

NOTICE  
OF  
MEETING

**ADULTS, CHILDREN AND HEALTH  
OVERVIEW AND SCRUTINY PANEL**

will meet on

**THURSDAY, 19TH SEPTEMBER, 2019**

**At 6.30 pm**

in the

**COUNCIL CHAMBER - TOWN HALL**

TO: MEMBERS OF THE ADULTS, CHILDREN AND HEALTH OVERVIEW AND SCRUTINY PANEL

COUNCILLORS SIMON BOND, CAROLE DA COSTA, MAUREEN HUNT,  
JULIAN SHARPE (CHAIRMAN) AND JOHN STORY (VICE-CHAIRMAN)

CATHERINE HOBBS (PORTSMOUTH DIOCESE REPRESENTATIVE), MARK JERVIS  
(ACADEMY GOVERNOR REPRESENTATIVE), DEREK MOSS (PRIMARY SCHOOLS  
REPRESENTATIVE) AND TONY WILSON (OXFORD DIOCESE REPRESENTATIVE)

Karen Shepherd – Service Lead - Governance - Issued: September 11<sup>th</sup> 2019

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at [www.rbwm.gov.uk](http://www.rbwm.gov.uk) or contact the Panel Administrator **Andy Carswell 01628 796319**

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## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u>  To receive any apologies for absence.	-
2.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest.	5 - 6
3.	<u>MINUTES OF PREVIOUS MEETING</u>  To approve the minutes of the meeting held on June 20 <sup>th</sup> 2019.	7 - 10
4.	<u>HEATHERWOOD HOSPITAL UPDATE</u>  To receive an update from Janet King, Director of HR and Corporate Services and Deputy CEO at Frimley Health NHS Foundation Trust.	11 - 12
5.	<u>PROVISION OF HOME CARE SERVICES</u>  To receive a presentation from Lynne Lidster, Head of Commissioning – Adults and Children, and Kieran Rabbitt from The Leading Care Company.	13 - 14
6.	<u>QUARTER 1 PERFORMANCE UPDATE REPORT</u>  To consider the contents of the report.	15 - 40
7.	<u>ANNUAL COMPLAINTS AND COMPLIMENTS REPORT</u>  To note the contents of the report.	41 - 88
8.	<u>ANNUAL REPORT ON COMMISSIONED SERVICES</u>  To consider the contents of the report.	89 - 136
9.	<u>JOINING UP OPPORTUNITIES FOR YOUNG ADULTS, EDUCATION, NEET AND APPRENTICESHIPS</u>  To receive an update.	137 - 138
10.	<u>WORK PROGRAMME</u>  To review the ongoing work programme.	139 - 140
11.	<u>DATES OF FUTURE MEETINGS</u>  To note the dates of future meetings  January 29 <sup>th</sup> 2020	-

April 23<sup>rd</sup> 2020

Both at 6.30pm in the Town Hall Council Chamber.

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## MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

### Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they 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 the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

### Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) 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 licence 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.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

### Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

### Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

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# Agenda Item 3

## ADULTS, CHILDREN AND HEALTH OVERVIEW AND SCRUTINY PANEL

THURSDAY, 20 JUNE 2019

PRESENT: Councillors Simon Bond, Carole Da Costa, Maureen Hunt, Julian Sharpe and John Story

Also in attendance: Councillor Stuart Carroll

Officers: Andy Carswell, Hilary Hall, Kevin McDaniel and Anna Robinson

### ELECTION OF CHAIRMAN AND VICE CHAIRMAN

Cllr Story nominated Cllr Sharpe as Chairman of the Panel. This was seconded by Cllr Hunt and unanimously agreed by Members. Cllr Sharpe confirmed that, as per the terms of the Constitution, he would resign from his role as Vice Chairman of the Corporate Services Overview and Scrutiny Panel.

Cllr Sharpe nominated Cllr Story as Vice Chairman of the Panel. This was seconded by Cllr Hunt. Cllr Da Costa nominated Cllr Bond as Vice Chairman of the Panel. This was seconded by Cllr Bond. Cllr Story was voted as Vice Chairman of the Panel.

### APOLOGIES FOR ABSENCE

There were no apologies for absence.

### DECLARATIONS OF INTEREST

Cllr Hunt declared a personal interest as her daughter worked as a teacher, and would shortly be moving to the Royal Borough.

Cllr Da Costa declared a personal interest as she was employed by the NHS.

### MINUTES OF PREVIOUS PANELS

The contents of the minutes of the former Children's Services Overview and Scrutiny Panel held on March 21<sup>st</sup> 2019 and the former Adult Services and Health Overview and Scrutiny Panel held on March 27<sup>th</sup> 2019 were both noted by Members.

### APPOINTMENT OF CO-OPTEEES

Members' attention was drawn to the names of the proposed co-optees in the supplementary agenda. The Director of Children's Services informed Members that the Oxford Diocese was responsible for around 15 per cent of school staff in the Royal Borough, with around a third of schools being faith-based. He added that the two governor representatives were both well known, and there was the additional benefit of the secondary school representative being a governor at an Academy school. The Director of Children's Services told Members that he had spoken to the Portsmouth Diocese – responsible for Catholic primary schools in the Royal Borough – the previous day and it had been agreed that Catherine Hobbs would act as their representative, and this would be confirmed once all of the relevant paperwork had been completed.

**RESOLVED UNANIMOUSLY: That Mark Jervis, Derek Moss, Tony Wilson and Catherine Hobbs be appointed as co-optees to the Panel.**

Members were told that there was no proposed representative from the Regional Schools Commissioner. This co-optee position had been added to the Terms of Reference four years ago to help aid the transition when a large number of Royal Borough schools were converting to Academy status and a co-optee had been appointed; however they did not subsequently attend any meetings of the former Children's Services Overview and Scrutiny Panel. The Director of Children's Services stated it was appropriate to continue to ask for a Regional Schools Commissioner representative as almost half of all the schools in the Royal Borough were now Academies. However he had had no response to two letters he had sent to the Commission in the previous four weeks. The Director of Children's Services explained that the Regional Schools Commissioner generally only attended meetings when particular issues had been raised, and this was not the case in the Royal Borough.

Members felt that it would be appropriate for elected Councillors to contact the RSC and ask for a nominee. The Chairman stated that he would write to the RSC on the Panel's behalf.

### TERMS OF REFERENCE FOR OVERVIEW AND SCRUTINY

The Chairman stated his belief that scrutiny was one of the most important functions of the Council and said the Panel should be rigorous in challenging the Executive, in order to deliver a high quality service to residents. Cllr Hunt thanked officers for their hard work in delivering services to Borough residents. Members were informed that the Terms of Reference were available to view on the Council's website as part of the Constitution document.

The Clerk outlined some of the key alterations to the Terms of Reference. Members were told that there was now more of a focus on the Panel deciding for themselves which items they wanted to be included on the work programme to determine what needed to be scrutinised in greater depth. Cabinet reports would no longer be automatically referred to the Panel but a request for a referral could still be made. However no more than two reports per Cabinet could be called in. Members were also informed that the monthly Finance Report would no longer be automatically referred to the Panel, but all reports would be made public to Members.

The Director of Children's Services informed Members that there were other avenues where reports could be considered, and gave the example of the School Improvement Forum.

### ANNUAL PERFORMANCE REPORT

The Strategy and Performance Manager reminded Members that a number of strategic priorities were set out in the 2017-2021 Council Plan. Of relevance to this Panel were the priorities of ensuring healthy, skilled and independent residents and of ensuring safe and vibrant communities.

Members were told that quarterly performance updates relevant to each Panel would be presented at each meeting as part of a wider performance management framework. This would be presented to provide more context for figures compared to previously, following feedback from Members. For example figures would be expressed in percentage and numeric terms, as some cohort numbers in statistics were small so a slight difference to numbers could significantly vary percentages. Benchmark figures that would enable comparisons between the Royal Borough and national figures to be made would also be provided. This would particularly be the case with the Adults, Children and Health Overview and Scrutiny Panel as a number of performance measures were statutory so the information would be easier to collate and contrast as there was greater consistency in recording data across different councils. Members were told that going forward the performance updates would report on the issues that had been identified as being the areas of highest priority.

### WORK PROGRAMME 2019/20



The Vice Chairman requested presentations be given to Members to update them on the progress of the new Heatherwood Hospital and Ascot Medical Centre. It was agreed that the Heatherwood presentation could be given at the September meeting and the Ascot Medical Centre would be considered at the January meeting.

Regarding the proposed Changes to Universal Services item, it was agreed that it would be appropriate to schedule this for the January meeting as by then it would no longer be a Part II item. It was not possible to schedule the other two proposed items, on Long Term Funding of Social Care and Impact on School Funding Changes, as these were dependant on the publication of information from central government and the timescale for this was still unknown.

## EDUCATION STANDARDS REPORT

The Director of Children's Services introduced the item and explained it was also due to be discussed at the School Improvement Forum the following week.

Members were told that 91 per cent of schools in the Royal Borough were rated good or outstanding by Ofsted. The Director of Children's Services stated his belief that schools were maintaining standards, despite recent press reports that standards had fallen at some schools. Members were told that some schools were exempt from full inspections for a certain number of years unless there was a significant deterioration in standards or a serious safeguarding issue reported, although there it was noted that some schools would prefer to receive another inspection in order to be reassured they were continuing to meet standards.

It had not been possible for any Members to look at the exam results of schools in the Royal Borough until now because they were not available until February at the earliest; the next scheduled Cabinet meeting where they were eligible for discussion was during Purdah. The figures showed that children in Royal Borough schools were performing above the national average at all assessed age groups, placing the Borough in the top 20 per cent of performers nationally. Attainment levels of pupils with special educational needs were also above average when compared with national figures.

Of some concern were the attainment levels of disadvantaged pupils. Attainment levels were lower than the national average even though there was a low number of disadvantaged pupils in Royal Borough schools. Tackling this issue had been a priority but there had not been a significant improvement in attainment levels. The Director of Children's Services said this was a sensitive issue as some disadvantaged families in the Royal Borough did not want additional support as it would make any perceived social stigma worse and make their children stand out as needing additional support. It was noted that similar issues existed in the other Berkshire council areas. One way of removing the stigma associated with receiving free school meals that had been suggested was for all children to use a cashless system, with cards used by disadvantaged children being topped up by the Council. The Director of Children's Services said that schools had been working together to eliminate methods of bad practice regarding disadvantaged or Pupil Premium children and that they were keen to engage with these families, as more funding would be made available to the school to help support them. This topic would be a focus of the next School Improvement Forum meeting.

The Vice Chairman asked about the seven schools that had an Ofsted rating of requiring improvement. The Director of Children's Services explained that one of these was the pupil referral unit at Haybrook College in Slough, which catered for pupils who had been permanently excluded from mainstream education. The Council had paid for 30 out of the 120 secondary education places there to be allocated to Royal Borough pupils, and the Ofsted rating came from an inspection that was carried out prior to this arrangement being implemented. The Director of Children's Services stated he was comfortable that Haybrook College was on its way to being classified as good. Of the remaining six, the Director of Children's Services stated his belief that three had demonstrated they would be rated good if they received an Ofsted inspection soon. Cllr Hunt stated she was delighted to hear one of

these schools was Bisham Primary, which was in her ward and was now, in her opinion, a successful school. Of the other three schools, two had changed their leadership team in the past year and their changes would take time to be embedded.

Regarding permanent exclusions, the Director of Children’s Services stated that these were on the increase and more work was being done to establish the reasons behind this. The Council was responsible for finding a school for an excluded pupil and the link with Haybrook College had been established in order to meet the Council’s statutory duties as there was no pupil referral unit in the Royal Borough. Pupils who had been excluded for carrying knives had been mentioned as an issue, as many schools had a zero tolerance policy and would exclude a pupil for a first offence regardless of any mitigation. Some schools had accepted an offer from Thames Valley Police to invite a theatre group to discuss the topic. Members were told that the cost of funding places for excluded pupils was budgeted for, but this came from a ring-fenced budget and there were concerns that increasing numbers of exclusions would impact on specialist care in mainstream schools. However it was felt that failing to provide a budget for excluded pupils would expose them to greater risks. Members were told that in some cases the Council was responsible for funding transport for pupils to Haybrook.

The Vice Chairman noted that Lewisham Council had been identified as an authority to share good practice with regarding disadvantaged pupils. Members were told that Lewisham had a high number of disadvantage children so the council there was able to adopt a more systemic approach to tackling the issue, compared to the small cohort in the Royal Borough.

Cllr Bond asked about pupils with undiagnosed special educational needs, and if there were concerns they were not getting the specialist support they needed. The Director of Children’s Services said £150,000 was being spent from the early years block each year to see if any pupils needed additional support, and staff were beginning to notice an increase in the number of pupils being given an EHCP. However the budget in the high needs block was comparatively low. Some schools had no SEN pupils whereas others had up to 30 per cent of their pupils who had special educational needs. Peer reviews had started to be implemented to ensure a fairer distribution of pupils across all schools. Of the 900 pupils aged 2-25 who had special educational needs, 300 were in mainstream schools and the rest were in locations that gave specialist provision.

The Chairman asked if consideration had been given to building an additional specialist school in the Borough. The Director of Children’s Services said that consideration for the specialist support provided for pupils in the Royal Borough needed to be balanced against the level of support that would be needed going forward, in cases where the children had complex needs and would require specialist care for several years into the future, and the pressures this would place on resources.

Members thanked officers for the level of detail in the report.

#### DATES OF FUTURE MEETINGS

The dates of the future meetings of the Panel were agreed as September 19<sup>th</sup> 2019, January 29<sup>th</sup> 2020 and April 23<sup>rd</sup> 2020.

The meeting, which began at 6.30 pm, finished at 8.00 pm

CHAIRMAN.....

DATE.....

# Agenda Item 4

<b>Subject:</b>	<b>Update on Heatherwood Hospital</b>
<b>Reason for briefing note:</b>	To provide the Adults, Children and Health Overview and Scrutiny Panel with an update on Heatherwood Hospital
<b>Responsible officer(s):</b>	Hilary Hall, Interim Director of Adult Services and Deputy Director Strategy and Commissioning 01628 683893.
<b>Senior lead sponsor:</b>	Andy Jeffs, Executive Director, 01628 796484.
<b>Date:</b>	19 September 2019

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## SUMMARY AND CONTEXT

Members of the previous Adult Services and Health Overview and Scrutiny Panel had requested an update on Heatherwood Hospital. It was agreed that a presentation should be given to members of the Adults, Children and Health Overview and Scrutiny Panel.

The Panel will receive a presentation from Janet King, the Director of HR and Corporate Services and Deputy CEO at Frimley Health NHS Foundation Trust, which has responsibility for Heatherwood Hospital.

Members may recall that in August 2017 a planning application to redevelop the hospital was approved by the Boroughwide Development Management Panel.

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# Agenda Item 5

<b>Subject:</b>	<b>Provision of Home Care Services</b>
<b>Reason for briefing note:</b>	To provide the Adults, Children and Health Overview and Scrutiny Panel with a presentation on the provision of home care services in the Royal Borough
<b>Responsible officer(s):</b>	Lynne Lidster, Head of Commissioning – Adults and Children, 01628 796937.
<b>Senior lead sponsor:</b>	Andy Jeffs, Executive Director, 01628 796484.
<b>Date:</b>	19 September 2019

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## SUMMARY AND CONTEXT

It was agreed that a presentation on the provision of home care services to residents of the Royal Borough should be given to members of the Adults, Children and Health Overview and Scrutiny Panel.

The Panel will receive a presentation which outlines the provision of services in the Royal Borough. Part of the presentation will be given by Kieran Rabbitt from The Leading Care Company, who will outline the role and responsibilities of being a CQC registered provider of home care.

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Report Title:	<b>Q1 Performance Report</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	
Meeting and Date:	Adults, Children and Health Overview and Scrutiny Panel, 19 September 2019
Responsible Officer(s):	Hilary Hall, Interim Director of Adult Services and Deputy Director Strategy and Commissioning Kevin McDaniel, Director of Children's Services
Wards affected:	All

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## REPORT SUMMARY

1. On 27 June 2019 Cabinet resolved to delegate authority to Executive Directors in conjunction with Lead Members to amend and confirm the Strategic Performance Management Framework for 2019/20. The framework is set out in Appendix A.
2. The Adults, Children and Health Overview and Scrutiny Panel has quarterly oversight of a range of performance measures relating to the following council strategic priorities for 2019/20:
  - Healthy, skilled and independent residents
  - Safe and vibrant communities
3. Appendix B sets out the Q1 Performance Report for all measures relating to the Panel's remit, and includes performance commentary and an overview of achievements and key milestones reached in the period April – June 2019.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That the Adults, Children and Health Overview and Scrutiny Panel notes the report and:

- i) **Notes the 2019/20 Strategic Performance Framework in Appendix A.**
- ii) **Notes the 2019/20 Q1 Adults, Children and Health Overview and Scrutiny Panel Performance Report in Appendix B.**
- iii) **Requests relevant Lead Members, Directors and Heads of Service to maintain focus on improving performance.**

## 2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 On 27 June 2019 Cabinet resolved to delegate authority to Executive Directors in conjunction with Lead Members to amend and confirm the Performance Management Framework for 2019/20 (Appendix A).

2.2 The framework has 42 different measures aligned to the strategic objectives in the Council Plan 2017-21, 22 of which are key measures reported to Cabinet bi-annually. The Adults, Children and Health Overview and Scrutiny Panel has oversight of the relevant key measures reported to Cabinet as well as a range of other performance measures relating to the following council strategic priorities for 2019/20:

- Healthy, skilled and independent residents
- Safe and vibrant communities

2.3 Appendix B sets out the Q1 performance for all measures relating to the Panel's remit. It shows that:

- 12 of the 16 measures met or exceeded target,
- One measure fell just short of target, although still within the tolerance for the measure,
- Two measures were out of tolerance and require improvement.
- One measure where data for Q1 is not yet available.

### Options

**Table 1: Options arising from this report**

Option	Comments
Endorse the evolution of the performance management framework, focused on embedding a performance culture within the council and measuring delivery of the council's six strategic priorities. <b>This is the recommended option</b>	The council's focus on continuous performance improvement provides residents and the council with more timely, accurate and relevant information; evolving the council's performance management framework using performance information and business intelligence ensures it reflects the council's ongoing priorities.
Failure to use performance information to understand the council, improve and maintain performance of council services and develop reporting to members and residents.	Without using the information available to the council to better understand its activity, it is not possible to make informed decisions and is more difficult to seek continuous improvement and understand delivery against the council's strategic priorities.

### 3. KEY IMPLICATIONS

3.1 The key implications of this report are set out in table 2.

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver all	< 100% priorities on target	100% of priorities on target			31 March 2020



<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
six strategic priorities.					

#### **4. FINANCIAL DETAILS / VALUE FOR MONEY**

4.1 There are no direct financial implications arising from the recommendations.

#### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications arising from the recommendations.

#### **6. RISK MANAGEMENT**

6.1 The risks and their control are set out in table 3.

**Table 3: Impact of risk and mitigation**

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
Poor performance management practices resulting in lack of progress towards the council's agreed strategic priorities and objectives.	HIGH	Robust performance management within services to embed a performance management culture and effective and timely reporting.	LOW

#### **7. POTENTIAL IMPACTS**

7.1 There are no Equality Impact Assessments or Privacy Impact Assessments required for this report. There are no climate change or data protection impacts as a result of this report.

#### **8. CONSULTATION**

8.1 Ongoing performance of the measures within the Performance Management Framework 2019/20, alongside other measures and business intelligence information, will be regularly reported to the council's four Overview and Scrutiny Panels. Comments from the Adults, Children and Health Overview and Scrutiny Panel will be reported to Lead Members and Heads of Service as part of an ongoing performance dialogue.

## 9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 4.

**Table 4: Implementation timetable**

Date	Details
Ongoing	Comments from the Panel will be reviewed by Lead Members and Heads of Service
29 January 2020	Q2 Performance Report
23 April 2020	Q3 Performance Report

## 10. APPENDICES

- 10.1 This report is supported by two appendices:
- Appendix A: 2019/20 Strategic Performance Framework.
  - Appendix B: Adults, Children and Health Overview and Scrutiny Panel Performance Report Q1 2019/20.

## 11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by one background document:
- Council Plan 2017-21:  
[https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021\\_-\\_council\\_plan](https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021_-_council_plan)

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Hilary Hall	Interim Director of Adult Services and Deputy Director of Commissioning and Strategy	22/08/19	09/09/19
Kevin McDaniel	Director of Children's Services	22/08/19	
Vernon Nosal	Head of Adult Social Care	22/08/19	

## REPORT HISTORY

<b>Decision type:</b> Non-key decision	<b>Urgency item?</b> No	<b>To Follow item?</b> No
Report Author: Rachel Kinniburgh, Strategy Officer, 01628 796370		

## Appendix A: 2019/20 STRATEGIC FRAMEWORK

*Note: where available, benchmarking data will be included in all reports.*

Measure	Ref.	Overview & Scrutiny Panel	PMF 2019/20	Target	Notes
<b>Healthy, skilled and independent residents</b>					
No. permanent admissions to care for those aged 65+yrs	1.4.1	Adults, Children and Health	✓	≤ 210 year-end	Target unchanged from 18/19.
Rate of delayed transfers of care attributable to Adult Social Care (per 100,000 pop.)	Opt_7	Adults, Children and Health	✓	≤ 1.5	Reported as part of Optalis contract. Target unchanged from 18/19.
Percentage of rehabilitation clients still at home 91 days after discharge from hospital	Opt_8	Adults, Children and Health	✓	≥ 87.5%	Reported as part of Optalis contract. Target unchanged from 18/19.
No. carers supported by dedicated services directly commissioned by RBWM	1.5.3	Adults, Children and Health	✓	≥ 606 year-end	Target increase of at least 85 additional carers by year-end.
Percentage of care-leavers in education, employment or training	AfC_35	Adults, Children and Health	✓	≥ 50%	Reported as part of Achieving for Children contract. Target unchanged from 18/19.
Percentage of children receiving a 6-8wk review within 8wks of birth	AfC_6	Adults, Children and Health	✓	≥ 70%	Reported as part of Achieving for Children contract. Target unchanged from 18/19.
Percentage of borough schools rated by Ofsted as good or outstanding	1.3.1	Adults, Children and Health		≥ 86%	Reported as part of Achieving for Children contract. Target unchanged from 18/19.
Percentage of long-term cases reviewed in the last 12mths	Opt_3	Adults, Children and Health		≥ 85%	New measure for 2019/20.
Percentage of current carers assessed or reviewed in last 12mths	Opt_4	Adults, Children and Health		≥ 60%	Reported as part of Optalis contract. Target unchanged from 18/19.

