and development will continue as current. They will also remain working in our buildings.

Communications risks and mitigation

Risk	Mitigation
Staff concerns.	Extensive consultation with staff and unions to develop their understanding and mitigate their anxiety.
Service users and clients do not fully understand the changes and therefore raise concerns.	Engagement with the key people to develop their understanding. Press briefing sessions. Proactive/reactive media.
Staff and service users feel disengaged with the process.	Open, honest and regular communications at all times through briefings and easy to access information.
Partners' anxiety.	Open and regular communications at all times through strategic boards and briefing sessions.

Milestones

- Cabinet briefing – 6 October
- Staff briefings – Adult services – 17 October
- Staff briefings – support staff – 18 October
- Press briefing (under embargo) – 18 October
- Scrutiny panels – 18/20/25 October
- Cabinet – 28 October
- New delivery method starts 1 April 2017

Protocol – approvals and spokespeople

- Any communications material will be approved by the Lead Member for Adult Services, Managing Director/Strategic Director Adult, Children and Health Services and/or Head of Commissioning - Adult, Children and Health.
- Key spokespeople will be the Lead Member for Adult services and the Managing Director/Strategic Director Adult, Children and Health Services as well as the Leader.

Key methods and tools (if appropriate)

Methods and tools	Purpose
Briefing sessions for staff and partners	To provide the latest information and engage them in the process
Face to face meetings with staff and service users	To provide the latest information and engage them in the process
'Delivering Differently' section - hyperwave	Dedicated section containing updates and project information for the staff
Frequently asked questions and answers sheet for staff - hyperwave	To capture and respond to ongoing queries and/or issues
Proactive media work	To ensure the media are aware of the messages and why the process is taking place
Reactive media statements	In response to key milestone/decisions made
Social media	To issue immediate information when appropriate

This page is intentionally left blank