Measure	Ref.	Overview & Scrutiny Panel	PMF 2019/20	Target	Notes
Percentage of successful treatment completions (alcohol)	Cr_1	Adults, Children and Health		See note	Within 17/18 and 18/19 strategic frameworks these measures were reported against fixed targets. In 19/20 the target is the changing national average.
Percentage of successful treatment completions (opiates)	Cr_2	Adults, Children and Health			
Percentage of successful treatment completions (non-opiates)	Cr_3	Adults, Children and Health			
<b>Safe and vibrant communities</b>					
Percentage of adult safeguarding service users reporting satisfaction	Opt_11	Adults, Children and Health	✓	≥ 80%	Reported as part of Optalis contract. Target unchanged from 18/19.
Percentage of children subject to a Child Protection Plan for 2+yrs on ceasing	AfC_22	Adults, Children and Health	✓	≤ 3.5%	Reported as part of Achieving for Children contract. Target unchanged from 18/19.
Percentage of re-referrals to CSC within 12mths	AfC_17	Adults, Children and Health	✓	≤ 20%	Reported as part of Achieving for Children contract. Target unchanged from 18/19.
Percentage of Education, Health and Care Plans completed on time	AfC_3	Adults, Children and Health		100%	Reported as part of Achieving for Children contract. Target unchanged from 18/19.
No. attendances at leisure centres	CEP_2	Communities		≥ 1,915,000 year-end	Targets based on analysis of 18/19 trends.
No. visits (physical and virtual) to museums	LRS_6	Communities		≥ 65,000 year-end	
No. visits (physical and virtual) to libraries	LRS_10	Communities		≥ 800,000 year-end	
No. library issues	LRS_9	Communities		≥ 625,000 year-end	New measure for 19/20. Target informed by 18/19 trends and this year will be used to benchmark.

Measure	Ref.	Overview & Scrutiny Panel	PMF 2019/20	Target	Notes
<i>Third Sector</i>	<i>BI</i>	<i>Communities</i>		-	<i>Contextual business intelligence relating to the growth of the Third Sector.</i>
<b>Growing economy, affordable housing</b>					
No. homelessness preventions through council advice and activity	3.5.1	Infrastructure	✓	≥ 100 year-end	Target increased from 97 to at least 100 by year-end.
No. homeless households in temporary accommodation	(H_1)	Infrastructure	✓	≤ 120 year-end	New measure. Measure is a statement on the latest position every 6mths, rather than measuring the number of new households who are actively placed in temporary accommodation within the period (as per measure 3.5.2 in the 18/19 strategic framework).
Footfall in Maidenhead town centre	CEP_1a	Infrastructure		≥ 6,350,000 year-end	New measures for 19/20. In previous strategic frameworks the combined footfall total for Windsor and Maidenhead was reported.
Footfall in Windsor town centre	CEP_1b	Infrastructure		≥ 8,050,000 year-end	
<i>Local Employment</i>	<i>BI</i>	<i>Infrastructure</i>		-	<i>Contextual business intelligence relating to trends in local employment and the growth of the Third Sector.</i>
<i>Third Sector</i>					
<i>Apprenticeships</i>					
<i>Regeneration and Affordable housing</i>	<i>Activity update</i>	<i>Infrastructure</i>		-	<i>An update on key achievements and milestones reached in the quarter.</i>
<b>Attractive and well-connected borough</b>					
Performance of the Tivoli contract	Tiv_1	Communities	✓	≥ 92	Measure reports the consolidated performance score for this contract. Target unchanged from 18/19.
Percentage of household waste sent for reuse, recycling	4.2.1	Communities	✓	≥ 45%	Target unchanged from 18/19.

Measure	Ref.	Overview & Scrutiny Panel	PMF 2019/20	Target	Notes
Percentage of Major planning applications processed in time	P_1	Infrastructure	✓	≥ 65%	Target increased by 5%, from 60% in 18/19 to 65%.
Percentage of Minor planning applications processed in time	P_2	Infrastructure	✓	≥ 70%	Target increased by 5%, from 65% in 18/19 to 70%.
Percentage of "Other" planning applications processed in time	P_3	Infrastructure		≥ 85%	Target increased by 5%, from 80% in 18/19 to 85%.
Percentage of potholes repaired within 24hrs *new measure definition*	TBC	Infrastructure	✓	100%	New measure for 19/20 and based on agreed new definition. Data under revised definition not available until Q3.
Number of fly-tipping instances across Borough	4.1.1	Communities		≤ 623 year-end	Target unchanged from 18/19.
<b>An excellent customer experience</b>					
Percentage of calls answered within 60 seconds	LRS_1	Corporate	✓	≥ 80%	Target unchanged from 18/19.
Percentage of calls abandoned after 5 seconds	LRS_2	Corporate	✓	≤ 4%	Target adjusted from <5% to <4% to make more challenging in 19/20.
Average number of days to process new claims	RB_5	Corporate	✓	≤ 12	New measures for 19/20. In previous strategic frameworks the combined average of new claims and changes in circumstances was reported.
Average number of days to process change circumstances	RB_6	Corporate	✓	≤ 5	
Number of visits (physical and virtual) to libraries	LRS_10	Corporate		≥ 800,000 year-end	Target based on analysis of 18/19 trends.
Percentage of residents confirming that they feel informed about the council	5.1.1	Corporate		≥ 49%	Annual measure which derives its data from the Residents' Survey, last conducted in 2018. Target is based on results of the latest Local Government Association Survey.

Measure	Ref.	Overview & Scrutiny Panel	PMF 2019/20	Target	Notes
No. digital customer interactions	6.3.1a	Corporate		≥ 83,000 year-end	New measure for 19/20. Target informed by 18/19 trends and this year will be used to benchmark.
No. "My Account" users (running total)	CM_3a	Corporate		≥ 40,474 year-end	Target based on analysis of trends in 18/19.
<i>Residents' e-bulletin sign-ups</i>	<i>BI</i>	<i>Corporate</i>		-	<i>Contextual business intelligence to monitor promotion of e-bulletin and also volumes of complaints.</i>
<i>Complaints</i>					
<i>5-Year Commissioning Strategy</i>	<i>Activity update</i>	<i>Corporate</i>		-	<i>An update on key achievements and milestones reached in the quarter.</i>
<b>Well-managed resources delivering value for money</b>					
Percentage collection rate for Council Tax	RB_1	Corporate	✓	≥ 98.5% year-end	Targets unchanged from 2018/19.
Percentage collection rate for Non Domestic Rates (Business Rates)	RB_2	Corporate	✓	≥ 98.3% year end	
Council Tax level comparative with the average unitary Band D (£)	6.1.3	Corporate		≤ £1431.00	Target is the average unitary Band D value in £.
Percentage of residents expressing satisfaction with services	6.4.1	Corporate		≥ 61%	Annual measure which derives its data from the Residents' Survey, last conducted in 2018. Target is based on results of the latest Local Government Association Survey.
No. digital customer interactions	6.3.1a	Corporate		≥ 83,000 year-end	New measure for 19/20. Target informed by 18/19 trends and this year will be used to benchmark.
Percentage voluntary turnover (YTD)	RBWM_P1	Corporate		≤ 12.9% year-end	Target amended from 18/19 (14%).
<i>HR Establishment</i>	<i>BI</i>	<i>Corporate</i>			<i>Contextual business intelligence outlining key Establishment data (FTE)</i>

<b>Measure</b>	<b>Ref.</b>	<b>Overview &amp; Scrutiny Panel</b>	<b>PMF 2019/20</b>	<b>Target</b>	<b>Notes</b>
					<i>/ Headcount / new starters / leavers / agency staff / active vacancies).</i>
<i>Staff Survey and People Plan</i>	<i>Activity update</i>	<i>Corporate</i>			<i>An update on key achievements and milestones reached in the quarter.</i>
<i>Capital Programme</i>					
<i>Council Annual Report</i>	<i>Annual Report</i>	<i>Corporate</i>			
<i>Joint Committee and Optalis Board Review of Performance</i>	<i>Routine Report</i>				



# **Adults, Children and Health Overview and Scrutiny Panel**

## **Q1 2019-20 Performance Report (April – June 2019)**

Date prepared: 22 August 2019 (v2)

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**Adults, Children and Health Overview and Scrutiny Panel:  
Q1 2019-20 Performance Report**

**1. Executive Summary**

1.1 The Adults, Children's and Health Overview and Scrutiny Panel has oversight of a range of performance measures relating to the following council strategic priorities for 2019/20:

- Healthy, skilled and independent residents
- Safe and vibrant communities

1.2 As at 1 July 2019 performance of all measures related to the Panel's remit can be broadly summarised as:

<b>Q1 RAG Status</b>	<b>No.</b>	<b>Measures</b>
<b>Red (Needs improvement)</b>	<b>2</b>	<ul style="list-style-type: none"> <li>• (Opt_4) Percentage of carers assessed or reviewed in the last 12mths</li> <li>• (AfC_22) Percentage of children subject to a Child Protection Plan for 2+yrs on ceasing</li> </ul>
<b>Amber (Near target)</b>	<b>1</b>	<ul style="list-style-type: none"> <li>• (Opt_3) Percentage of long term cases reviewed in the last 12mths</li> </ul>
<b>Green (Succeeding or achieved)</b>	<b>12</b>	<ul style="list-style-type: none"> <li>• (1.4.1) No. permanent admissions to care for those aged 65+yrs</li> <li>• (Opt_7) Rate of delayed transfers of care (per 100,000 pop.) attributable to RBWM</li> <li>• (Opt_8) Percentage of rehabilitation clients still at home after 91 days</li> <li>• (Opt_11) Percentage safeguarding service user satisfaction</li> <li>• (1.5.3) No. carers supported by dedicated services directly commissioned by RBWM</li> <li>• (1.3.1) Percentage of borough schools rated by Ofsted as Good or Outstanding</li> <li>• (AfC_6) Percentage of eligible children receiving a 6-8wk review within 8wks</li> <li>• (AfC_17) Percentage of re-referrals to CSC within 12mths</li> <li>• (AfC_35) Percentage of care-leavers in education, training and employment (19-21yr olds)</li> <li>• (Cr_1) Percentage of successful treatment completions (alcohol)</li> <li>• (Cr_2) Percentage of successful treatment completions (opiates)</li> <li>• (Cr_3) Percentage of successful treatment completions (non-opiates)</li> </ul>
<b>Unknown performance</b>	<b>1</b>	<ul style="list-style-type: none"> <li>• (AfC_3) Percentage of EHCP assessments completed within 20wks (including exceptions). Note: data not yet collated due to staff changes.</li> </ul>
<b>Total</b>	<b>16</b>	

**Adults, Children and Health Overview and Scrutiny Panel:  
Q1 2019-20 Performance Report**

1.4 Commentary is provided for all measures in deviation from target (either Red or Amber) year-to-date and where key information supports understanding of the measure.

**2. Key activities and milestones achieved**

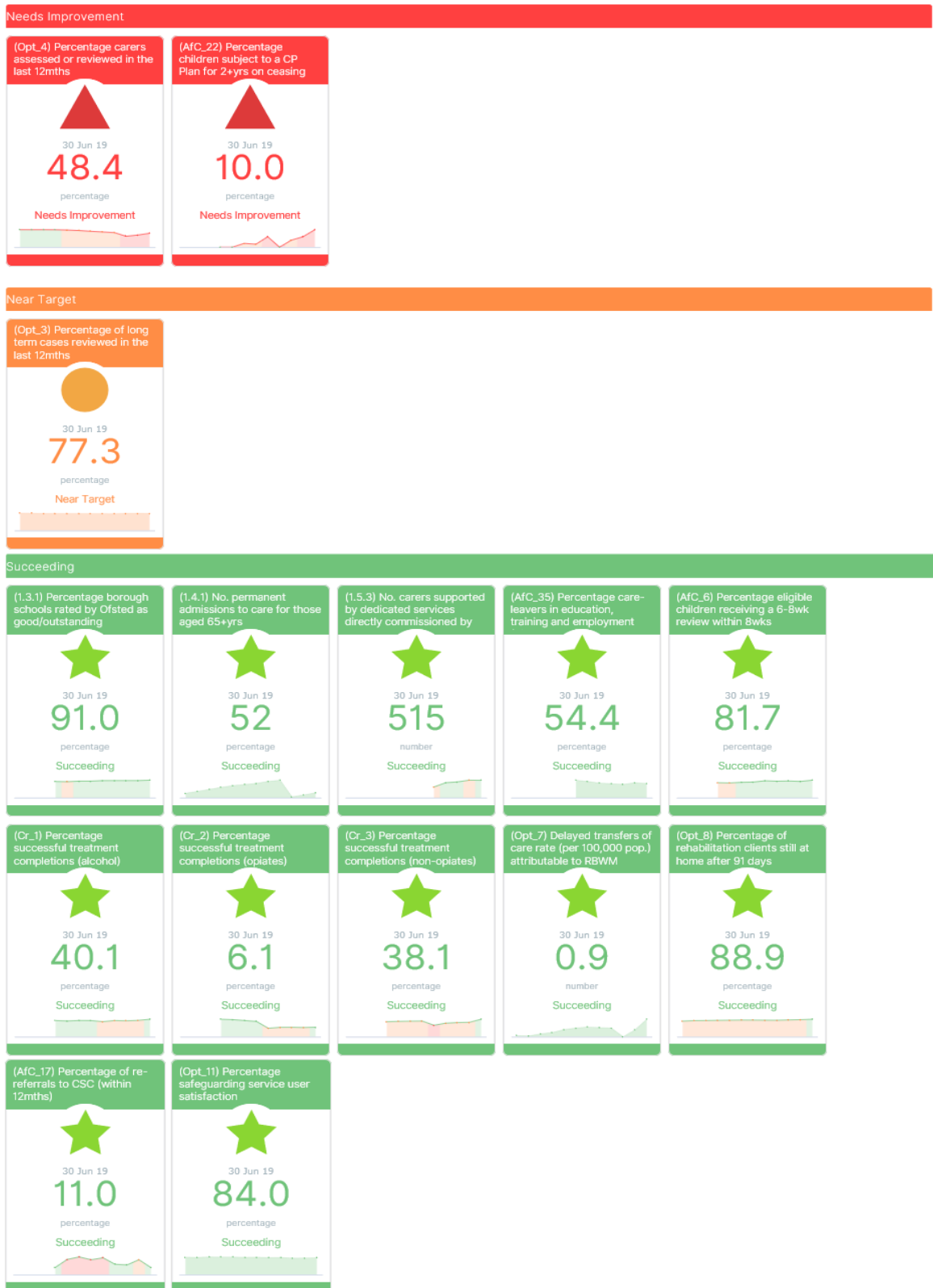
<b>Strategic Priority</b>	<b>Item</b>	<b>Q1 Achievements and key milestones</b>
Healthy, skilled and independent residents	Joint Strategic Needs Assessment	Joint Strategic Needs Assessment was published following approval by the Health and Wellbeing Board. Work is now underway on the Joint Health and Wellbeing Strategy with a new Strategy due for publication in April 2020.
	Integrated Care System	Three new Primary Care Networks – networks of GP practices – were approved, based on Maidenhead, Windsor and Ascot. The new Networks will take on a number of new responsibilities to improve delivery of services to residents.
	Commissioning	<p>The annual report on commissioned services was produced – see elsewhere on the Panel’s agenda. Work is continuing on a commissioning strategy for the council which will come to Cabinet in November 2019.</p> <p>The council entered into three year contracts with some voluntary sector organisations delivering services to support vulnerable adults in order to give them some financial stability over a longer term.</p> <p>Brill House opened which replaced the provision at Mokattam. In addition to accommodation for the six residents with learning disabilities previously at Mokattam, Brill House offers an additional five flats for people with learning disabilities to support independent living.</p>
Safe and vibrant communities	New safeguarding arrangements	New safeguarding arrangements, replacing the Local Safeguarding Children Board and Safeguarding Adults Board, were developed following extensive consultation with partners and published. The new arrangements will be implemented from September 2019.
	Inspection ratings	Following inspections by the Care Quality Commission earlier in the year, all care homes where the council commissions block bed provision (residential and nursing) are rated either Good or Outstanding. All but one of the council’s domiciliary care providers are now rated Good or Outstanding.

# Adults, Children and Health Overview and Scrutiny Panel: Q1 2019-20 Performance Report

## 3. Performance Summary Report (YTD)

3.1 The following measure is excluded from this summary:

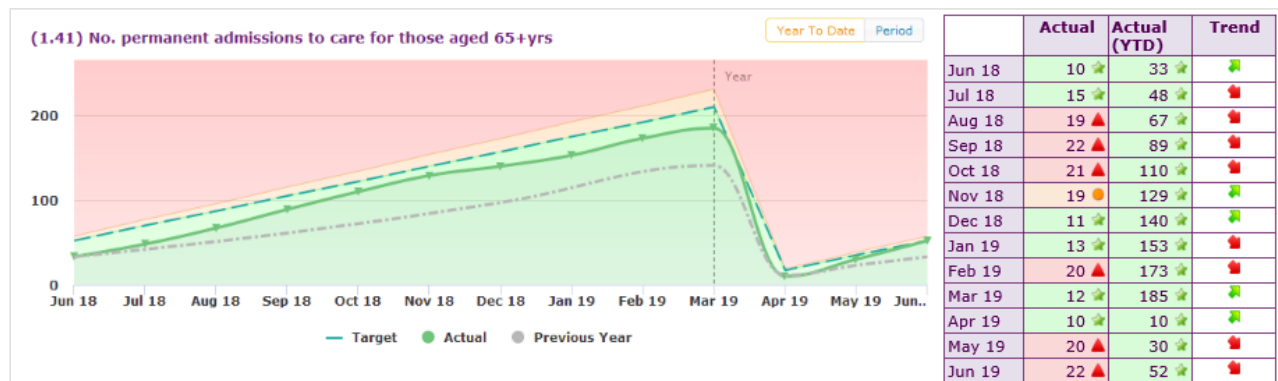
- (AfC\_3) Percentage of EHCP assessments completed within 20 weeks (including exceptions). Note: data not yet collated due to staff changes.



**Adults, Children and Health Overview and Scrutiny Panel:  
Q1 2019-20 Performance Report**

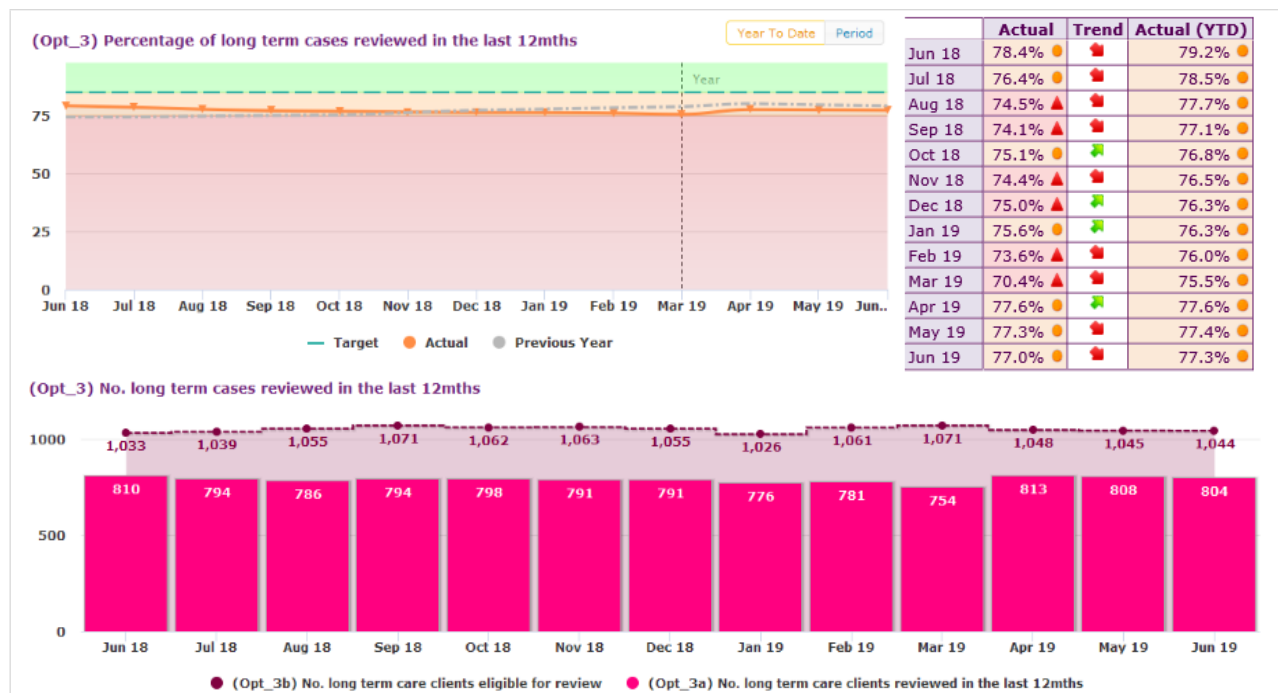
**4. Healthy, skilled and independent residents: Detailed Trends and Commentary**

**4.1 Adults Services**



**Q1 Commentary**

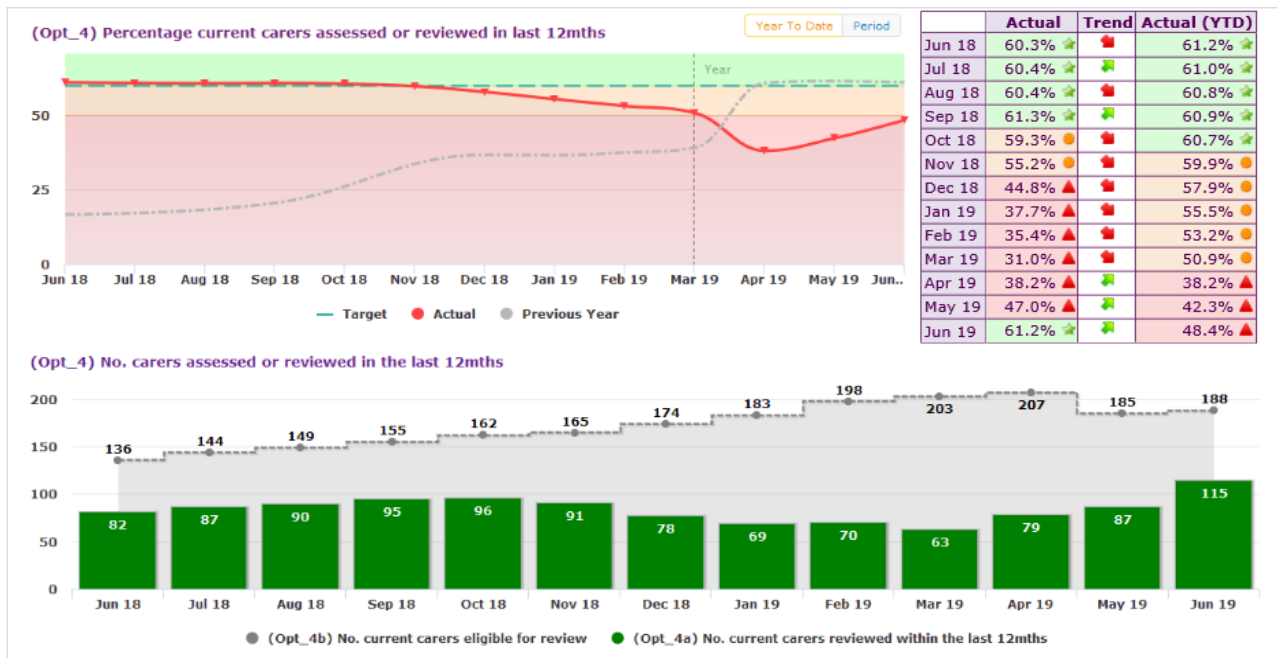
Whilst performance for this measure remains on target for the year (52 against a target of 52), there has been an increase in the number of admissions during May and June, primarily nursing and nursing dementia placements. This measure to some degree reflects the success of efforts to support an ageing population to remain in their communities for as long as possible. Individuals presenting at Accident and Emergency Services, therefore, tend to be much more frail and have more complex health needs, meaning that permanent admission to care and/or lower survival rates is an increasing likelihood.



**Q1 Commentary**

As at the close of Q1, year-to-date performance for this measure is 77.7% against a target of 85%. Implementation of the strengths based approach has revealed that a number of one off issues that do not require a review (one off equipment, for example) currently trigger a review in PARIS. Work is being undertaken to ensure that reviews are correctly triggered.

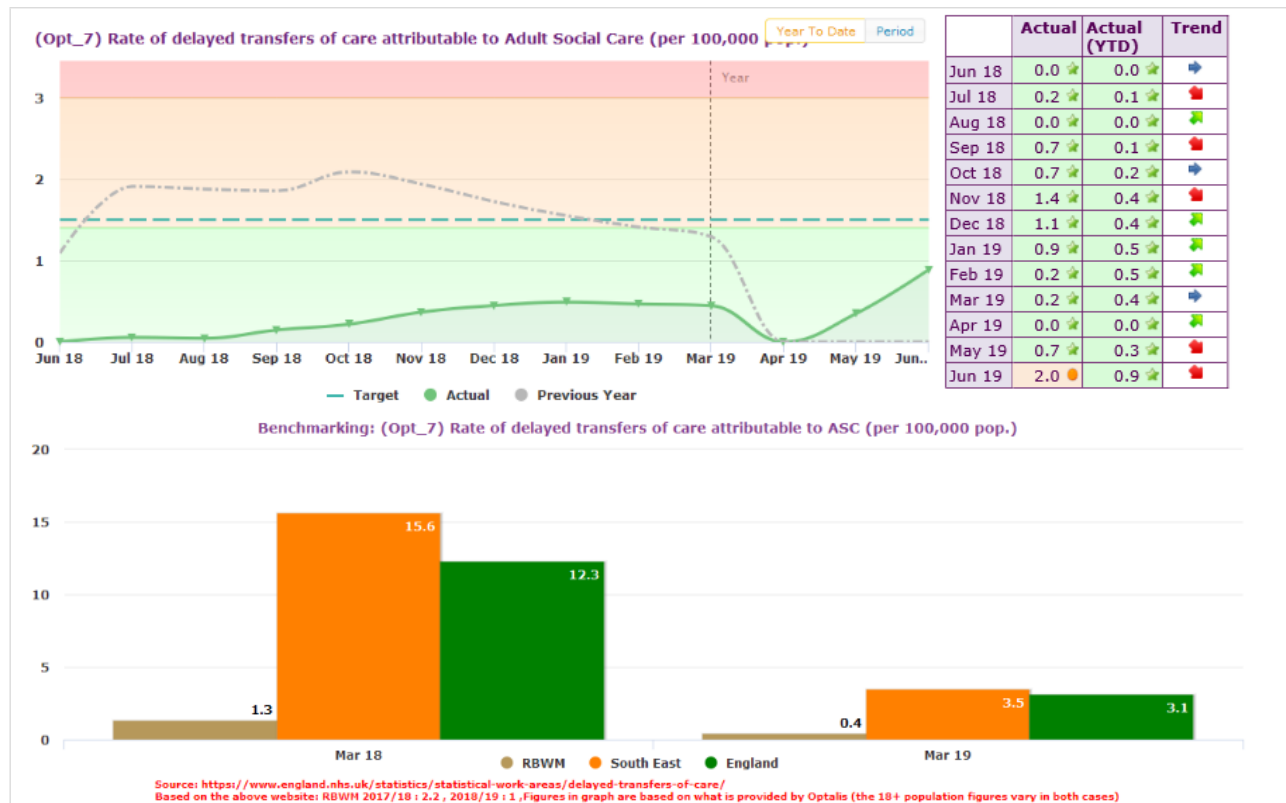
# Adults, Children and Health Overview and Scrutiny Panel: Q1 2019-20 Performance Report



## Q1 Commentary

As at the close of Q1, year-to-date performance is 48.4% against a target of 60%. The service has carried two staff vacancies and in Q1 returned to full establishment. The additional resource shows a demonstrable impact on performance against this measure which is now showing a consistent upward trend throughout the quarter, and performance above target for June. It is acknowledged that any future resource pressures will adversely impact this measure.

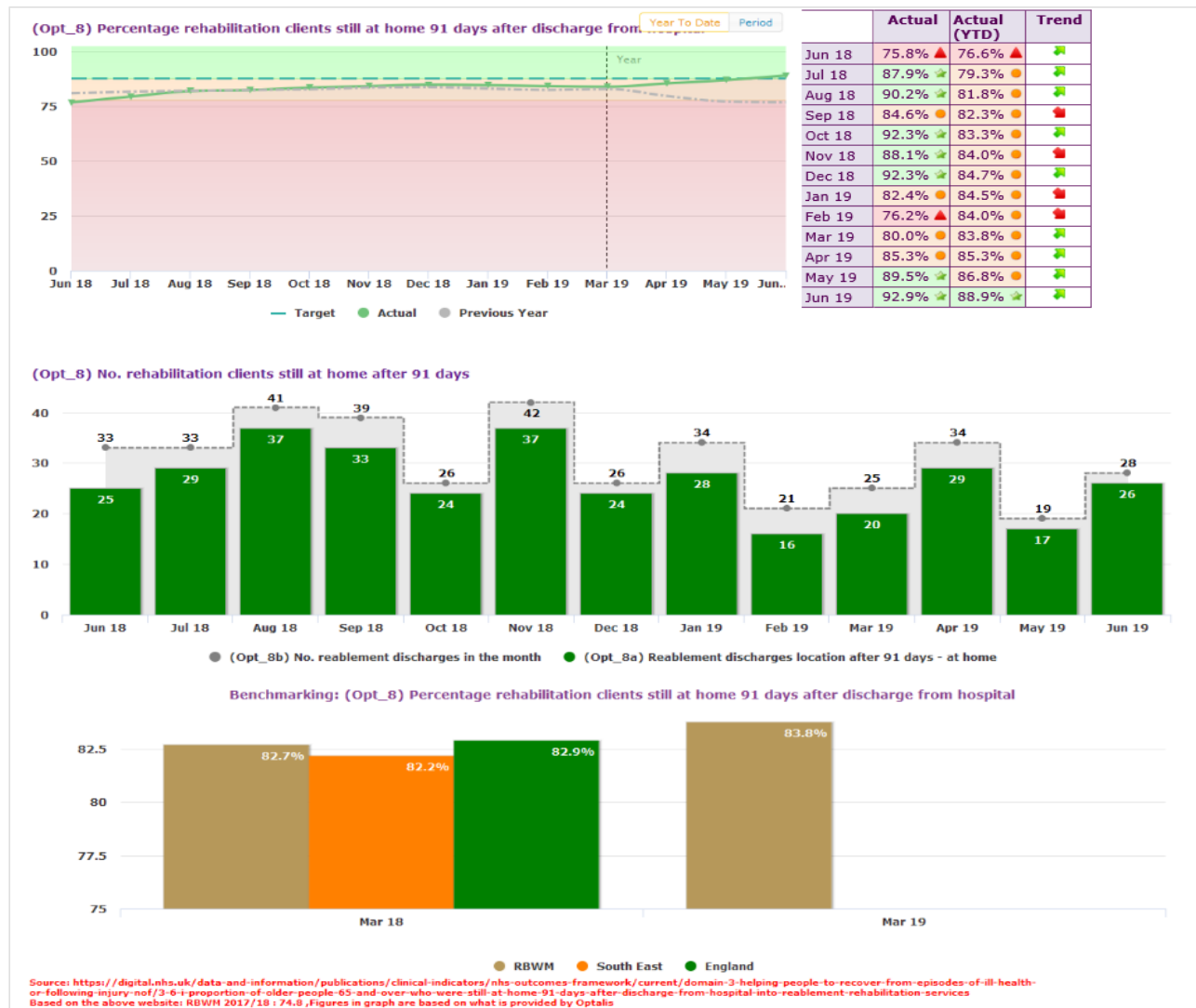
# Adults, Children and Health Overview and Scrutiny Panel: Q1 2019-20 Performance Report



## Q1 Commentary

The year to date figure (0.9) reflects the average of all period values against a target of 1.5 and continues to perform consistently well. Available benchmarking data also shows the rate of delayed transfers of care for RBWM to be consistently lower than the South East and England.

# Adults, Children and Health Overview and Scrutiny Panel: Q1 2019-20 Performance Report



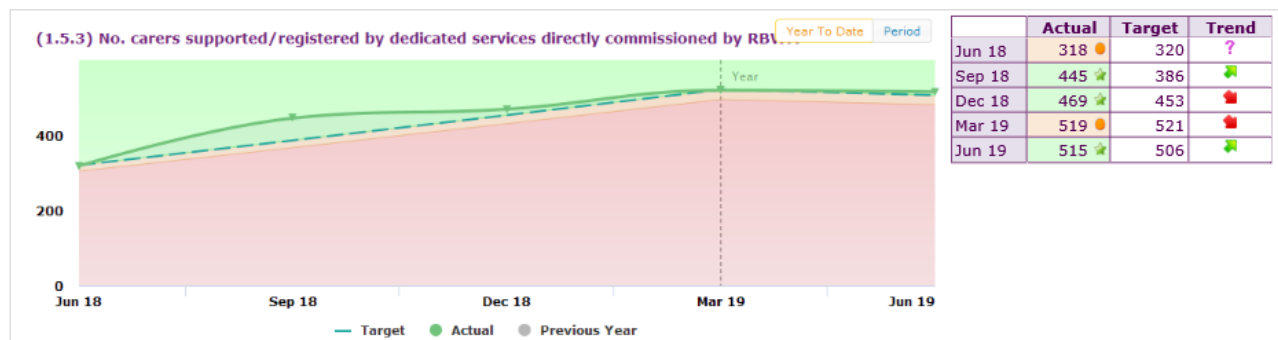
## Q1 Commentary

In 2019-20 year to date, a total of 81 re-ablement discharges were made and a total of 72 residents were reported as being still at home after 91 days (88.9% against a target of 87.5%). Despite the frailty and complexity of individuals coming into the service, performance of this measure is on target for the year.



**Adults, Children and Health Overview and Scrutiny Panel:  
Q1 2019-20 Performance Report**

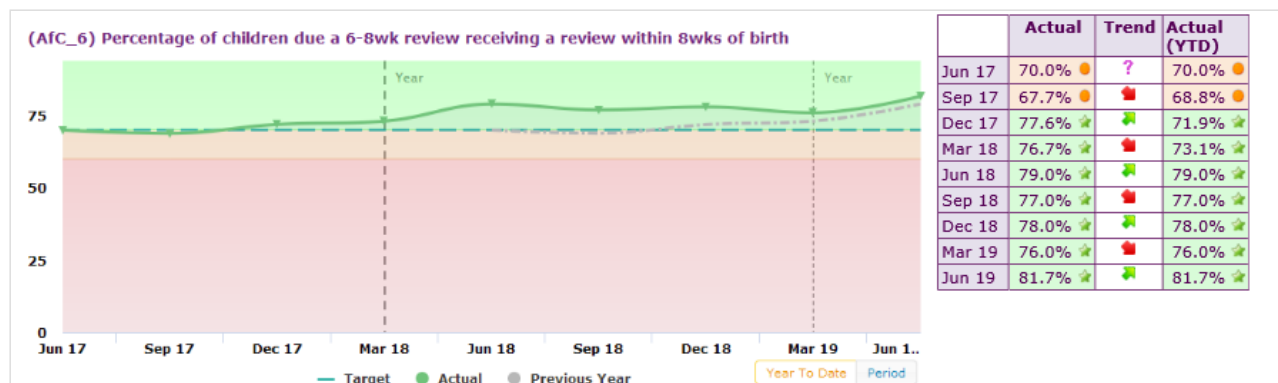
**4.2 Carers**



**Q1 Commentary**

This measure reports the number of carers identified and registered and support refers to appropriate services, events and opportunities. The total figure of 515 is above target (506) by nine. The total figure of 515 is made up of the number of in-borough young carers that have received support (including attending events) from RBWM (58, just short of a target of 60) and the number of carers identified and registered who are referred to appropriate services, events and opportunities (457, above target of 446).

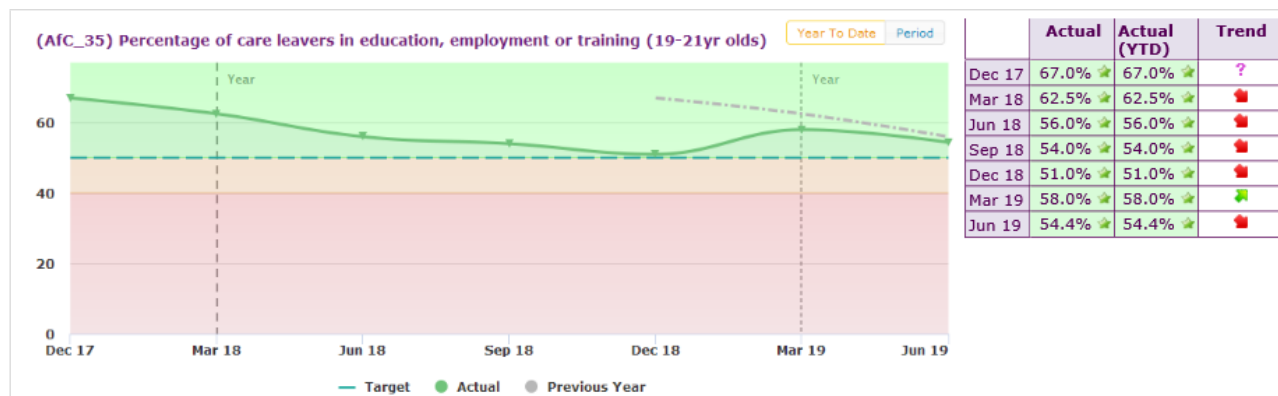
**4.3 Children’s Services**



**Q1 Commentary**

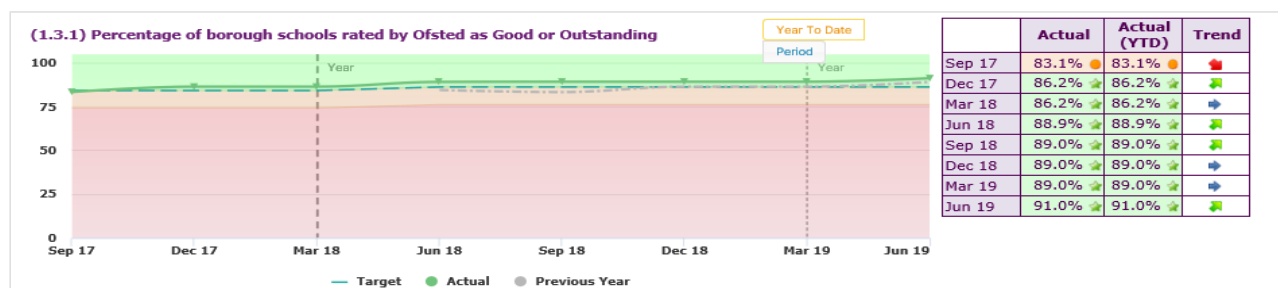
A total of 295 children received their review within eight weeks of birth out of a total of 361 (81.7% against a target of 70%) in Q1. Performance against this measure is at its highest point in two financial years.

# Adults, Children and Health Overview and Scrutiny Panel: Q1 2019-20 Performance Report



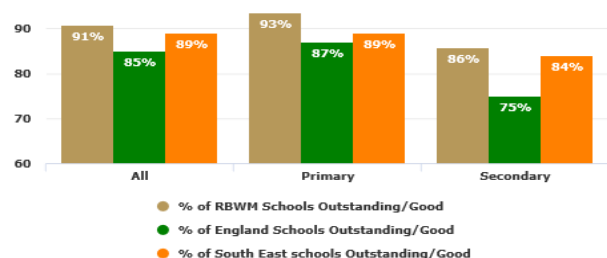
## Q1 Commentary

A total of 31 care-leavers aged 19-21 years are in education, training and employment (EET) out of 57 (54.4% against a target of 50%) in Q1. It is recognised that a lot of good work is done to encourage young people to engage with EET; however, more needs to be done. More opportunities are needed for young people who present as more chaotic and therefore, not as able to follow a more structured approach to accessing EET.



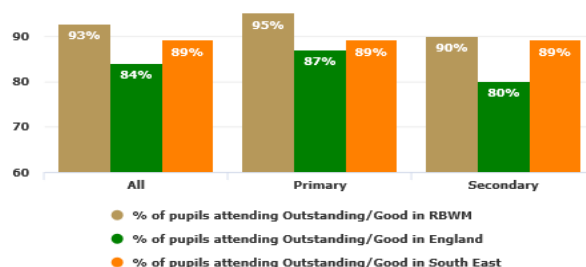
Phase of Education: All 3 selected | Date: May 19

**Percentage of Schools rated Good or Outstanding**  
Note: National and South East figures are as of 31-Mar-19



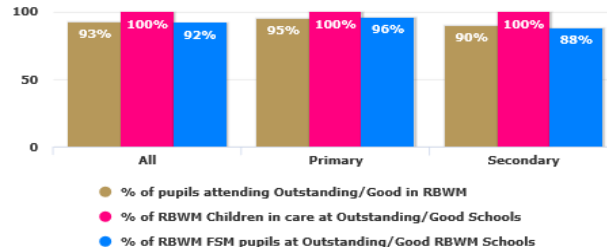
Phase of Education: All 3 selected | Date: May 19

**Percentage of pupils in Good or Outstanding Schools**  
Note: National and South East figures are as of 31-Mar-19



Phase of Education: All 3 selected | Date: May 19

**Percentage of CiC and FSM Pupils in Good or Outstanding schools**



Date: May 2019

**Percentage of pupils eligible for FSM in RBWM Schools**



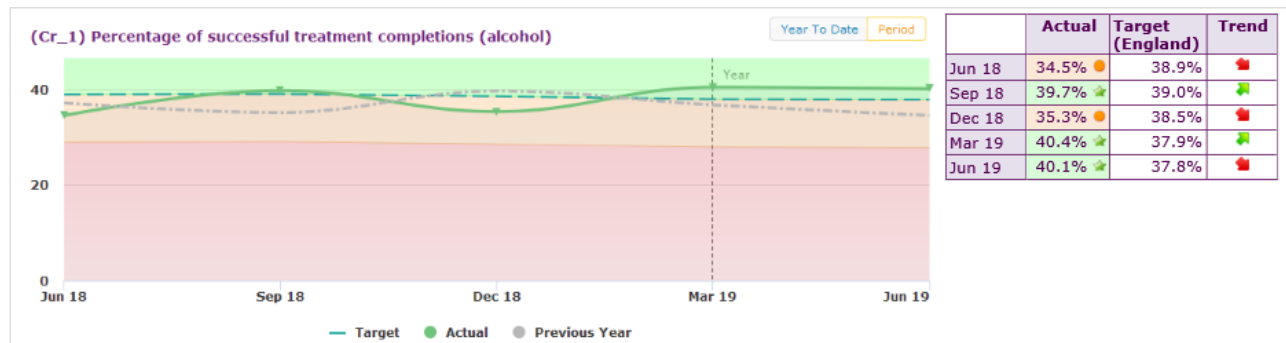
## Q1 Commentary

A total of 60 out of 66 schools (91%) were rated Good or Outstanding. Available benchmarking data shows RBWM performance consistently higher than the South East and England.

**Adults, Children and Health Overview and Scrutiny Panel:  
Q1 2019-20 Performance Report**

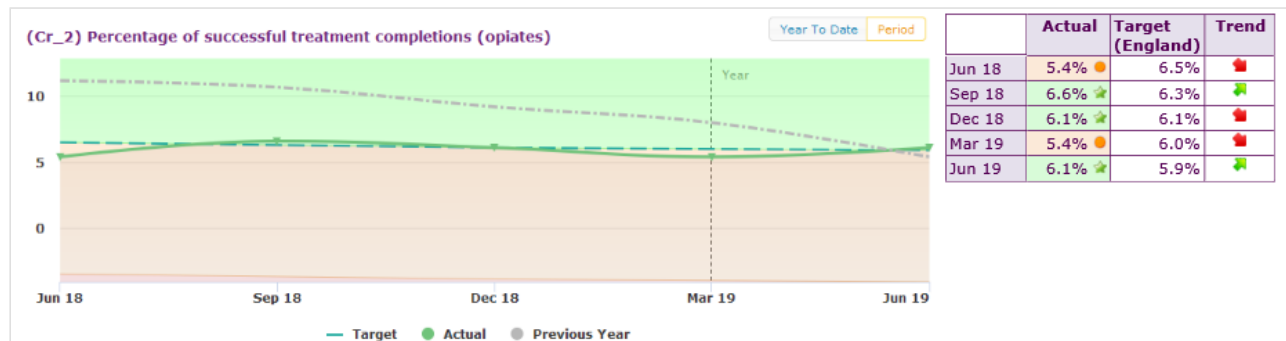
**4.4 Public Health**

For all three public health performance measures, within the 2017/18 and 2018/19 strategic frameworks and public reports, performance was judged against fixed targets (Cr\_1: 38%, Cr\_2: 10%, Cr\_3: 40%). For 2019/20, local performance is instead judged against the changing England figure. All historical data recorded in the council performance system has, therefore, been updated to support trend analysis over time.



**Q1 Commentary**

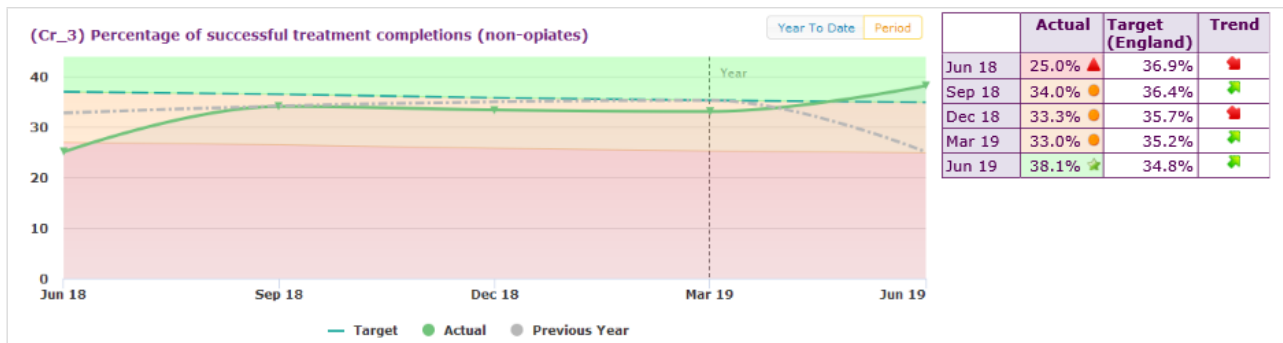
The definition of this measure is the number of alcohol users that left structured treatment successfully (free of alcohol dependence) who do not then re-present to treatment within six months expressed as a percentage of the total number of alcohol users in structured treatment. Local performance for June 2019 (40.1%) relates to 63 completions without re-representation out of 157 clients in treatment, and this is greater than the England figure of 37.8% (28,586 / 75,698).



**Q1 Commentary**

The definition of this measure is the number of users of opiates that left drug treatment successfully (free of drug(s) dependence) who do not then re-present to treatment again within six months as a percentage of the total number of opiate users in treatment. Local performance for June 2019 (6.1%) relates to 15 completions without re-representation out of 248 clients in treatment, compared to the England figure (5.9%) for the same period (8,208 / 140,339). There is an increasing national trend in the complexity of opiate clients and their motivation and ability to change their behaviour. In order to address this complexity, a multi-agency approach is now being taken to support drug and alcohol clients.

**Adults, Children and Health Overview and Scrutiny Panel:  
Q1 2019-20 Performance Report**



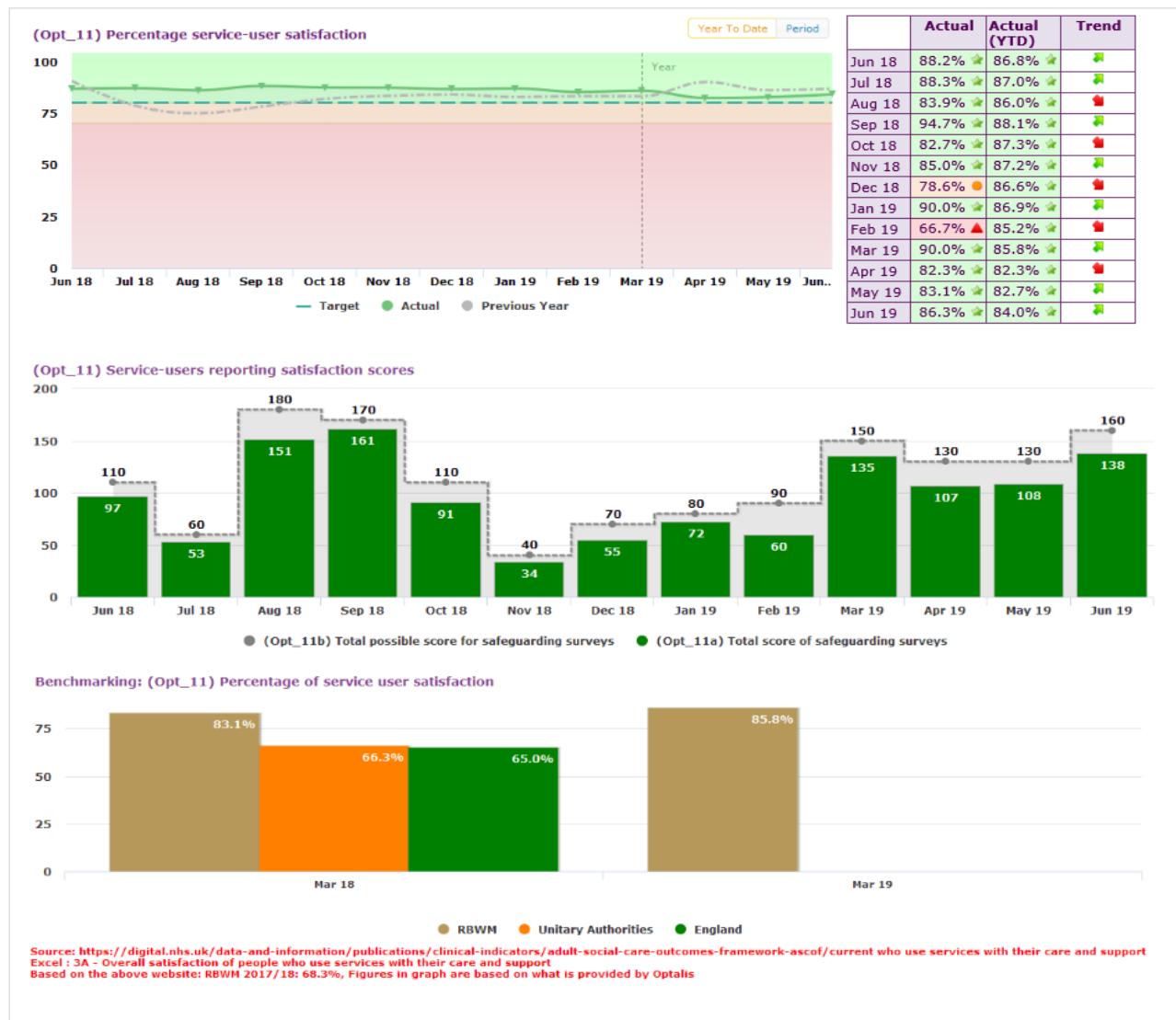
**Q1 Commentary**

The definition of this measure is the number of users of non-opiates that left drug treatment successfully (free of drug(s) dependence) who do not then re-present to treatment again within six months as a percentage of the total number of non-opiate users in treatment. Local performance for June 2019 (38.1%) relates to 37 completions without re-presentation out of 97 clients in treatment, compared to the England figure (34.8%) for the same period (18,147 / 52,182).

# Adults, Children and Health Overview and Scrutiny Panel: Q1 2019-20 Performance Report

## 5. Safe and vibrant communities: Detailed Trends and Commentary

### 5.1 Adults' Services

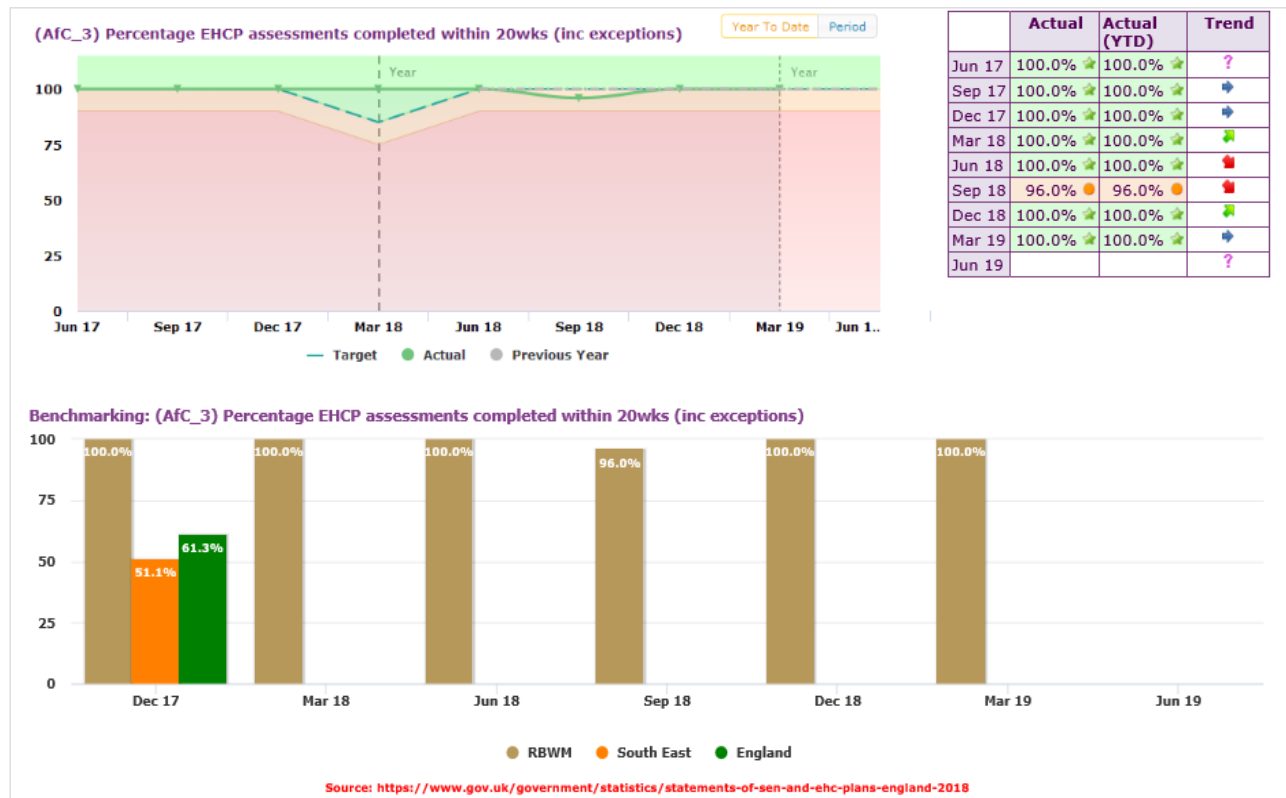


### Q1 Commentary

The consistently high performance of this measure reflects the service's commitment to the quality of services for its users and a continued focus on achieving outcomes.

**Adults, Children and Health Overview and Scrutiny Panel:  
Q1 2019-20 Performance Report**

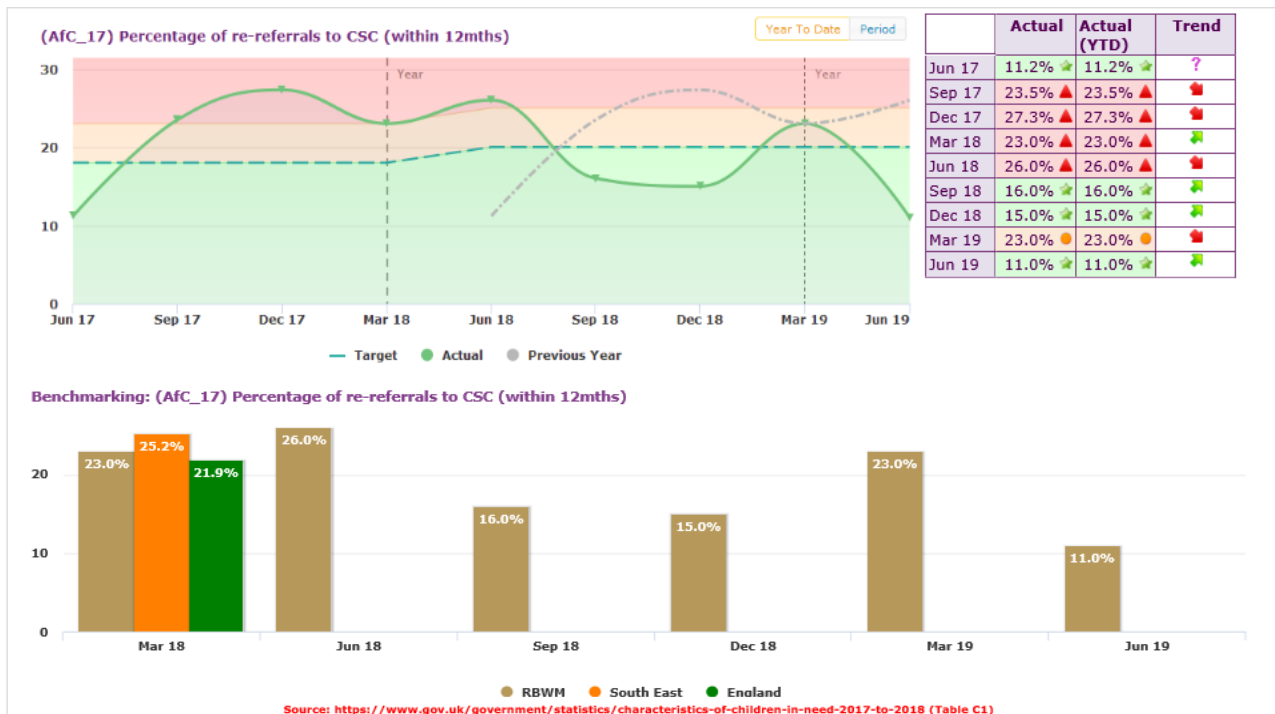
**5.2 Children’s Services**



**Q1 Commentary**

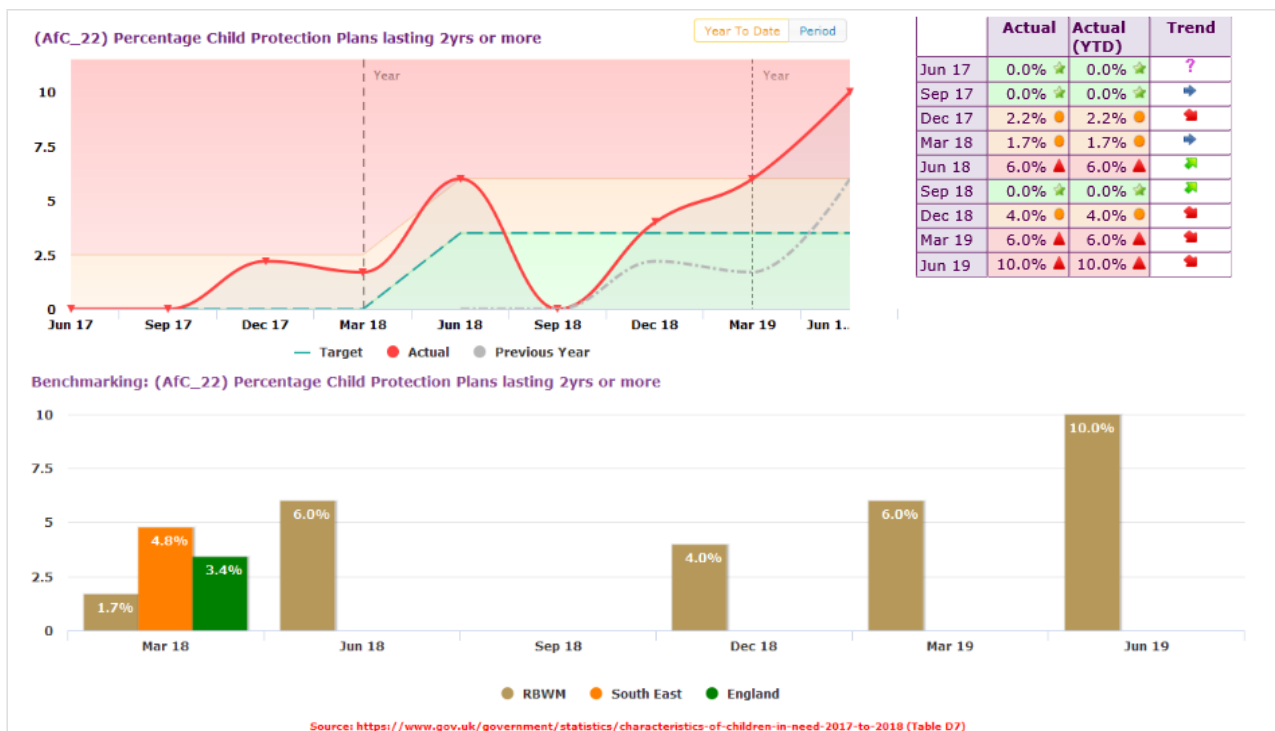
Q1 data is currently unavailable due to staff changes within Achieving for Children and will be reported verbally to the meeting.

# Adults, Children and Health Overview and Scrutiny Panel: Q1 2019-20 Performance Report



## Q1 Commentary

As at the close of Q1, the percentage of re-referrals to children’s social care within 12 months is at its lowest point since June 2017 (11% against a target of 20%).



## Q1 Commentary

As at the close of Q1, the percentage of child protection plans lasting two years or more is 10% against a target of 3.5% and relates to one family of three children.

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Report Title:	<b>Annual Complaints and Compliments report 2018-19</b>
Contains Confidential or Exempt Information?	No - Part I
Meeting and Date:	Adult, Children and Health Overview and Scrutiny Panel – 19 September 2019
Responsible Officer(s):	Duncan Sharkey, Managing Director & Nikki Craig, Head of HR and Corporate Projects
Wards affected:	None

www.rbwm.gov.uk



## REPORT SUMMARY

1. The purpose of the report is to share with Overview and Scrutiny the annual compliments and complaints report for 2018-19 before this is published on the council's website. Local Authorities are not required to produce an annual report on complaints relating to corporate activities. They are required to report complaints submitted on adults and children's services.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Adult, Children and Health Overview and Scrutiny Panel notes the report and:

- i) That the report is published on the Council's website.
- ii) That the annual report continues to be produced and presented at Overview and Scrutiny panels.

## 2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The council's complaints and compliments report is written annually. There is a statutory requirement to publish information on adult and children's complaints and compliments and the report for April 2018 – March 2019 will be published in October 2019. While there is no requirement to publish information on complaints about other services provided by the council the decision has been taken to include this information in the annual report. This captures all the information about complaints and compliments to the council and ensures transparency.
- 2.2 The report looks at numbers of compliments received, complaints received, themes of complaints, timeliness of complaint responses, outcomes of complaints, learning from complaints and number of complaints made to and decided by the Local Government and Social Care Ombudsman (LGSCO).

### Overview of all complaints to the council

- 2.3 Table 1 compares the number of complaints received across the council for 2018-19 with the figures for 2017-18. See Appendix 1, 4.5, table 1.

**Table 1**

	<b>2018-19</b>	<b>2017-18</b>
Adult complaints	19	33
Children complaints	38	37
Complaints about other services	380	574
<b>Total complaints</b>	<b>437</b>	<b>665</b>

**Complaints to services considered by Adult, Children and Health Overview and Scrutiny Panel**

- 2.4 The number of complaints received for services considered at Adult, Children and Health Overview and Scrutiny Panel is shown below in table 2. See Appendix 1, 6.2-6.7, tables 18-19 and 7.2-7.5, tables 27-29.

**Table 2**

	<b>2018-19</b>	<b>2017-18</b>
Adult	19	33
Children	38	37
<b>Total</b>	<b>57</b>	<b>70</b>

**Themes of complaints**

- 2.5 Across the council, the theme with the highest number of complaints received in both 2017-18 and 2018-19 was 'lack of action'. See Appendix 1, 4.9-4.12 and 5.10-5.14, tables 9 and 10.
- 2.6 For adult services, this was 'unhappy with how a situation was handled'. See Appendix 1, 6.8-6.9, table 20.
- 2.7 For children's services, this was 'did not follow policy'. See Appendix 1, 7.6-7.7, Table 30.

**Timeliness of complaints**

- 2.8 Across the council, timeliness of complaint responses being provided has improved rising from 51% in 2017-18 to 64% in 2018-19. See Appendix 1, 4.13-4.14, table 3.
- 2.9 Timeliness for adult services was 55% in 2017-18 and 74% in 2018-19, which is higher than the council average. See Appendix 1, 6.10-6.12, table 21.
- 2.10 Timeliness for children's services was 27% in 2017-18 and 47% in 2018-19, which is below the council average. See Appendix 1, 7.8-7.11, table 32.

**Outcomes of complaints**

- 2.11 Across the council, the number of complaints fully or partially upheld has fallen from 76% in 2017-18 to 67% in 2018-19. See Appendix 1, 4.15, table 4.
- 2.12 The number of adult complaints fully or partially upheld was 68% in 2018-19, which is very similar to the council average. See Appendix 1, 6.13, table 22.
- 2.13 The number of children's complaints fully or partially upheld was 81% in 2018-19, which is higher than the council average. See Appendix 1, 7.12, Table 33.

### Complaints made to and decisions made by the LGSCO

- 2.14 Table 3 compares the number of complaints made to the LGSCO in 2018-19 against those made in 2017-18. See Appendix 1, 4.16-4.28, tables 5 and 6.

**Table 3: complaints made to the LGSCO**

	Adult Care services	Benefits and Council Tax	Communities and other services	Education and Children's services	Environment services	Highways and transport	Housing	Planning and Development	Other	Total
2018-19	13	2	5	9	4	1	5	4	1	44
2017-18	14	4	4	12	5	3	4	11	1	58

- 2.15 Table 4 compares the number of complaints decided by the LGSCO in 2018-19 against those decided in 2017-18.

**Table 4: LGSCO decisions**

	Incomplete or invalid	Advice given	Referred back for local resolution	Closed after initial enquiry	Detailed investigations		Uphold rate of detailed investigations	Total
					Not upheld	Upheld		
2018-19	3	0	15	11	5	12	71%	46
2017-18	4	0	18	19	4	9	69%	54

- 2.16 If we were to include those investigations closed after an initial enquiry to the council, then the upheld rate for 2018-19 is 42%. This is higher than in 2017-18 when under this calculation 28% would have been upheld
- 2.17 The Ombudsman made 46 decisions during 2018-19 compared to 54 in 2017-18. This includes decisions on 14 enquiries submitted to the LGSCO in 2017-18 and 32 enquiries submitted in 2018-19. 12 enquiries made to the LGSCO in 2018-19 will be included in the decisions reported in 2019-20.
- 2.18 Of the 12 cases upheld in 2018-19, 8 of these were for adult services. See Appendix 1, 6.15-6.17.
- 2.19 Of the 12 cases upheld in 2018-19, 1 was for children's services. See Appendix 1, 7.17.

### Overview of all compliments to the council

- 2.20 Table 5 compares the number of compliments received across the council for 2018-19 with the figures for 2017-18. See Appendix 1, 4.25 and 4.26, table 7.

**Table 5**

	2018-19	2017-18
Adult compliments	19	57
Children compliments	93	97
Compliments about other services	452	303
<b>Total compliments</b>	<b>555</b>	<b>456</b>

### Compliments to services considered by Adult, Children and Health Overview and Scrutiny Panel

- 2.21 The number of compliments received for services considered at Adult, Children and Health Overview and Scrutiny Panel is shown below in table 6. See Appendix 1, 6.19-6.22, tables 25-26; and 7.19-7.20, tables 37-38.

**Table 6**

	<b>2018-19</b>	<b>2017-18</b>
Adult compliments	19	57
Children's compliments	93	97
<b>Total</b>	<b>328</b>	<b>165</b>

## Options

**Table 7: Options arising from this report**

<b>Option</b>	<b>Comments</b>
Undertake to complete an annual report for 2019-20	To fulfil statutory obligations and to continue to learn from resident complaints
Do not undertake to complete an annual report for 2019-20	Statutory obligations will not be fulfilled.

## 3. KEY IMPLICATIONS

- 3.1 There are a number of indicators of success for the council. Improvements in all of these show increased customer satisfaction.

**Table 8: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Reduced percentage of upheld complaints	67-100%	66%	50-65%	<50%	31 March 2020
Increased percentage of complaints completed within timescales	0-51%	52%	53-70%	>70%	31 March 2020
Reduced percentage of complaints to the LGSCO are upheld	71-100%	70%	55-69%	<55%	31 March 2020

## 4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 None.

## **5. LEGAL IMPLICATIONS**

5.1 Children's and adult complaints reports are statutory.

## **6. RISK MANAGEMENT**

6.1 None

## **7. POTENTIAL IMPACTS**

7.1 None

## **8. CONSULTATION**

8.1 None

## **9. TIMETABLE FOR IMPLEMENTATION**

9.1 N/A

## **10. APPENDICES**

10.1 This report is supported by 1 appendix:

- Appendix 1 – Annual complaints report

## **11. BACKGROUND DOCUMENTS**

- LGSCO Annual Letter (see Appendix to Appendix 1)

11.1 These are the annual summary of statistics on the complaint on complaints made to the Local Government and Social Care Ombudsman about the authority for the year ending 31 March 2019. The annual letters and corresponding data tables were published on LGSCO website on 31 July 2019.

## **12. CONSULTATION (MANDATORY)**

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Duncan Sharkey	Managing Director	16/08/19	16/08/19
Russell O'Keefe	Executive Director	16/08/19	16/08/19
Andy Jeffs	Executive Director	16/08/19	16/08/19
Rob Stubbs	Section 151 Officer	16/08/19	16/08/19
Elaine Browne	Interim Head of Law and Governance	16/08/19	16/08/19

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Nikki Craig	Head of HR and Corporate Projects	14/08/19	14/08/19
Louisa Dean	Communications	16/08/19	16/08/19
Kevin McDaniel	Director of Children's Services	16/08/19	16/08/19
Hilary Hall	Deputy Director of Commissioning and Strategy and Interim Director of Adult Social Services	16/08/19	16/08/19

## **REPORT HISTORY**

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
For information	No	No
Report Author: Claire Burns		

# **Royal Borough of Windsor & Maidenhead Annual Compliments and Complaints Report**

**1 April 2018 - 31 March 2019**

**“Building a borough for everyone – where residents and businesses grow, with opportunities for all”**

**Our vision is underpinned by six priorities:**

*Healthy, skilled and independent residents*

*Growing economy, affordable housing*

*Safe and vibrant communities*

*Attractive and well-connected borough*

*An excellent customer experience*

*Well-managed resources delivering value for money*

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#### **Frequently used acronyms**

LGSCO	Local Government and Social Care Ombudsman
RBWM	Royal Borough of Windsor & Maidenhead
ADR	Alternative Dispute Resolution



## Complaints processes

	Adult services complaints	Children's services complaints	Corporate complaints	Not within the formal complaints process
Incoming concern	Received via online form, email, telephone call or face to face contact. However received, all complaints are logged on the complaints database (Jadu) for monitoring and tracking. Once logged the complaint is acknowledged within 3 working days and customer informed whether this will be taken as a complaint and if so, under which complaints process			
Stage 1	<b>Statutory</b> No specific timescale but aim to respond within 10 working days. Response from Service Manager or higher.	<b>Statutory</b> Up to 10 working days. Can agree extension for a further 10 working days. Response from Head of Service.	Up to 10 working days. Can agree extension for a further 10 working days. Response from Head of Service.	N/A
Stage 2	N/A	<b>Statutory</b> 25-65 working days. Completed by independent complaints investigators and report produced. Adjudicating letter in response to report completed by Children's Director of Social Care.	Up to 20 working days. Review of stage 1 complaint and response by Director.	N/A
Stage 3	N/A	<b>Statutory</b> Stage 3 independent panel. Up to 70 working days. Panel of three independent members who produce a report. Letter in response to the report completed by the Directors of Children's Services.	N/A	N/A
LGSCO	Can complain to the Local Government and Social Care Ombudsman			N/A
Alternative appeal process	N/A	N/A	N/A	Customer given timescales for response

## 1. INTRODUCTION

- 1.1 The annual report covers the period 1 April 2018 to 31 March 2019 and details all compliments and complaints made by or on behalf of customers, that are investigated under the:
- Formal corporate complaints policy.
  - Statutory adults and children's complaints policies.
- 1.2 Local Authorities are not required to produce an annual report on complaints relating to corporate activities. They are required under statute to report complaints submitted on adults and children's services. The complaints and compliments team produce an annual report capturing all complaints and compliments. This allows the Council to assess how residents experience the Council in its entirety. Learning taken from compliments and complaints informs the services for improved operational satisfaction and could feed into the training needs analysis.
- 1.3 The council is a multi-faceted business, for instance council activity during 2018-19 included:
- 65,897 phone calls, 12,307 emails and 72,033 face-to-face enquiries.
  - 697,516 library loans from 913,711 visits.
  - 614 births / birth declarations and 903 deaths registered.
  - 704 marriages conducted and 960 notices of marriage/civil partnership taken
  - 432 people conferred British Citizenship
  - 85,375 visits to museums.
  - 67,577 tonnes of waste collected from residents, from over five million collections.
  - 315 referrals to children's safeguarding.
  - 57 families supported through the Troubled Families Program.
  - 185 adult transfers into long term care.
  - 668 support plan assessments
  - 353 adult safeguarding concerns investigated.
  - 1,908 planning applications determined.
  - 98.0% of council tax and 96.92% of business rates collected.
- 1.4 In 2018/19 the Council received 555 compliments an increase on the 463 received in 2017/18 and 437 complaints, significantly lower than in 2017-18 when 664 were received. The 437 complaints received is relatively low compared to the amount of activity and interactions with residents.
- 1.5 This report summarises the number and themes of compliments and complaints received. It provides details of compliments and complaints split by service area and response rate. For ease, the report is organised into sections:
- Section 2 Council's complaints processes and procedure.
  - Section 3 National and legislative context.
  - Section 4 Summary of activity.
  - Section 5 Formal corporate complaints and compliments.
  - Section 6 Adult services complaints and compliments.
  - Section 7 Children's services complaints and compliments.

## **2. COUNCIL'S COMPLAINTS PROCESS AND PROCEDURES**

- 2.1 The principle behind the council's complaints procedure is to ensure that every opportunity for resolution is sought through dialogue or local resolution before a complaint is submitted. Where agreement is not achieved someone has the right to complain and the complaints process has different stages dependant on the area of service the complaint is about.
- 2.2 Complaints made about the council's services are dealt with under three processes. The formal corporate complaints process for general council activity such as: council tax; housing; highways; communications; democratic services and so on; and the statutory adult and statutory children's processes.
- 2.3 The different complaint processes have different stages, however regardless of which policy a complaint is investigated under, or the outcome, the complainant still has the right to refer their complaint on to the Local Government and Social Care Ombudsman. The different stages are:
- The formal corporate complaints process contains two stages.
  - The adult complaints process contains one stage
  - The children's complaints process contains three stages.
- 2.4 Although customers can refer complaints to the Local Government and Social Care Ombudsman (LGSCO) at any stage, the LGSCO will not normally investigate until the council have exhausted their complaints processes.
- 2.4 Complaints are made by email, phone call, letter, face to face or by logging the complaint online. All complaints received, along with comments and compliments, are recorded on the council's complaints database (Jadu). The Jadu system provides for compliments and complaints to be captured by number, types, themes, postal address and timeliness of complaint.
- 2.5 The council's complaints policies are intended for use by service users, customers, residents, businesses and visitors or their chosen representatives, which may include councillors.
- 2.6 The council's complaints process is managed through one team. This means the team is independent of the two statutory adult and children's services, ensures independence from services, removes the possibility of conflicts of interest and secures impartial challenges.
- Quality assurance**
- 2.7 Effective complaint management is crucial to allow confidence on the part of complainants to submit complaints in the understanding that the council will take these seriously and respond.
- 2.8 When a complaint is received the complaints and compliments team focus on ensuring:
- The process for investigating the complaint is followed and on time.
  - Complaint responses answer the questions asked and are clear and easy to read.

- Lessons learned and recommendations are captured to secure continual improvement – this includes one to one training/advice/meetings with relevant employees providing them with support and guidance on how best to resolve a complaint.
- Any actions or recommendations are noted on Jadu and monitored.

### 3. NATIONAL AND LEGISLATIVE CONTEXT

#### **Formal corporate complaints**

- 3.1 The council's formal corporate complaints policy is discretionary and has been developed based on the Local Government and Social Care Ombudsman's guidance 'Running a complaints system - Guidance on good practice'.

#### **Adult services**

- 3.2 The council has a statutory duty, under the NHS and Community Care Act 1990, to have in place a complaints procedure for Adult Social Care services and is required to publish an annual report relating to the operations of its complaints procedures.

- 3.3 The Local Authority Social Services and NHS Complaints (England) Regulations 2009 introduced a single approach for dealing with complaints for both the NHS and Adult Social Care, the key principles of which are:

- Listening - establishing the facts and the required outcome.
- Responding - investigate and make a reasoned decision based on the facts/information.
- Improving - using complaints data to improve services and influence/inform the commissioning and business planning process.

#### **Children's services**

- 3.4 The procedure for dealing with children's statutory complaints and representations is determined by the following legislation:
- The Children Act 1989, Representations Procedure (England) Regulations 2006.
  - The Children & Adoption Act 2002 and Children (Leaving Care) Act 2000 and
  - The accompanying guidance 'Getting the Best from Complaints' (DfE July 2006).
- 3.5 Qualifying individuals are defined in national guidance as the child or young person, their parent, carer or foster carer or 'anyone who could be seen to be acting in the best interests of the child.'
- 3.6 Under the regulations, the council is required to produce and publish an annual report.

#### 4. SUMMARY OF ACTIVITY

- 4.1 In 2018-19, the council received 1,638 contacts from customers that were initially recorded as complaints. This compares to 1,809 in 2017-18; a 10% decrease in contacts year-on-year.
- 4.2 Contacts that were not progressed as complaints were signposted to an alternative means of resolution, for example, a service request or via an alternative appeals process, such as parking appeals or statutory tribunals.
- 4.3 The total number of complaints that were progressed through stage 1 of the specific complaints process that they followed was 437.
- 4.4 Stage 2 and 3 complaints are escalations of stage 1 complaints and so are not counted as new complaints. Information on these will be shown separately in this report.
- 4.5 This report will look at complaints according to whether they were made under the formal corporate, the statutory adult or the statutory or corporate children's complaints processes, see table 1

**Table 1: complaints received**

		Adult	Children		
	Formal corporate	Statutory	Statutory	Corporate	Total
2018-19	380	19	28	10	437
2017-18	592	33	36		665

#### Children's services complaints

- 4.6 The reporting this year differentiates between children's statutory and children's corporate complaints. Both types of complaints are looked at within section 7.
- 4.7 A children's statutory complaint is invoked when the complaint is by or on behalf of a child in need or a child in care.
- 4.8 A children's corporate complaint covers all other complaints about children's services. The exception to this is complaints specifically regarding child protection conferences, which are taken under the Local Safeguarding Children's Board complaints process.

#### Themes

- 4.9 Complaints are captured as themes, see table 2.

**Table 2: themes of complaints 2018/19 and 2017/18**

	2018-19		2017-18	
Theme	Number	%	Number	%
Lack of action - did not do what we said we would	91	21%	150	23%
Require help, intervention or guidance	60	14%	30	5%

Theme	2018-19		2017-18	
	Number	%	Number	%
Attitude or behaviour of staff	48	11%	78	12%
Failed to follow timescales	43	10%	71	11%
Situation handled incorrectly	43	10%	54	8%
Services delivered at a lower standard than in our policy	42	10%	78	12%
Did not follow policy	38	9%	34	5%
Unhappy with the decision made	16	4%	61	9%
Failed to take all information into account	14	3%	10	2%
Did not answer all questions	9	2%	9	1%
Gave the wrong information	9	2%	24	4%
Inaccurate or wrong information recorded	7	2%	16	2%
Breach of data protection	6	1%	5	1%
Objecting to a policy	6	1%	15	2%
Safeguarding	5	1%	9	1%
<b>TOTAL</b>	<b>437</b>	<b>100%</b>	<b>665</b>	<b>100%</b>

- 4.10 Complainants self-select the theme when they log their complaint via the council website. As this is the theme they feel is most relevant to their complaint the complaints and compliments team do not change this. Only one theme can be selected for each complaint and the information from themes is therefore an indicator only of the reasons behind often complex complaints.
- 4.11 As with 2017-18, the theme with the highest number of complaints received was lack of action. There are similarities between this theme and the theme of failed to follow timescales as they are both about actions not being taken by the council. Between them these two themes make up 31% of complaints.
- 4.12 It is notable that the number of complaints logged against the theme of require help, intervention or guidance has doubled in a year when the overall number has dropped. The majority of these (53) were recorded for complaints against corporate services. See table 10 for a further breakdown within this theme.

### Timescales

- 4.13 Each stage of the three individual complaint processes have indicative response times. However, these can be extended or alternative timescales agreed from the outset with the complainant. In 2018-19, there was an improvement in complaints responded to within agreed timescales compared to 2017-18, see Table 3.

**Table 3: Percentage of complaints responded to within timescale**

Year	Progressed complaints	Responded to within timescale	% within timescales
2018-19	437	280	64%
2017-18	644	329	51%



- 4.14 Processes are embedded to monitor the timeliness of responses more robustly, including weekly reports to services of outstanding complaints. Use of the council's performance management software InPhase continues to be refined and will give a further tool for service areas to monitor their complaints.

### Decisions

- 4.15 The outcome of complaints is recorded, see table 4.

**Table 4: Outcome of complaints**

	Fully upheld	Partially upheld	Not upheld	Not yet concluded*	% Partially or fully upheld
2018-19	169	124	137	7	67%
2017-18	346	130	133	35	74%

\*It should be noted that the category 'not yet concluded' means that the complaint response had not been finalised at the time that the data snapshot was taken for this report.

### Local Government Social Care Ombudsman

- 4.16 The Local Government Social Care Ombudsman (LGSCO) received 44 complaints and enquiries about the council in 2018-19, compared to 54 in 2017-18, see table 5.

**Table 5: complaints and enquiries received by the LGSCO**

	Adult Care services	Benefits and Council Tax	Corporate and other services	Education and Children's services	Environment services	Highways and transport	Housing	Planning and Development	Other	Total
2018-19	13	2	5	9	4	1	5	4	1	44
2017-18	14	4	4	12	5	3	4	11	1	58

- 4.17 The Ombudsman made 46 decisions during 2018-19 compared to 54 in 2017-18. This includes decisions on 14 enquiries submitted to the LGSCO in 2017-18 and 32 enquiries submitted in 2018-19. 12 enquiries made to the LGSCO in 2018-19 will be included in the decisions reported in 2019-20. See table 6.

**Table 6: LGSCO decisions 2018-19**

	Incomplete or invalid	Advice given	Referred back for local resolution	Closed after initial enquiry	Detailed investigations		Uphold rate of detailed investigations	Total
					Not upheld	Upheld		
2018-19	3	0	15	11	5	12	71%	46
2017-18	4	0	18	19	4	9	69%	54

See appendix 1, for full details of decisions as per the 2018-19 LGSCO annual letter on cases upheld and not upheld.

- 4.18 If we were to include those investigations closed after an initial enquiry to the council, then the upheld rate for 2018-19 is 42%. This is higher than in 2017-18 when under this calculation 28% would have been upheld.
- 4.19 The 12 complaints that were investigated and upheld were:
- Adult social care 8.
  - Children's 1.
  - Highways and transport 1.

- Planning and development 2.  
See sections 5.17, 6.17 and 7.16 for further details.

4.20 The upheld rate for detailed investigations remains similar to 2017-18.

### **LGSCO reports**

4.21 No public interest reports for the council were published in 2018-19.

### **Improvements in working with the LGSCO**

4.22 LGSCO enquiries are now logged on the complaints section of the customer contact database (Jadu) using a bespoke module. They can then be monitored more efficiently, improving the response times to the LGSCO.

### **Learning and improvements from complaints**

4.23 Understanding why complaints are made, establishing root causes, changing processes and delivering training as a result is essential to help drive improvements across the council. Listening to customers and reflecting on examples of where we did not get it right can highlight opportunities for improvement and increase satisfaction, fulfilling our strategic priority to provide an excellent customer experience.

4.24 Learning from complaints can be found in sections 5.18, 6.18 and 7.21.

### **Compliments**

4.25 In 2018-19, 555 compliments were recorded for teams or individuals across the council, see table 7. Compliments received are fed back to the relevant service areas to ensure that due recognition is given to staff and that learning is shared and disseminated across the directorate.

**Table 7: Compliments received**

	<b>2018-19</b>	<b>2017-18</b>
Corporate *	446	303
Adult	19	50
Children's	90	103
<b>TOTAL</b>	<b>555</b>	<b>456</b>

\* For the purpose of this report corporate services refers to compliments that were received by services other than those within adult and children's services.

4.26 There is overall a continuing improvement in compliments recorded in 2018-19, which have risen by 20% from 2017-18. This may be because of improved services, the ability for customers to record compliments themselves via the council's website and the readiness of services to share compliments that they have received. The exception to this is adult services, which has dropped from 50 to 19 compliments recorded. See section 6.17 for a commentary on this.

4.27 Examples of compliments received can be found in sections 5.20, 6.17 and 7.19.

## 5. FORMAL CORPORATE COMPLAINTS

### Overall corporate complaints summary

- 5.1 In 2018-19, there were 380 corporate complaints compared to 574 in 2017-18. This represents 87% of all complaints progressed. This compares to 2017-18 when 89% of all complaints progressed were formal corporate complaints

#### Internal process

- 66% were either fully or partially upheld.
- 54% were responded to within timescales.
- 446 compliments were received.

#### External process

- 26 corporate complaints or enquiries were decided by the LGSCO, of these:
  - 7 were investigated.
  - 2 were upheld.
  - 5 were not upheld.

### Complaints received

- 5.2 Table 8 details the number and percentage of stage 1 complaints received by service area.

**Table 8: Corporate complaints received by service**

Teams	2018-19		2017-18	
	Number of complaints	%	Number of complaints	%
Communities, Enforcement & Partnership	25	7%	34	6%
Communications	14	4%	2	0%
Finance	0	0%	3	1%
Housing Services	53	14%	59	10%
HR & Corporate Projects	0	0%	1	0%
Law & Governance	7	2%	5	1%
Library & Resident Services	38	10%	101	18%
Planning	39	10%	63	11%
Property Services	2	1%	3	1%
Revenues & Benefits	41	11%	34	6%
* Waste management	69	18%	100	17%
* Highways Includes Highways, Volker, street lighting and permitting & licensing	55	14%	106	18%
* Parking	33	9%	53	9.2%
* Outdoor facilities	4	1%	10	2%
<b>TOTAL</b>	<b>380</b>	<b>100%</b>	<b>574</b>	<b>100%</b>

\* Teams within Commissioning – Communities

- 5.3 Commissioning – Communities service area delivers the largest volume of resident facing services which impact upon every resident, household, business and visitor to the Royal Borough (for example: waste collections; highways; management of road works, parking and parks). Services are often delivered which cause disruption (for example: road works); these are essential and widespread as the council continues to invest in infrastructure across the Borough.
- 5.4 As a result the number of complaints received by teams within this service area would be expected to be high when compared to other service areas. Despite this the service area as a whole reduced the number of complaints received by 40% with 108 fewer complaints. This accounts for 56% of the drop in complaints across corporate service areas. Commissioning – Communities, and Library and Resident services (see 5.6) together make up 88% of the total drop seen in formal corporate complaints.
- 5.5 The reduction in Commissioning – Communities complaints received is significant when considering that the recorded enquiries went up 13% in a comparable period. This is largely due to the introduction and wider use of the ‘report it’ function which allows someone to report a range of enquiries through the RBWM website and through Library & Residents Services. Once logged, enquiries are automatically generated for services providers to action and a notification is sent to the person who logged the concern. This ensures they are kept up to date with the progress of their enquiry. This has resulted in a more efficient customer centred service.
- 5.6 Library and Resident Services achieved a 62% drop in the number of complaints received. To achieve this a 100 Day Action Plan was put in place, focussing on building a high functioning team and reassessing recruitment practices which concentrated on skill, will and fit. Staff training was prioritised and steered by feedback from customers and staff. Further development of positive working relationships with back office council staff and commissioned services has enabled a more streamlined customer centred approach and delivery by Library and Resident Services.
- 5.7 Revenues and Benefits saw a slight rise in the number of complaints made to them during 2018-19. While there was nothing obvious to account for this, for instance no changes in legislation that would impact, this was the first year in some time that there was a rise in council tax; this may have indirectly affected the number of complaints received.
- 5.8 In mid-April 2018 the current interim Head of Housing commenced in post. At this time there was a backlog of some 28 complaints that were already past the due date. These were subsequently completed and the housing service began a process of improving its customer service.
- 5.9 There remains a legacy of complaints for the Housing service as a result of previous working practices which are still being dealt with. However, with the improved methods of working and an increased focus on complaints, the issues are being given the focus they need.

## Themes

- 5.10 Table 9 details the number and percentage of complaints received by theme during 2018-19.

**Table 9: Corporate complaints received by themes**

Type of complaint	2018-19		2017-18	
	Number	%	Number	%
Lack of action <sup>1</sup>	83	22%	141	24%
Require help or intervention	53	14%	23	5%
Attitude or behaviour of staff <sup>3</sup>	41	11%	68	12%
Failed to follow timescales <sup>2</sup>	40	11%	69	12%
Situation or incident handled incorrectly <sup>4</sup>	31	8%	46	8%
Services delivered below standard	40	11%	65	11%
Did not follow policy	28	7%	27	5%
Unhappy with a decision that has been	13	3%	54	9%
Failed to take all information into account	13	3%	9	2%
Gave the wrong information	8	2%	22	4%
Did not answer all questions asked	9	2%	9	2%
Inaccurate information recorded	7	2%	14	2%
Believe our policy to be incorrect	6	2%	15	3%
Breach of data protection	5	1%	4	1%
Safeguarding	3	1%	2	0%
<b>TOTAL</b>	<b>380</b>	<b>100%</b>	<b>574</b>	<b>100%</b>

- 5.11 Themes of complaints are in the main self-selected by the person making a complaint and not all complaints fit neatly into a single category. Of the 15 themes available however, complaints that were broadly to do with delays or a lack of timely action<sup>1&2</sup> make up 31% and those to do with the customer's experience of dealing with staff<sup>3&4</sup> make up 21%. Together these two areas make up over 50% of all complaints.
- 5.12 As noted in the summary of complaints (section 4) the number of complaints with a theme of require help or intervention has risen markedly. The split across corporate services is shown in table 10 (with a further breakdown for teams in Commissioning – Communities, as the largest service area).

**Table 10: complaints by service received against theme require help, intervention or guidance**

Service area	Number	%
Communities, Enforcement & Partnerships	4	8%
Communications	8	14%
Housing Services	3	6%
Law & Governance	3	6%
Libraries and Resident Services	2	4%
Planning	6	11%
Revenues & Benefits	4	8%
* Parking	2	4%

Service area	Number	%
* Highways Includes Highways, Volker, street lighting and permitting & licensing	15	28%
* Waste	6	11%
<b>Total</b>	<b>53</b>	<b>100</b>

\* Teams within Commissioning – Communities

- 5.13 Highways received the highest number of complaints logged against this theme. Within this, the majority (11) were logged against permitting and licensing. However, of these, eight were not upheld, two were partially upheld and one upheld. None of these complaints was escalated to stage 2.
- 5.14 Significant investment in infrastructure is currently being undertaken by or on behalf of the council through teams included in Highways. The increased volume of complaints in this category is likely to reflect the impact of this work on residents, businesses and visitors leading to increased complaints activity and requests for information.

### Timescales

- 5.15 Table 11 details the number and percentage of stage 1 complaints responded to within timescales for each service.

**Table 11: Stage 1 corporate complaints responded to within timescale**

Teams	2018-19			2017-18		
	Number of complaints	In timescales	%	Number of complaints	In timescales	%
Communities, Enforcement & Partnerships	25	19	76%	34	20	59%
Communications	14	10	71%	2	1	50%
Finance	0	0	N/A	3	2	67%
Housing Services	53	28	53%	59	11	19%
HR & Corporate Projects	0	0	N/A	1	0	0%
Law & Governance	7	7	100%	5	3	60%
Libraries and Resident Services	38	33	87%	101	47	47%
Planning	39	20	51%	63	20	32%
Property Services	2	2	100%	3	0	0%
Revenues & Benefits	41	36	88%	34	18	53%
* Parking	33	28	85%	53	47	89%
* Highways Includes Highways, Volker, street lighting and permitting & licensing	55	21	38%	106	64	60%
* Waste management	69	38	55%	100	62	62%
* Outdoor facilities	4	2	50%	10	3	30%
<b>TOTAL</b>	<b>380</b>	<b>244</b>	<b>64%</b>	<b>574</b>	<b>298</b>	<b>52%</b>

\* Teams within Commissioning – Communities

- 5.16 Most services that received complaints have improved their timescales since 2017-18.

- 5.17 Library and Resident Services improved the percentage of complaints that were responded to in timeframes from 47% to 87%. Complaints are prioritised as they are received. All complaints are reviewed by the Library and Resident Services management team to track the robustness and timeliness of complaints and ensure that any lessons arising are included in training. The reduction in complaints has enabled colleagues within the team to give greater attention to those received so that mistakes are corrected quickly.
- 5.18 Response times in the highways and waste areas have declined which is an area for focus. This is recognised and dedicated service specialist customer support is now in place. In addition, the 'Report It' function is in place which enables customers to report issues online whereby progress updates are automatically issued to improve feedback and communications.
- 5.19 Revenues and Benefits saw a good increase in the number of complaints responded to within timescales, with a rise from 53% in 2017-18 to 88% in 2018-19. A restructure took place in September 2018 and a change was made to the way in which complaints are allocated within the service area. This means that the service lead takes into account workloads and availability to ensure more timely responses.
- 5.20 There has been a marked improvement in timescales for responses to complaints to housing services, owing to improved service methods. It is anticipated that this will continue until a point is reached where only exceptionally complex complaints will have the potential to take longer than the usual timeframe.
- 5.21 Complaints about Communities, Enforcement and Partnerships service area that were within timescale have also risen. There has been a concerted effort both from teams and from support to ensure timescales are being addressed.
- 5.22 Planning has also seen an increase in complaints completed within timescales, rising from 32% in 2017-18 to 51% in 2018-19
- 5.23 Numbers of complaints and responses within timescales are shared in service area team meetings. Weekly email updates of current open complaints are sent to all service areas and work is ongoing with the policy and performance team to enable monitoring of performance through InPhase.

### Decisions

- 5.24 The outcome of complaints is recorded, see tables 12 and 13.

**Table 12: Outcome of complaints**

	Fully upheld	Partially upheld	Not upheld	Not yet concluded*	% Partially or fully upheld
2018-19	158	92	124	6	66%
2017-18	328	108	117	21	76%

\*It should be noted that the category 'not yet concluded' means that the complaint response had not been finalised at the time that the data snapshot was taken for this report.

**Table 13: Outcomes: breakdown by service area**

Area	2018-19			2017-18		
	Total	Fully or partially Upheld	%	Total	Fully or partially Upheld	%
Communities, Enforcement & Partnerships	25	13	52%	34	24	71%
Communications	14	9	64%	2	1	50%
Finance	0	0	N/A	3	3	100%
Housing Services	53	37	70%	59	43	73%
HR and Corporate Projects	0	0	N/A	1	1	100%
Law & Governance	7	5	71%	5	1	20%
Libraries and Resident Services	38	33	87%	101	86	85%
Planning	39	14	36%	63	25	40%
Property Services	2	1	50%	3	2	67%
Revenues & Benefits	41	25	61%	34	30	88%
* Highways Includes Highways, Volker, street lighting and permitting & licensing	55	32	58%	106	93	88%
* Parking	33	28	85%	53	47	89%
* Outdoor facilities	4	4	100%	10	7	70%
* Waste management	69	54	78%	100	74	74%
<b>TOTAL</b>	<b>380</b>	<b>255</b>	<b>67%</b>	<b>574</b>	<b>437</b>	<b>76%</b>

\* Teams within Commissioning – Communities

5.25 Across corporate services there has been a drop in the percentage of complaints that were fully or partially upheld from 76% in 2017-18 to 67% in 2018-19.

**Stage 2 complaints**

5.26 If a complainant remains dissatisfied after receiving a response at stage 1 of the corporate complaints process they may request a review by the service director.

5.27 The percentage of formal corporate complaints that was escalated to stage 2 rose from 4% in 2017-18 to 12% in 2018-19.

5.28 The timescale for response at stage 2 is within 20 working days. 71% of formal corporate complaints that went to stage 2 were answered within timescales. As with 2017-18, this is higher than the response rate in timescales at stage 1.

5.29 The number of upheld and partially upheld Stage 2 complaints is shown in table 14.

**Table 14: stage 2 corporate complaints 2018-19 – number upheld**

Teams	2018-19	Number upheld or partially upheld
Communities, Enforcement & Partnerships	4	4
Communications	3	2
Housing Services	7	3



Teams	2018-19	Number upheld or partially upheld
Libraries and Resident Services	2	1
Planning	10	2
Revenues & Benefits	6	2
* Parking	1	0
* Highways Includes Highways, Volker, street lighting and permitting & licensing	10	7
* Waste	6	2
<b>TOTAL</b>	<b>49</b>	<b>18</b>

\* Teams within Commissioning – Communities

### Complaints to the LGSCO

- 5.30 The LGSCO made decisions about 25 complaints and enquiries for corporate services. Seven were decided following detailed enquiries and of these, two were upheld and five were not upheld. This leaves 18 that were not fully investigated. See appendix 1 for details on 2018-19 decisions.

### Learning from complaints

- 5.31 An important part of the complaints process is capturing the learning and embedding good practice across the council. Table 15 picks up some of the learning across corporate services during 2018-19.

**Table 15: Learning from corporate complaints**

Complaint area	Actions and learning
Communities, Enforcement & Partnerships – Environmental health	<ul style="list-style-type: none"> <li>We are clearer when responding to an initial service request about the need for the required information to be provided so as to minimise the time before RBWM is able to visit. This will reduce the risk of any delays in the future.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>All housing staff are receiving ongoing training on service standards and managing expectations to ensure a prompt response to enquiries and requests for updates.</li> <li>Customers have access to mobile numbers and email addresses for their case officers.</li> <li>Managers continue to closely manage cases.</li> </ul>
Waste	<ul style="list-style-type: none"> <li>The website and web form for van permits to be used at household waste and recycling centres has been updated to clarify the acceptable size and type of vehicle.</li> </ul>
Planning	<ul style="list-style-type: none"> <li>The Planning department has updated its enforcement policy and templates to better set expectations of timeframes for investigations and what we can and can't investigate.</li> <li>Performance with regards determination of applications is high due to investment and improvements in service delivery. This has reduced complaints with regards applications.</li> </ul>

## Compliments

- 5.32 Corporate services received 452 compliments during 2018-19. This is an increase from 2017-18 when there were 303 compliments received. Table 16 shows the breakdown of compliments across corporate services.

**Table 16: Compliments by service**

Teams	2018-19		2017-18	
	Number of compliments	%	Number of compliments	%
Communities, Enforcement & Partnerships	73	16%	25	8%
Communications	1	0%	3	1%
Housing Services	10	2%	3	1%
HR & Corporate Services	5	1%	8	3%
Law & Governance	0	0%	1	0%
Libraries and Resident Services	225	50%	140	46%
Planning	19	4%	22	7%
Property Services	1	0%	0	0%
Revenues & Benefits	7	2%	6	2%
* Parking	13	3%	3	1%
* Highways Includes Highways, Volker, street lighting and permitting & licensing	63	14%	70	23%
* Parking	27	6%	18	6%
* Outdoor facilities	2	0%	4	1%
<b>TOTAL</b>	<b>452</b>	<b>100%</b>	<b>303</b>	<b>100%</b>

\* Teams within Commissioning – Communities

- 5.33 Library and Resident Services received half of the compliments received by corporate services. Staff are encouraged to consistently exceed the expectation of the customer. Feedback cards are available in libraries to enable customers to say what they think about the service and to make suggestions. These are reviewed by the team leader and supervisors regularly, suggestions are implemented where possible and customer compliments for individual staff members are shared which boosts staff morale and encourages excellent levels of service.
- 5.34 Compliments to Communities, Enforcement and Partnerships have also risen this year. Of the 73 received, 47 were for the Community Safety team. This shows the very positive support for the Community Wardens who deal with lots of diverse issues, often in difficult circumstances.
- 5.35 Table 17 shows examples of compliments received across service areas. Front facing services that interact regularly with customers received the highest number of compliments in the same way as they also receive the highest volumes of complaints.

**Table 17: Examples of compliments received**

Service	Compliment received
Libraries and	<ul style="list-style-type: none"> <li>The librarian on duty at Old Windsor provided a really good service. The next book club selection was not available in the</li> </ul>

Service	Compliment received
Resident Services	<p>afternoon of Friday but it appeared with a later delivery and she phoned me at 6pm to tell me it had arrived and that she would put a copy by for me. Picked it up this morning and I can't thank her enough. Excellent service as always from Old Windsor. I can't rate all the staff highly enough.</p> <ul style="list-style-type: none"> <li>• Thank you very much for today's session. The girls enjoyed it very much &amp; loved their little bugs &amp; make a pet sheets. I thought you'd be interested to know that the mums I had helping today all commented on how nice the library is. They also said they intend to use it much more than they do currently and that they had forgotten what a tremendous service it is.</li> </ul>
Highways	<ul style="list-style-type: none"> <li>• I would like to thank you for your time this morning. It was nice to be welcomed and have a pleasant and thorough update on the matters in hand. Your clarifications on the complexity of the matter and the procedures that each of the departments are following helped me understand the issues. Your reassurances that the departments involved are coordinating with each other and that you have spoken to each of them is heartening. Your involvement has been invaluable.</li> <li>• I am a tour guide and arrive at the coach park regularly. I wrote recently to mention the rubbish once you cross the footbridge on the right side beside the railway. I was pleased to see it had all been cleared!</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• I would like to personally thank you for the household items the Borough has purchased for me for my new flat. Without this help I was eating takeaways daily, not being able to store food in a fridge and sleeping in an inflatable bed. I now have a cooker to cook in, a fridge freezer and a bed to sleep in.</li> <li>• I would like to bring to your attention the excellent Service I was provided me with. My case worker has been extremely helpful, caring and approachable, and most of all, interested in my wellbeing. I feel very fortunate to have been under her care and service.</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• A big word of thanks if I may to one of your younger planning officers who has been very efficient over the last year. Hang on to her if you can - a boro like Windsor needs bright sharp staff and she has been great!!!</li> <li>• Many thanks to the planning team with whom I have had contact.</li> <li>• I just wanted to drop you a line to say thank you. We live at X so this proposed airport parking was a real concern for us. I did object but I had prepared myself for the worst. We truly appreciate your involvement.</li> </ul>
Waste	<ul style="list-style-type: none"> <li>• I wanted to say thank you to the cheerful crew doing the waste collection yesterday. I was getting ready for work when I heard the van and dashed out in my slippers to catch them and they kindly said don't come out in your slippers and come and got the bins from the door and put them back. So impressed it's not far, and I am not elderly, but really nice to have helpful and cheerful staff, please say thank you to them</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Thank you or organising such an interesting talk. It was very</li> </ul>

Service	Compliment received
wardens	<p>useful and with lots of excellent advice. It is really good to know we have somewhere to turn to advice on safety etc.</p> <ul style="list-style-type: none"> <li>• I'd like to place on record my sincere thanks for the highly professional way in which you investigated our concerns and dealt with everyone involved. I've been trying to resolve this matter directly with my neighbour for some time now and wish I'd contacted the Borough at a much earlier stage. You've managed to achieve in just over one week what I've failed to do in several years.</li> </ul>
Registrars	<ul style="list-style-type: none"> <li>• I just wanted to say thanks for a wonderful ceremony yesterday with me becoming a British citizen. I thought the set up was great and to have a cup of tea and a biscuit after was fun. The Mayors kids had gone to my kids school and the Lord Lieutenant had spent a good chunk of his schools years in Adelaide so we had a chat about my previous homeland. Thanks again for making it a special day and as the last person to apply through your offices last year, a new chapter for all has started.</li> </ul>
Parks & Open Spaces	<ul style="list-style-type: none"> <li>• Resident would like to compliment whoever has been maintaining Oakley Green Cemetery. The cemetery is in excellent condition and being kept very well maintained and trimmed.</li> <li>• Thank you so much for the support you provide to the Maidenhead Festival. We took our young daughter this year who enjoyed it immensely. Thank you also for the recent refurbishments to Oaken Grove Park, our daughter absolutely loves the park and hugely enjoys all the activities in the play area (the trampoline in particular!). Maidenhead's parks really make the town; as a fourth generation Maidenheadian thank you so much for continuing to make this town a great place to live.</li> </ul>

5.36 The variety of compliments highlights the breadth of work carried out across the council and helps celebrate the good work carried out by a wide range of officers.

## 6. ADULT SERVICES

### Overall adult complaints summary

6.1 In 2018-19 there were 19 adult complaints compared to 33 in 2017-18. This represents 4% of all complaints received by the Council.

#### Internal process

- 68% of complaints were either fully or partially upheld.
- 74% were responded to within timescales.
- 19 compliments were received.

#### External process

- 12 complaints or enquiries were decided by the LGSCO
  - Eight were investigated.
  - Eight were upheld.
  - Zero were not upheld.

#### Complaints received

6.2 There was a significant drop in the number of complaints received for adult services from the previous year, see table 18 for the volumes for the periods 2012-19. There has been a concerted effort by staff to resolve any issues at an early stage and therefore reduce the number of people making a complaint.

**Table 18: Total number of adult complaints, 2010-2019**

2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
12	13	14	15	16	17	18	19
16	49	78	21	44	37	33	19

6.3 Table 19 details the number and percentage of stage 1 complaints received by each team.

**Table 19: Adult complaints received by service**

Teams	2018-19		2017-18	
	Number	%	Number	%
People with disabilities and older people's team	5	28%	17	51%
Community mental health team	1	5%	3	9%
Community team for people with learning Difficulties	1	5%	1	3%
Hospital team	1	5%	1	3%
Occupational therapy	0	0%	1	3%
Short term team	2	12%	1	3%
Adult financial assessments	2	12%	1	3%
Safeguarding	0	0%	1	3%
Partner agencies (including care homes)	6	33%	7	22%
<b>Total</b>	<b>19</b>	<b>100%</b>	<b>33</b>	<b>100%</b>

- 6.4 Most of the complaints to teams remained at a similar number to 2017-18 however complaints to the people with disabilities and older people's team fell from 17 to 5. This is a reduction of just over 70% of those received in 2017-18. This is largely due to teams within this area now identifying potential problems much earlier and addressing the issues and resolving them at an informal stage where this is possible.
- 6.5 The overall number of complaints for Adult Social Care is very low compared to the number of people that are supported. At any one time in the year 1,400 people are supported by the Physical Disabilities and Older People team.
- 6.6 The area receiving the highest number of complaints, 6 (33%), were external providers working with RBWM clients, such as care agencies and homes. These providers have their own complaints procedures, however if they are services procured by adult services then the complaint may be directed towards the local authority if the person prefers to do this.
- 6.7 The number of complaints received by the council relating to external providers is also low compared to the number of people being provided with ongoing support. All complaints received relating to providers are managed through the contract monitoring process.

### Themes

- 6.8 Table 20 details the number and percentage of complaints received by theme during 2018-19.

**Table 20: Themes of adult complaints received**

Type of Complaint	2018-19		2017-18	
	Number	%	Number	%
Unhappy with how a situation/incident was handled	5	26%	5	15%
Attitude or behaviour of staff	3	17%	4	13%
Unhappy with the decision made	2	11%	3	9%
Did not follow policy	2	11%	0	0%
Services being delivered at lower standard than is set out in our policy	1	5%	9	27%
Safeguarding	1	5%	5	15%
Lack of action - did not do what we said we would do	1	5%	3	9%
Failed to follow timescales	1	5%	1	3%
Require help or intervention	1	5%	1	3%
Failed to take all information into	1	5%	0	0%
Gave the wrong information	1	5%	0	0%
Breach of data protection	0	0%	1	3%
Inaccurate information recorded	0	0%	1	3%
<b>Total</b>	<b>19</b>	<b>100%</b>	<b>33</b>	<b>100%</b>

- 6.9 The highest number of complaints received were recorded under the theme of 'unhappy with how a situation/incident was handled'. It is difficult, given an overall low number of complaints and a high number of themes, to say how meaningful these figures are.

### Timescales

- 6.10 Table 21 details the number and percentage of complaints responded to within timescales for each team.

**Table 21: Adult complaints responded to within timescales**

Teams	2018-19			2017-18		
	Number of complaints	In timescales	%	Number of complaints	In timescales	%
People with disabilities and Older people's team	5	2	40%	17	10	59%
Community mental health team	1	1	100%	3	0	0%
Community team for people with learning difficulties	1	1	100%	1	1	100%
Hospital team	1	1	100%	1	0	0%
Occupational therapy	0	0	0%	1	1	100%
Short term team	3	3	100%	1	0	0%
Adult financial assessments	2	1	50%	1	1	100%
Safeguarding	0	0	0%	1	0	0%
Partner agencies (including care homes)	6	5	83%	7	5	71%
<b>TOTAL</b>	<b>19</b>	<b>14</b>	<b>74%</b>	<b>33</b>	<b>18</b>	<b>55%</b>

- 6.11 Although there is no specified limit for statutory complaints about adult social care the council's target for dealing with adult services complaints is 10 to 20 working days. This timescale may be increased for complaints that are particularly complicated. Of the 19 complaints received during 2018-19, 74% were responded to within agreed timescales. This is a significant improvement on 2017-18 where 55% were responded to within timescales.
- 6.12 The complaints team and managers in Optalis have worked together to tighten the processes in place and this continues to have a positive impact on achieving timescales.
- 6.13 See table 22 for outcomes of complaints

**Table 22: Outcome of complaints**

	Fully upheld	Partially upheld	Not upheld	% Fully or partially upheld
2018-19	2	11	6	68%
2017-18	13	9	10	61%

### Complainants

- 6.14 The majority of complaints made in 2018-19 were by the son or daughter of the person receiving the service, followed by the person themselves, see table 23 for full breakdown.

**Table 23: People making adult complaints**

Who made the complaint	Number	%
Son or Daughter of the person receiving the service	8	42%
Person receiving the service	4	21%
Spouse or partner	3	16%
Extended family	2	11%
Parent of person receiving the service	1	5%
Advocate	1	5%
<b>Total</b>	<b>19</b>	<b>100%</b>

**Complaints and enquiries to the LGSCO**

6.15 The LGSCO made decisions about 12 complaints and enquiries for adult services that were referred to them following complaints that were made about services provided by or on behalf of adult social care. Eight were decided following detailed enquiries and of these, eight were upheld. The remaining four were closed without a full investigation. See appendix 1 for details on 2018-19 decisions.

6.16 Of the eight complaints upheld:

- 1 complaint related to concerns in 2015
- 2 complaints related to concerns in 2016
- 4 complaints related to concerns in 2017
- 1 complaint related to concerns in 2018

6.17 Although the original dates of the concerns spanned a wide range, all complaints regarding these were received by the complaints and compliments team between June 2017 and May 2018, with the exception of 2 which were first considered by care providers before escalation to the LGSCO. The LGSCO direct their enquiries to the council as the commissioning and procurement of those services was via the council and Optalis.

**Learning from complaints**

6.18 Table 24 picks up some of the learning across adult services during 2018-19.

**Table 24: Learning from adult complaints**

Complaint area	Actions and learning
Day centre	<ul style="list-style-type: none"> <li>• The service has been asked to re-look at their procedure when customers go into hospital, to ensure that the process is clear for all staff to follow, with a simple check list in place.</li> </ul>
Domiciliary care	<ul style="list-style-type: none"> <li>• The council has implemented an action plan to improve the service from a care agency. This includes monitoring the care agency's daily records for three months to ensure it is delivering the service expected</li> </ul>
PDOPT	<ul style="list-style-type: none"> <li>• Training was delivered around duties under the Care Act 2014 and the</li> </ul>



Complaint area	Actions and learning
	Mental Capacity Act 2005.
General	<ul style="list-style-type: none"> <li>There is ongoing training with staff to ensure that any issues are resolved at the earliest point to prevent complaints arising.</li> </ul>

### Compliments

6.19 Adult services received 19 compliments during 2018-19. This is a decrease from 2017-18 when there were 50 compliments received. Table 25 shows the breakdown of compliments across adult services.

**Table 25: Compliments by service**

Teams	2018-19		2017-18	
	Number	%	Number	%
People with Disabilities and Older People's Team	9	47%	24	41%
Short Term Team	6	32%	13	23%
Occupational Therapy	2	11%	3	5%
Hospital Team	1	5%	2	4%
Community Mental Health Team	1	5%	1	2%
Community Team for People with Learning Difficulties	0	0%	12	21%
Access Team	0	0%	2	4%
<b>Total</b>	<b>19</b>	<b>100%</b>	<b>57</b>	<b>100%</b>

6.20 As with complaints, the highest number of compliments received were for the people with disabilities and older people's team.

6.21 This is a very low level of compliments for adult services, which has been higher in recent years. It is not clear why the number of compliments has fallen; but is possible that they are not being passed to the complaints and compliments team for logging. Reminders to send compliments on is being reiterated in team meetings so we have a more realistic level in future reports.

6.22 Table 26 shows examples of compliments received across adult services.

**Table 26: Examples of compliments received**

Service	Compliment received
PDOPT	<ul style="list-style-type: none"> <li>I wanted to express my thanks for arranging this transfer from hospital for my mother. It was achieved so quickly and with few or no complications. I am so impressed with this service, which I know was orchestrated by yourself and the team at the care home.</li> <li>Thank you so much for all your hard work and helpfulness. I know that you have had to go far beyond the basic ordering of a chair for me and I appreciate it. You have done everything with cheerfulness and attention to detail. You are an inspiration and I'm sure that you brighten, not just mine</li> </ul>

Service	Compliment received
	but everybody's day when they see you.
Short Term Team	<ul style="list-style-type: none"> <li>The carers have given me a very useful and worthwhile service over the past few weeks. They were very pleasant and patient with me and have given enormous help in arranging aids within the house and advising on an exercise programme, all of which I have found of great benefit. I am very grateful to them and also to the RBWM for arranging this service.</li> </ul>
CMHT	<ul style="list-style-type: none"> <li>I just wanted to say thank you for all you have done to successfully get him into an environment where he can start a recovery. As you know this has not been easy, but I really appreciate what you have done, it is such a relief to Dad and myself. He was not in a good place as he left as I am sure Dad will have told you, so we are looking forward to hearing that he is making some progress.</li> </ul>

## 7. CHILDREN'S SERVICES

### Overall children's complaints summary

- 7.1 In 2018-19 there were 38 children's complaints, 28 of these followed the statutory children's complaints process and 10 followed the formal corporate complaints process. The distinction between statutory and formal corporate complaints was not made in 2017-18 so the figures are not directly comparable. Together these represent 6% of all complaints received.

#### Internal process

- 81% of complaints were either fully or partially upheld.
- 54% were responded to within timescales.
- 93 compliments were received

#### External process

- 8 complaints or enquiries were decided by the LGSCO; of these, none were investigated.
  - One was investigated
  - One was upheld
  - Zero were not upheld.

### Complaints received

- 7.2 The total number of complaints received for children's services during 2018-19 (both statutory and formal corporate) has remained at a similar level to 2017-18. See table 27 for a breakdown

**Table 27: Children Services overview**

Children's services statutory complaints	2018-19	2017-18
Stage 1	28	37

Children's services corporate complaints	2018-19
Stage 1	10

- 7.3 The number of complaints relating to children's social care services has varied over the last eight years, peaking at 90 in 2013-14, see table 28 for a breakdown for the period 2011-18.

**Table 28: Complaints received comparison 2011-18**

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Stage 1	18	43	90	61	81	36	37	38

- 7.4 Table 29 give a breakdown by team of statutory complaints.

**Table 29: Complaints received in 2018-19 and 2017-18**

Teams	2018-19		2017-18	
	Number	%	Number	%
Children & Young People Disabilities Service (including SEND)	9	33%	6	16%
Pods (child protection, children in need and children in care)	8	30%	14	38%

Teams	2018-19		2017-18	
	Number	%	Number	%
School transport	3	11%	5	14%
Leaving care	3	11%	0	0%
Duty and assessment	2	7%	1	3%
Youth Services	1	4%	0	0%
Multi-Agency Safeguarding Hub	1	4%	7	19%
Education	1	0%	0	0%
Family placement team (fostering)	0	0%	2	5%
Children's centres	0	0%	1	3%
Frontline	0	0%	1	3%
<b>Total</b>	<b>28</b>	<b>100%</b>	<b>37</b>	<b>100%</b>

- 7.5 In 2018-19, the majority of statutory complaints received related to CYPDS, In addition four of the corporate complaints were also within this team. There are approximately 900 children with Special Educational Needs Disabilities and there has been a significant national growth in the demand for EHCPs. A strong code of practice regarding parental choice causes disappointment and dissatisfaction for some families when we disagree with their preferences.

### Themes

- 7.6 Table 30 sets out the themes of children's complaints during 2018-19.

**Table 30: Themes of complaints**

Type of Complaint	2018-19		2017-18	
	Number	%	Number	%
Did not follow policy	8	21%	7	19%
Lack of action - did not do what we said we would	7	18%	6	16%
Situation handled incorrectly	7	18%	3	8%
Require help, intervention or guidance	6	16%	0	0%
Attitude or behaviour of staff	4	11%	6	16%
Failed to follow timescales	2	5%	1	3%
Services delivered at a lower standard than in our policy	1	3%	4	11%
Unhappy with the decision made	1	3%	4	11%
Breach of DP	1	3%	0	0%
Safeguarding	1	2%	2	5%
Gave the wrong information	0	0%	2	5%
Failed to take all information into account	0	0%	1	3%
Inaccurate or wrong information recorded	0	0%	1	3%
<b>Total</b>	<b>38</b>	<b>100%</b>	<b>37</b>	<b>100%</b>

7.7 The highest number of complaints received were categorised as did not follow policy, process or the law followed by lack of action and situation handled incorrectly. While the number fully upheld is low the themes can, in themselves, give an indication of how it feels to be involved with Children’s Social Care and could indicate an opportunity for reflection by and with practitioners. For that reason, the complaints and compliments team leader attends the Performance Board, so that these themes can be discussed and actions taken accordingly.

**Timescales**

7.8 The timescale for dealing with a stage 1 complaint is 10 working days. However, this can be extended to 20 working days for more complex complaints or if additional time is required.

7.9 Table 32 details the number and percentage of complaints responded to within timescales for each service.

**Table 32: Response timescales**

Teams	2018-19			2017-18		
	Complaints	Number in timescales	%	Complaints	Number in timescales	%
Pods (child protection, children in need and children in care)	8	2	25%	14	4	29%
Multi-Agency Safeguarding Hub	1	1	100%	7	0	0%
Children & Young People Disabilities Service	20	11	55%	6	2	33%
Duty and assessment	2	0	0%	1	0	0%
Family placement team	0	0	0%	2	1	50%
Children’s centres	0	0	0%	1	1	100%
School transport	2	1	50%	5	2	40%
Frontline	0	0	0%	1	0	0%
Education	1	1	100%	0	0	0%
Leaving care	3	2	67%	0	0	0%
Youth Services	1	0	0%	0	0	0%
<b>Total</b>	<b>38</b>	<b>18</b>	<b>47%</b>	<b>37</b>	<b>10</b>	<b>27%</b>

7.10 Of the 38 complaints that were received during 2018-19, 47% were responded to within timescales, which is an improvement from 2017-18, when 27% were responded to within timescales

7.11 The complaints and compliments team continue to send weekly reports of outstanding complaints to heads of services and directors. They also meet with the managers investigating complaints to clarify the complaint and ensure the scope of this is understood. This is having a positive impact not just on the timeliness but also the quality of complaints responses.

7.12 See table 33 for the outcome of complaints.

**Table 33: Outcome of complaints**

	Fully upheld	Partially upheld	Not upheld	Not yet concluded	% Fully or partially upheld
2018-19	9	21	7	1	81%
2017-18	6	14	7	10	74%

\*It should be noted that the category 'not yet concluded' means that the complaint response had not been finalised at the time that the data snapshot was taken for this report.

### Complainants

7.13 The vast majority of complaints made in 2018-19 were by parents. One formal complaint was made by a young person, which is currently being investigated under stage 2 of the statutory children's complaints process, see table 31 for further detail.

**Table 31: People making children's complaints**

Who made the complaint	Number	%
Child/young person	1	3
Advocate	2	5
Parent/Step parent/Adoptive parent	34	89
Carer	1	3
<b>Total</b>	<b>38</b>	<b>100</b>

### Stage 2 complaints

7.14 Four stage 2 complaints were resolved in 2018-19. Two of these were investigated under the statutory children's complaints process and two under the children's formal corporate complaints process. In all cases the outcome was 'partially upheld'.

7.15 One statutory complaint was resolved at stage 3 in 2018-19. This was escalated from a stage 1 complaint made in 2016-17. Elements of the complaint were upheld by the stage 3 panel.

7.16 Complaints resolved under the formal corporate complaints process are reported within the children's services annual report to give an overview of all complaints about children's services.

### Complaints and enquiries to the LGSCO

7.17 The LGSCO made decisions on eight enquiries regarding complaints for children's services during 2018-19. One, which was started in a previous year was completed and upheld. The remaining seven were not investigated. See appendix 1 for details on 2018-19 decisions.

## Representations

- 7.18 Representations are comments by children and young people, normally within a child's review. These can be positive or negative and are acted upon by referring these comments to the social care team working with the child or young person so this can be acted upon and responded to by that team.
- 7.19 Children's services are now capturing views through 'My Say' and through the online feedback forms and will be reported upon within Achieving for Children's annual reports in 2019-20.
- 7.20 If a child or young person makes a complaint they are supported to appropriately use the compliments and complaints service.

## Case concerns

- 7.21 In addition to complaints under the children's services statutory complaints and the formal corporate complaints processes, we have captured information regarding case concerns. Case concerns are recorded when an issue has been raised with the complaints and compliments team but has been dealt with informally by children's services.
- 7.22 Figures for case concerns do not count towards the overall number of complaints but are useful to help identify issues and help promote timely resolutions. In addition they can show if there is a pattern if a complaint is raised later.
- 7.23 In 2018-19 there were 11 case concerns recorded. Table 35 shows the split across children's services for case concerns received.

**Table 35: Case concerns across children's services 2018-19**

Leaving care	Pods	Transport	CYPDS	MASH	School admissions
2	3	3	1	1	1

## Learning from complaints

- 7.21 Table 36 sets out learning from children's complaints

**Table 36: Learning from children's complaints**

Complaint area	Actions and learning
Children and young people disability service	<ul style="list-style-type: none"> <li>• Consideration will always be given to each parent regarding sharing of email content and other information between separated parents without agreement, unless there are immediate safeguarding concerns.</li> <li>• Further documentation is being developed to clarify the difference between supported contact, rather than supervised contact for young people over 18 years of age.</li> </ul>
Leaving Care team	<ul style="list-style-type: none"> <li>• The Local Authority now have a designated 16+/ Care Leavers team</li> </ul>

Complaint area	Actions and learning
	which will ensure that young people in care and young asylum seekers are given the right support and work is progressed as quickly as possible.
Pods	<ul style="list-style-type: none"> <li>Any Child in Need meetings or similar is now chaired by a Manager.</li> <li>Within Team Meetings we have discussed with the managers and staff the importance of agreed actions being followed up within timescales, alongside realistic timescales being initially set.</li> </ul>
General	<ul style="list-style-type: none"> <li>Actions from responses are now being captured. Meetings are being put in place with the complaints team in order to ensure that all learning is captured and acted upon</li> </ul>
Business Support	<ul style="list-style-type: none"> <li>There has been significant learning around 'better communication' and our Business Support Staff have attended 'Customer Service' Training.</li> </ul>

### Compliments

7.19 93 compliments were recorded for children's service in 2018-19. This is a similar amount to the 97 compliments recorded in 2017-18, see table 37 for a full breakdown.

**Table 37: Number of compliments by children's services teams**

Teams	2018-19		2017-18	
	Number of compliments	%	Number of compliments	%
Youth services	33	36%	44	45%
Pods	25	27%	16	16%
CYPDS	8	9%	14	14%
Duty and assessment and MASH	1	1%	6	6%
Education and School admissions	11	12%	5	5%
Children's centres	3	3%	3	3%
Family placement team	2	2%	3	3%
Frontline student team	0	0%	3	3%
Educational psychology	1	1%	1	1%
Leaving care	2	2%	1	1%
School transport	2	2%	1	1%
LADO	1	1%	0	n/a
Youth Offending Team	4	4%	0	n/a
<b>TOTAL</b>	<b>93</b>	<b>100%</b>	<b>97</b>	<b>100%</b>

7.20 Table 38 shows examples of compliments received across children's services.



**Table 38: Examples of compliments received**

Service	Compliment received
Youth Service	<ul style="list-style-type: none"> <li>I don't know whether you remember me, but you were my connexions advisor and much more about 10 years ago. I was shocked to see that you are still running Esteem, I'm glad that it has done so well and people speak so highly of it. Can I just thank you for all you've done for me, you managed to get me up, out, socialising and into education – I've finished my degree in Childhood and Youth at Sussex with a First!! I would never have been in this position had you not worked so hard.</li> </ul>
CYPDS	<ul style="list-style-type: none"> <li>We saw both staff members within about half an hour of you leaving our house and all equipment delivered to us by 4pm! That's what I call a brilliant service, couldn't fault it!</li> </ul>
Family placement team	<ul style="list-style-type: none"> <li>I am sole carer for the children. I am sure that without my supervising social worker's support and care I would find it much harder. It can be a very unsettling time when you have a change of Supervising Social worker that you have built a professional relationship with but immediately she just seemed to get an understanding of my situation and made a smooth transition. Ever since then she has gently guided me in regards with training, log keeping and is always ready with advice and encouragement. I believe she is a real asset to your organisation and hope you value her as much as I do.</li> </ul>
Leaving Care	<ul style="list-style-type: none"> <li>Thank you so much for your time and kindness without you I won't be where I am now you are big part of my life even if I don't keep in touch I always have you in my thoughts.</li> </ul>

## **Appendices**

LGSCO Annual Letter 2018-19

24 July 2019

*By email*

Duncan Sharkey  
Managing Director  
Royal Borough of Windsor and Maidenhead Council

Dear Mr Sharkey

### **Annual Review letter 2019**

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2019. The enclosed tables present the number of complaints and enquiries received about your authority, the decisions we made, and your authority's compliance with recommendations during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

### **Complaint statistics**

As ever, I would stress that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. The volume of complaints should be considered alongside the uphold rate (how often we found fault when we investigated a complaint), and alongside statistics that indicate your authority's willingness to accept fault and put things right when they go wrong. We also provide a figure for the number of cases where your authority provided a satisfactory remedy before the complaint reached us, and new statistics about your authority's compliance with recommendations we have made; both of which offer a more comprehensive and insightful view of your authority's approach to complaint handling.

The new statistics on compliance are the result of a series of changes we have made to how we make and monitor our recommendations to remedy the fault we find. Our recommendations are specific and often include a time-frame for completion, allowing us to follow up with authorities and seek evidence that recommendations have been implemented. These changes mean we can provide these new statistics about your authority's compliance with our recommendations.

I want to emphasise the statistics in this letter reflect the data we hold and may not necessarily align with the data your authority holds. For example, our numbers include

enquiries from people we signpost back to your authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside our annual review of local government complaints. For the first time, this includes data on authorities' compliance with our recommendations. This collated data further aids the scrutiny of local services and we encourage you to share learning from the report, which highlights key cases we have investigated during the year.

Last year I commented on the delay in your Council responding to our enquiries and my Assistant Ombudsman and I met with your senior officers to discuss this. I am pleased to say the changes the Council has made have resulted in a better position during the year. I welcome this improvement in your Council's liaison with my office and hope to see it continue.

### **New interactive data map**

In recent years we have been taking steps to move away from a simplistic focus on complaint volumes and instead focus on the lessons learned and the wider improvements we can achieve through our recommendations to improve services for the many. Our ambition is outlined in our [corporate strategy 2018-21](#) and commits us to publishing the outcomes of our investigations and the occasions our recommendations result in improvements for local services.

The result of this work is the launch of an interactive map of council performance on our website later this month. [Your Council's Performance](#) shows annual performance data for all councils in England, with links to our published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council. It also highlights those instances where your authority offered a suitable remedy to resolve a complaint before the matter came to us, and your authority's compliance with the recommendations we have made to remedy complaints.

The intention of this new tool is to place a focus on your authority's compliance with investigations. It is a useful snapshot of the service improvement recommendations your authority has agreed to. It also highlights the wider outcomes of our investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

I hope you, and colleagues, find the map a useful addition to the data we publish. We are the first UK public sector ombudsman scheme to provide compliance data in such a way and believe the launch of this innovative work will lead to improved scrutiny of councils as well as providing increased recognition to the improvements councils have agreed to make following our interventions.

### **Complaint handling training**

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2018-19 we delivered 71 courses, training more than 900 people, including our first 'open courses' in Effective Complaint Handling for local authorities. Due to their popularity we are running six

more open courses for local authorities in 2019-20, in York, Manchester, Coventry and London. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

Finally, I am conscious of the resource pressures that many authorities are working within, and which are often the context for the problems that we investigate. In response to that situation we have published a significant piece of research this year looking at some of the common issues we are finding as a result of change and budget constraints. Called, [Under Pressure](#), this report provides a contribution to the debate about how local government can navigate the unprecedented changes affecting the sector. I commend this to you, along with our revised guidance on [Good Administrative Practice](#). I hope that together these are a timely reminder of the value of getting the basics right at a time of great change.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a stylized flourish at the end.

Michael King  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England

**Local Authority Report:** Royal Borough of Windsor and Maidenhead Council  
**For the Period Ending:** 31/03/2019

For further information on how to interpret our statistics, please visit our [website](#)

## Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
13	2	5	9	4	1	5	4	1	44

## Decisions made

98

Decisions made				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate (%)	Total
3	0	15	11	5	12	71	46

**Note:** The uphold rate shows how often we found evidence of fault. It is expressed as a percentage of the total number of detailed investigations we completed.

## Satisfactory remedy provided by authority

Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman	% of upheld cases
0	0

**Note:** These are the cases in which we decided that, while the authority did get things wrong, it offered a satisfactory way to resolve it before the complaint came to us.

## Compliance with Ombudsman recommendations

Complaints where compliance with the recommended remedy was recorded during the year*	Complaints where the authority complied with our recommendations on-time	Complaints where the authority complied with our recommendations late	Complaints where the authority has not complied with our recommendations	
13	12	1	0	<b>Number</b>
	100%		-	<b>Compliance rate**</b>
<p><b>Notes:</b>            * This is the number of complaints where we have recorded a response (or failure to respond) to our recommendation for a remedy during the reporting year. This includes complaints that may have been decided in the preceding year but where the data for compliance falls within the current reporting year.            ** The compliance rate is based on the number of complaints where the authority has provided evidence of their compliance with our recommendations to remedy a fault. This includes instances where an authority has accepted and implemented our recommendation but provided late evidence of that.</p>				

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## **Royal Borough Windsor and Maidenhead Annual report on commissioned services 2018-2019**

**October 2019**

**“Building a borough for everyone – where residents and businesses grow, with opportunities for all”**

**Our vision is underpinned by six priorities:**

*Healthy, skilled and independent residents*

*Growing economy, affordable housing*

*Safe and vibrant communities*

*Attractive and well-connected borough*

*An excellent customer experience*

*Well-managed resources delivering value for money*

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### Frequently used acronyms

FTE	Full time equivalent
RBWM	Royal Borough of Windsor & Maidenhead

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## 1 INTRODUCTION

- 1.1 The Royal Borough of Windsor and Maidenhead is committed to the delivery of high quality services that residents value. The council puts residents first, securing best value in how it uses its resources and works with public, private and voluntary sector partners to ensure that the borough is fit for the future.
- 1.2 The Royal Borough has a long history of delivering services through shared arrangements with the other Berkshire authorities since 1998. As at April 2019, there were 26 shared services in place, including Shared Legal Service, Berkshire Records Office, Building Control and Building Services, and the Coroner Service.
- 1.3 The council has also outsourced services, including waste collection services and leisure operations, and over the last two years, has moved a significant number of its front facing people and place based services into new partnering arrangements, including highways, children's and adult services. This report sets out how these commissioned arrangements, managed by the Strategy and Commissioning function of the council, have performed in 2018-2019.

## 2 PRIORITIES FOR 2018-2020

- 2.1 In last year's annual report on commissioned services, eight priorities for 2018-2020 were identified and agreed. These continue to be delivered in 2019-2020 and progress to date has been identified, see table 1.

**Table 1: Progress against 2018-2020 priorities**

<b>Priority</b>	<b>Progress 2018-2019</b>
1 Continue to robustly manage performance across the range of council contracts, at the same time developing a consistent set of contract monitoring tools.	Performance has been achieved against all contracts as set out in this report. Contract monitoring tools continue to be developed.
2 Work with all delivery partners to identify opportunities for growth and efficiencies.	Included in the updates in Section 4 of this report.
3 Work with Lead Members to develop a five year commissioning strategy.	Draft under development for consideration by Cabinet in November 2019.
4 Continue the improvements to the JADU functionality to enable better feedback to elected Members and residents on reported incidents.	New functionality around parking now introduced. Feedback loop now operating. Requirements for this functionality being incorporated into the specification for the new customer relationship management system.
5 Continue to develop the contract dashboards and business	Range of contract dashboards developed for the council's major

Priority	Progress 2018-2019
intelligence within InPhase in order to deliver a consistent approach to performance management of all contracts.	contracts as well as other management information.
6 Adapt the Government's Contract Management Professional Standards in order to create a framework of standards for the Royal Borough.	Framework of standards drafted and will form part of the Commissioning Strategy to be considered by Cabinet in November 2019.
7 Complete annual assessment against the agreed framework.	To be completed in 2019-2020.
8 Use the areas for development from the 2018 assessment to inform the training needs analysis and development plan for 2019-2020.	Completed.

### 3 THE ROYAL BOROUGH – A COMMISSIONING COUNCIL

#### Delivering differently

- 3.1 Whilst the Royal Borough has a long history of delivering through shared arrangements, 2016 saw a significant shift in its approach. The Royal Borough challenged itself to 'deliver differently' recognising the need to continue to secure high quality services against a diminishing financial envelope. Its motivation for delivering differently was to ensure the most effective services which improved outcomes for residents whilst ensuring best value for money. In March 2016, the Royal Borough approved a refreshed transformation programme, An Agile Council.
- 3.2 Five key criteria were identified at that time to be important to the success of working differently in the Royal Borough:
- Securing quality outcomes for residents by driving improvement, placing customers first and reducing long term dependency on public services and associated cost.
  - Engaging with and empowering staff, residents and partners.
  - Opportunity for growth by improving financial stability through alternative revenue streams.
  - Achieving efficiencies through income generation and savings from integrated services.
  - Assuring accountability of our services to our residents and to regulatory bodies.

#### Definitions

- 3.3 At its simplest, commissioning is the process by which services are planned, purchased and monitored. The process itself offers a systematic way of analysing need and defining outcomes but it is not prescriptive about the way in which services are delivered and allows for the implementation of delivery mechanisms which are appropriate for the service under review.

3.4 Using this definition, all services are commissioned and regardless of the delivery model, the council works with a range of delivery partners to secure the outcomes identified. The term “delivery partner” is used to refer to any organisation commissioned under formal contract or Service Level Agreement to deliver services on behalf of the Royal Borough of Windsor and Maidenhead, to an agreed specification, with service and financial performance regularly monitored and managed.

**Strategy and Commissioning**

3.5 The Strategy and Commissioning function is responsible for commissioning, procuring and contract managing people facing and place based services for residents on behalf of the Royal Borough. The purpose of the Strategy and Commissioning Service is to: *“Be advocates for our residents, understanding their current and future needs, providing or commissioning services that meet those needs, and ensuring quality, value for money and improved outcomes.”*

3.6 The function uses the commissioning cycle to guide its work, see diagram 1 .

**Diagram 1: Commissioning cycle**



3.7 In delivering its purpose, the function has adopted these principles of commissioning, procurement and contract management:

- Focus on residents and the community, not services.
- Understanding needs and the market.
- Good communication and engagement with service providers and users.

- Delivering through partnership and collaboration.
- Focus on value for money whilst securing outcomes and improving productivity.
- Robust risk management.
- Good governance.

### **Resident and Member contact**

- 3.8 The new delivery model for place based services was designed to provide greater resilience and improved response times for residents. This is predominantly achieved through online reporting which requires specific information enabling requests to be routed directly to the appropriate supplier and actioned in line with performance standards, which are monitored through regular contract meetings.
- 3.9 Analysis of the first year of online reporting shows that there has been no reduction in the volume of reports compared to the previous year and 75% of all enquiries and 83% of potholes are reported through this channel. There has also been a 22% increase in the number of reports made on online through the “report it” function.
- 3.10 Whilst this approach has generally been successful, response timeliness to residents and Members remains a key area for improvement.

### **Governance**

- 3.11 Given the breadth of the Royal Borough’s commissioned arrangements, good governance is an essential part of the contract arrangements. This is supported by the Partnership Protocol included in the council’s constitution. In all cases:
- Regardless of the delivery model, the role of the council in setting direction and agreeing policy remains constant, as do the overview and scrutiny arrangements.
  - Lead Members for the relevant portfolios are involved in a number of ways in the management and assurance of contract delivery.
  - Where the Royal Borough is a joint owner of a delivery partner, additional arrangements are in place with Lead Members to oversee company-wide development.
  - Detailed operational contract management in all cases is undertaken through a contract monitoring board, which usually meets at least monthly, comprising representatives of the council and the partner organisation.

### **Value for money**

- 3.12 The National Audit Office states that value for money can be evaluated in three ways:
- Economy: minimising the cost of resources used or required (inputs) – spending less.
  - Efficiency: the relationship between the output from goods or services and the resources to produce them – spending well.
  - Effectiveness: the relationship between the intended and actual results of public spending (outcomes) – spending wisely.
- 3.13 In terms of **economy**, the process of commissioning the place based contracts was undertaken competitively and used a variety of benchmarks to assess the cost of services, for example, unit costs. Savings for highways maintenance, highways design and parking enforcement were removed before the contracts were let, with the expectation that the approved delivery partner would deliver within the agreed



contract value. Section 4 of this report demonstrates that this is the case, despite, in the case of Project Centre, significantly increased volumes.

- 3.14 The driver for transferring adults and children's services was not about spending less, but more about **efficiency** and **effectiveness** in terms of driving up the quality of services being delivered. Whilst demand continues to grow in children's services, there are examples of efficiency being achieved, eg the delivery of the Local Authority Designated Officer function in Achieving for Children within existing resources.
- 3.15 **Efficiency** is particularly evidenced in the securing of block bed provision (residential and nursing) in the borough. All the care homes where the Royal Borough has block beds are rated either Good or Outstanding and the cost per week of the beds is £200 less than the same placement could be purchased on a spot basis. Similarly, for the new waste collection contract, the commissioning and procurement process sought a balance of cost and quality (40 – 60), with an emphasis on quality. As this contract was derived from an open tender process in a competitive market, the Royal Borough can be assured that the new contract represents good value for money. In addition, added value services, for example, kerbside collection of small electrical items, sustainability improvements at operating bases (solar energy and grey water recycling) and trialling of electric waste vehicles have been secured at an overall reduced cost.
- 3.16 A key strand of **effectiveness** across the range of people facing and place based contracts has been to secure resilience. The Royal Borough is a relatively small local authority and the teams within it are small. In many cases, experience and knowledge is held by one or two individuals. Transferring those functions to external delivery partners has secured access to experienced resources of a wider organisation. This is particularly true of Achieving for Children, Project Centre and NSL.
- 3.17 In place based services, annual participation in the National Highways & Transport Benchmarking Survey is undertaken to monitor customer satisfaction and enable informed management decisions around areas of focus. This is used alongside the annual resident survey to manage the effectiveness of spend against outcomes.
- 3.18 The new commissioning strategy which is currently being developed ensures that value for money is a key consideration throughout the commissioning and procurement cycle.

## 4 THE ROYAL BOROUGH – DELIVERY PARTNERS’ PERFORMANCE

4.1 This section sets out what is delivered by the Royal Borough’s people facing and place based delivery partners, together with a summary of service and financial performance in 2018-2019. This includes individual contract dashboards for the main commissioned services.

4.2 This section is structured around:

### **Main delivery partners – people:**

- Achieving for Children (children’s services) – table 2.
- Optalis (adult services) – table 3.

### **Main delivery partners – place**

- VolkerHighways (highways maintenance) – table 4.
- Veolia (waste collection) – table 5.
- Project Centre (highways design) – table 6.
- Tivoli (grounds maintenance) – table 7.
- NSL (parking enforcement) – table 8.

4.3 In addition, the council commissions a number of other services for residents, in terms of people and place services which are summarised in table 9. The details of these contracts and their performance in 2018-2019 is set out in tables 10 and 11.

4.4 Five shared service arrangements are also in place to support people and place, including winter maintenance, emergency duty service and adoption, see table 12. These shared arrangements are managed through a Management Committee or Board comprising representatives of the authorities involved. Meetings and review of performance of the shared arrangements take place at least quarterly.

**Table 2: Achieving for Children**



Information about the company:  
[www.achievingforchildren.org.uk](http://www.achievingforchildren.org.uk)

<p><b>Purpose:</b> To provide the full range of statutory and discretionary children’s services, across education, early help and social care, to children and young people of the borough aged 0-25.</p>				
<p><b>Type of entity:</b> Community interest company</p>	<p><b>Contract start date:</b> August 2017</p>	<p><b>Contract length:</b> Seven years</p>	<p><b>Contract value per annum:</b> £33,728,000 Children’s Services; £1.6m health visitors; £214k school nurses</p>	<p><b>Sub-contracting arrangements:</b> None.</p>
<p><b>Monitoring arrangements:</b> Performance is reviewed quarterly against a set of 36 performance indicators. The 0-19 Healthy Child Programme health visitor and school nurse performance is also monitored quarterly.</p>				
<p><b>Service performance measures:</b></p> <ul style="list-style-type: none"> <li>• Education.</li> <li>• SEND.</li> <li>• School support services.</li> <li>• Children’s centres and health visitors.</li> <li>• Youth services.</li> <li>• Youth Offending Service.</li> <li>• Children’s social care.</li> <li>• 0-19 Healthy Child Programme –five mandated health visitor reviews.</li> </ul>		<p><b>Service performance 2018-2019:</b> 91% of pupils attending a good or outstanding school.</p> <p>Attendance at the youth service provision significantly above target at 6521 attendances.</p> <p>Increase in the proportion of 16 and 17 year olds known to be participating in education, employment or training to 93.1%.</p> <p>The number of children with child protection plans and children in care has increased over the year. Reviews of these children have, however, been completed within the statutory timescales.</p> <p>The number of families receiving a 14 day visit and a six to eight week review by a health visitor has increased. 100% of all 2-2.5 year old checks are carried out using the recommended assessment tool.</p> <p>933 children of school age have an Education, Health and Care Plan.</p>		

<p><b>Financial performance 2018-2019:</b></p> <p>Budget      £33,728,000</p> <p>Outturn:     £35,743,000</p>	<p><b>Reasons for over/underspend:</b></p> <p>The overspend was due to the increased number of children in care requiring placements which was not budgeted for and the continued use of interim staff to cover essential vacant social worker positions due to recruitment issues.</p> <p>The overspend on the Dedicated Schools Grant related to an increased number of school top up payments required for pupils with high needs.</p>
<p><b>Added value of arrangement:</b></p> <p>Achieving for Children operates children services across three local authorities which provides opportunity for best practice sharing, joint working and efficiencies across services, such as the Virtual School for children in care.</p>	<p><b>Issues:</b></p> <p>Managing increase in demand for social care and support for complex needs within the budget.</p> <p>Creating a stable skilled workforce.</p> <p>Limitations of the case management system to streamline ways of working. Capital programme agreed for a two year replacement. Impacts effectiveness of recording and reporting.</p>
<p><b>Opportunities for growth identified and delivered:</b></p> <p>The Partners in Practice arrangement with the Department for Education has enabled local delivery of an increased “think family” approach, with additional family coaches and workers supporting children in need.</p> <p>Achieving for Children has established its own Independent Fostering Agency which is beginning to demonstrate an increase in the number of fostering placements and enhanced support for those that are fostering in the borough.</p>	
<p><b>Opportunities for efficiencies identified and delivered:</b></p> <p>In January 2019, Achieving for Children started providing the Local Authority Designated Officer (LADO) service for the Royal Borough from their existing resources. This enabled the council to make a saving on the service.</p> <p>The number of young people not in education, employment or training reduced as a result of focused work. Again this was undertaken by Achieving for Children within existing resources.</p>	
<p><b>Lead Member:</b></p> <p>Cllr Carroll, Lead Member for Adults, Children and Health</p>	<p><b>Contract manager:</b></p> <p>Head of Commissioning – Adults and Children</p>

Summary contract performance for 2018/19:



101

(AFC\_1) Percentage children for whom there is a school place at start of Autumn Term



(AFC\_2) Percentage of schools rated Good or Outstanding



YTD is latest period value available

(AFC\_3) Percentage statutory EHCP ass'tmts completed within 20wks (inc exceptions)



(AFC\_4) Percentage under-5s in reach-area registered with their children centre



Annual measure

(AFC\_5) Percentage children receiving face-to-face visit within 14 days of birth by a Health Visitor



(AFC\_6) Percentage of children due a 6-8wk review receiving a review within 8wks of birth



(AFC\_7) Percentage of children due a review by end of Qtr who received a review by age 2.5yrs



(AFC\_8) Percentage parents offered school-entrant health questionnaire



YTD is average of all period values

(AFC\_9) Percentage of parents who returned school-entrant health questionnaire



YTD is average of all period values

(AfC\_11) Percentage of children receiving their vision screening



(AfC\_12) No. young people (8-19yrs) who access youth service provision (contact)



Cumulative data

(AfC\_13) Attendances of young people (8-19yrs) who engage in youth service provision



Cumulative data

(AfC\_14) No. families within "Strengthening Families" initiative deemed "turned around" in Phase 2



Year To Date Period

(AfC\_15) No. first-time entrants into youth justice system



Year To Date Period

(AfC\_16) No. children referred per 10,000 pop.



Cumulative data

(AfC\_17) Percentage of re-referrals to CSC within 12mths



Year To Date Period

(AfC\_18) Percentage of Single Ass'tments completed within 45 working days



Year To Date Period

(AfC\_19) Percentage of Initial CPC held within timescale



Year To Date Period

(AfC\_20) Percentage of Review CPC held within timescale



Year To Date Period

(Afc\_21) Percentage children subject to a CPP for 6+ weeks visited within last 20 working days



YTD is latest period value available

(Afc\_22) Percentage of children subject to a CPP for 2+ yrs on ceasing



YTD is latest period value available

(Afc\_23) Percentage children becoming subject of a CPP for second/subsequent time within 2yrs



YTD is latest period value available

(Afc\_24) Percentage CiC placed 20+ miles from home whose needs could have been met in-borough if there was capacity



YTD is latest period value available

(Afc\_25) Percentage of CiC visited within statutory timescale (6wks)



YTD is latest period value available

(Afc\_26) Percentage of CiC statutory reviews held within timescale



(Afc\_27) Percentage CiC that contribute to their statutory review



(Afc\_28) Percentage CiC with an annual health assessment



(Afc\_29) Percentage eligible CiC with an up-to-date PEP



YTD is latest period value available

(Afc\_30) Percentage eligible CiC permanently excluded from school



(Afc\_31) Percentage of CiC with 3+ placements within 12mths



(Afc\_32) Percentage eligible young people with an up-to-date Pathway Plan



YTD is latest period value available

(Afc\_33) No. LA foster carers



YTD is latest period value available

(Afc\_34) Percentage of care-leavers living in suitable accommodation (19-21yr olds)



YTD is latest period value available

(Afc\_35) Percentage of care-leavers in education, training and employment (19-21yrs)



YTD is latest period value available



**Table 3: Optalis**



Information about the company:

[www.optalis.org](http://www.optalis.org)

<b>Purpose:</b> To deliver all statutory and discretionary adult social care and support services to the residents of the borough.				
<b>Type of entity:</b> Local authority trading company	<b>Contract start date:</b> April 2017	<b>Contract length:</b> 10 years	<b>Contract value per annum:</b> £33,164,000	<b>Sub-contracting arrangements:</b> None.
<b>Monitoring arrangements:</b> Performance is reviewed monthly against a set of 10 performance indicators.				
<b>Service performance measures:</b> <ul style="list-style-type: none"> <li>• Long term clients reviewed in the last 12 months (by team).</li> <li>• Carers reviewed in the last 12 months (by team).</li> <li>• Support plan completion (by team).</li> <li>• Delayed transfers of care.</li> <li>• Residents still at home 91 days after discharge from hospital.</li> <li>• Safeguarding concerns allocated.</li> <li>• Safeguarding concerns leading to investigation by team.</li> <li>• Safeguarding user satisfaction.</li> <li>• Number of establishments in serious concerns.</li> <li>• Percentage of Deprivation of Liberty applications completed in the last 12 months.</li> </ul>		<b>Service performance 2018-2019:</b> <p>Delayed transfers of care attributable to social care consistently better than target throughout year.</p> <p>Numbers of people aged 65+ admitted into long term care homes – significantly better than target.</p> <p>Exceeded target for percentage of support plan assessments completed within target timescale.</p> <p>Some performance measures did not achieve targets e.g. percentage of people reviewed in 12 months and percentage of carers reviewed within 12 months. This will be prioritised during the next year.</p>		
<b>Financial performance 2018-2019:</b>		<b>Reasons for over/underspend:</b>		
Budget	£33,130,654	Overspend in the Optalis contract of £208,000, mainly due to increased numbers of placements for nursing dementia care. This was, in part, due to the temporary closure of one floor at Queen’s Court Care Home for refurbishment and re-provision in order to support people with dementia. This temporarily created higher voids than would usually be expected in block contracts, which led to additional numbers of spot placements.		
Outturn:	£33,338,654			

<p><b>Added value of arrangement:</b>  Increased efficiencies and economies of scale through sharing back office functions within the Optalis company. Increased flexibility and ability to respond to market opportunities and potential service development options within adult social care, for example the shared Principal Social Worker post.</p>	<p><b>Issues:</b>  As with many employers located on the periphery of Greater London, market forces and staff recruitment / turnover continue to be a challenge for the organisation.</p>
<p><b>Opportunities for growth identified and delivered:</b>  Optalis, as the Borough's provider of choice for adult social care services, is able to provide and deliver value for money services to the residents of the Royal Borough across a range of adult social care (assessment / care planning and support), as well as directly providing services such as supported living and other care / residential services for people with a learning disability. For example the opening of Brill House for people with a learning disability which provided an additional five flats for people with lower level needs.</p>	
<p><b>Opportunities for efficiencies identified and delivered:</b>  Efficiencies have been delivered in back office functions such as the joint procurement of energy which will save 10 – 15% compared to previous tariffs.</p>	
<p><b>Lead Member:</b>  Cllr Carroll, Lead Member for Adults, Children and Health</p>	<p><b>Contract manager:</b>  Head of Commissioning – Adults and Children</p>

Optalis summary performance 2018/19:



(Opt\_3) Percentage of long-term cases reviewed in the last 12mths



(Opt\_4) Percentage of carers assessed or reviewed in last 12mths



(Opt\_5) Percentage of support plan assessments completed within timescale



(Opt\_7) Delayed transfers of care, per 100,000 pop., attributable to RBWM



(Opt\_8) Percentage of rehabilitation clients still at home 91 days after discharge



YTD is average of all period values

(Opt\_9) Percentage of safeguarding enquiries allocated within timescale



(Opt\_10) Percentage of safeguarding enquiries progressing to investigation



(Opt\_11) Percentage safeguarding service-user satisfaction



(Opt\_12) No. establishments in Serious Concerns framework



(Opt\_12b) No. care homes in Care Standards framework



(Opt\_13) Percentage of DoLS applications not dealt with within 12mths



(Opt\_14) Percentage of tier 1 conversations ending with no further action



(Opt\_15) Percentage of Tier 2 conversations closed within 6wks



(Opt\_19) Rate of long term care home episodes aged 65+ opened



**Table 4: VolkerHighways**



Information about the company:  
[www.volkerhighways.co.uk](http://www.volkerhighways.co.uk)

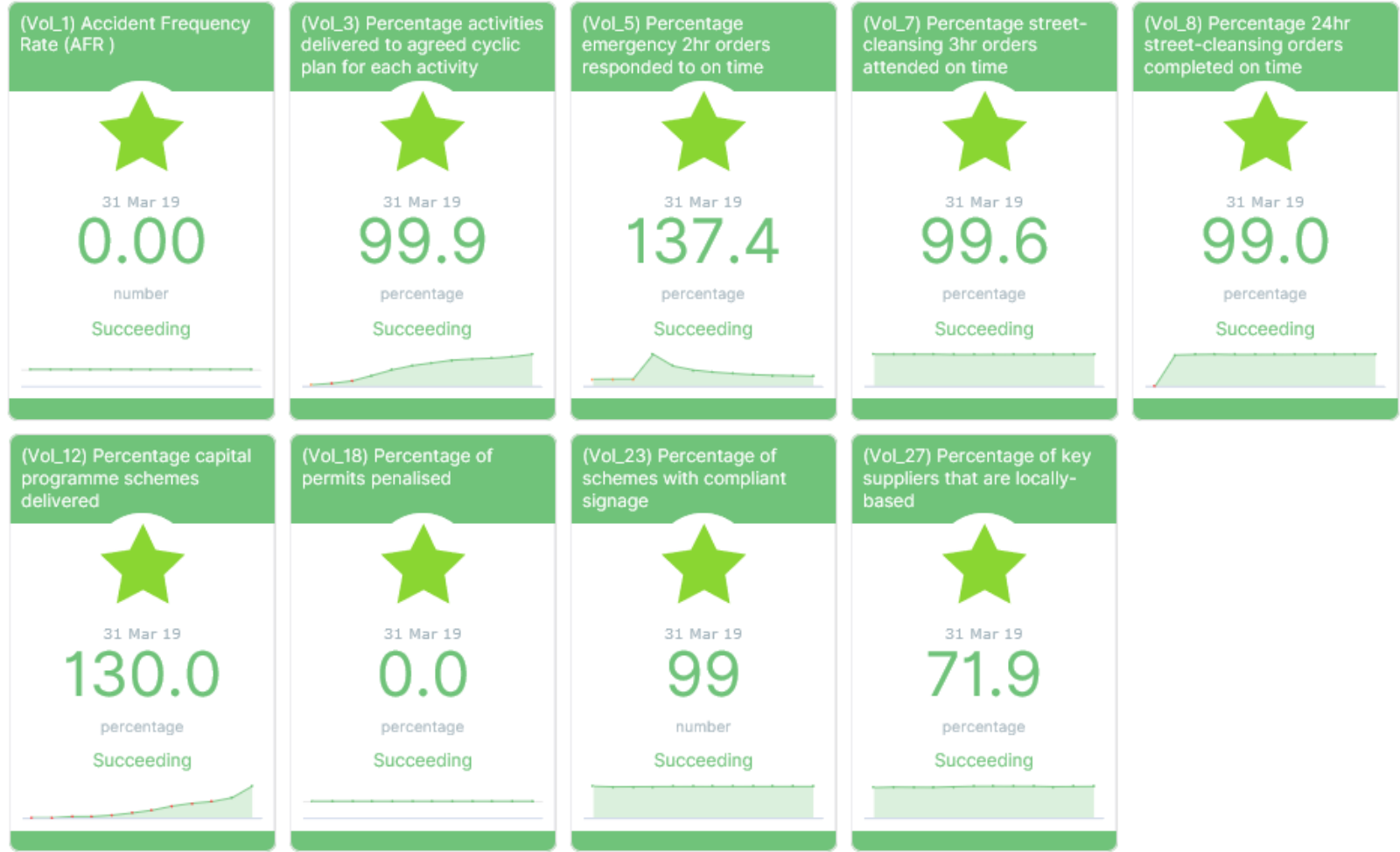
<b>Purpose:</b> Management and maintenance of highway services.				
<b>Type of entity:</b>  Private sector company	<b>Contract start date:</b>  July 2017	<b>Contract length:</b>  Five years	<b>Contract value per annum:</b>  £3,867,000	<b>Sub-contracting arrangements:</b>  Urbaser for street cleansing
<b>Monitoring arrangements:</b> Performance is reviewed monthly.				
<b>Service performance measures:</b> There are 33 performance measures that are captured monthly, broken down into six themes <ul style="list-style-type: none"> <li>• Quality management</li> <li>• Contract programme</li> <li>• Financial</li> <li>• Service provision</li> <li>• Customer care</li> <li>• Added value.</li> </ul>		<b>Service performance 2018-2019:</b> Volk's delivered over 55 resurfacing schemes which reflects the original programme agreed by Cabinet together with in-year additional investment whilst also being flexible to minor programme changes and timing constraints.  A range of traffic management and road safety schemes have been implemented in line with the detailed works programmes approved by Cabinet. As an example, a trial roundabout scheme was introduced at Hatch Lane /Parsonage Lane which is now under construction as a permanent scheme following consultation  Drainage repairs across the borough.  Lining refreshment programme.  Introducing a tracking system for Eton and Windsor.  Trial of 'find and fix' initiative in high profile areas.		
<b>Financial performance 2018-2019:</b> Budget                      £3,867,010  Outturn:                      £3,768,092		<b>Reasons for over/underspend:</b> Through a series of one-off efficiencies savings, for example, improved productivity on gully cleansing.		
<b>Added value of arrangement:</b> Volk's and Urbaser have been instrumental in installing physical measures to reduce traveller encampments in the borough during 2018-19.		<b>Issues:</b> Surface dressing treatment failed in certain areas of the borough. A review was undertaken to look at ways to reduce this happening in the future which concluded that surface dressing is a treatment type which should remain in the overall toolkit. However, use should be		

<p>Significant support with Royal Weddings including additional deep cleans before and street cleansing throughout and after the events and highways works to ensure Windsor was looking its best. Continued support with community events for example Maidenhead Festival and the freedom march.</p> <p>Assistance during the local elections.</p>	<p>limited to low-risk locations and only be implemented during optimum weather conditions.</p> <p>Fly tipping increased, in particular around 'bring sites'. The impact is additional unscheduled visits over and above the core contract together with additional waste disposal costs.</p>
<p><b>Opportunities for growth identified and delivered:</b></p>	
<p>Alongside the annual road maintenance programme of £1.7m for 2018-19, an additional £1.7m of council investment along with an extra Department for Transport grant funding of £965,000, allowed for a supplementary road maintenance programme to further improve the condition of roads.</p> <p>A pilot 'Find and Fix' scheme was implemented to increase responsiveness and quality by reducing response times and completing minor repairs which were non-safety defects but aesthetically poor in key high profile areas.</p>	
<p><b>Opportunities for efficiencies identified and delivered:</b></p>	
<p>A review has been undertaken of the New Highways Code of Practice. This led to optimising road inspection routes and bridge inspection frequencies which reduces resource levels enabling redeployment to other activities.</p>	
<p><b>Lead Member:</b> Cllr Johnson, Lead Member for Infrastructure, Transport Policy and Housing</p>	<p><b>Contract manager:</b> Principal Commissioning Officer (VolkerHighways) Principal Streetworks Officer (Urbaser)</p>

Volker Highways summary performance 2018/19:

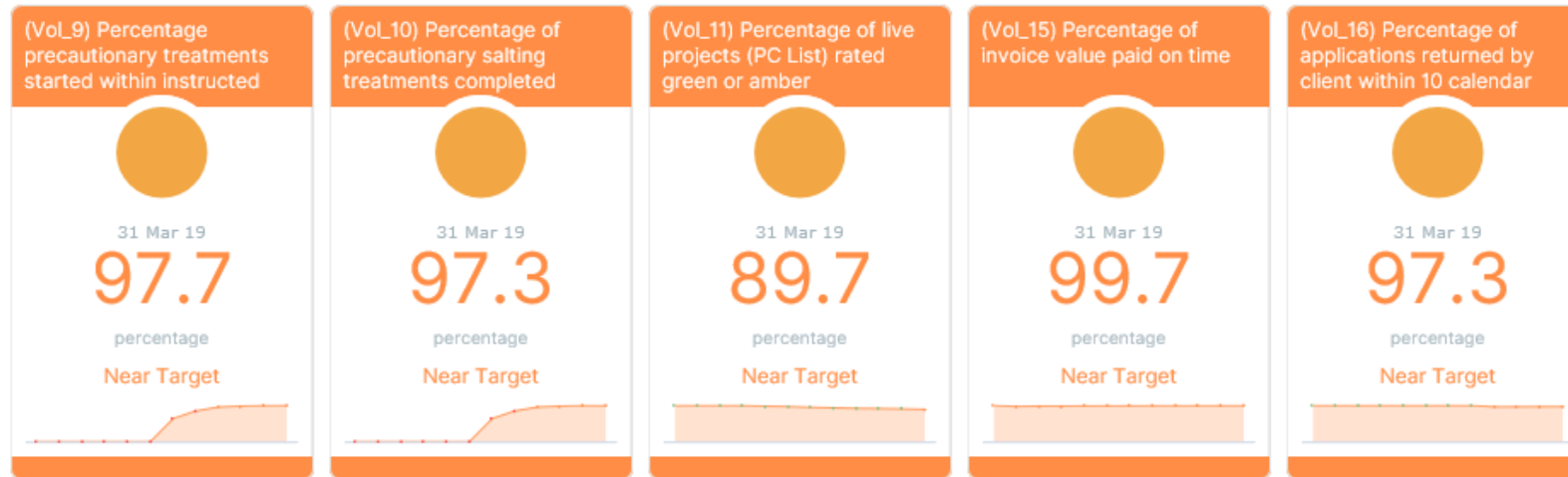


Succeeding



111

Near Target



Needs Improvement





**Table 5: Veolia**



Information about the company:

[www.veolia.co.uk](http://www.veolia.co.uk)

<b>Purpose:</b> Collection of waste and recycling, management of the household waste and recycling centre and waste transfer station, reprocessing of recyclable materials.				
<b>Type of entity:</b> Private sector company	<b>Contract start date:</b> April 2005	<b>Contract length:</b> Seven plus seven years	<b>Contract value per annum:</b> Capped contract sum £5.3million plus variations of £700,000	<b>Sub-contracting arrangements:</b> Haulage with John Allchurch Haulage and the reprocessing of recyclable materials with Pure.
<b>Monitoring arrangements:</b> Performance is reviewed monthly. There are provisions within the contract for deductions to be made to monthly payments if there is under-performance based on a range of targets and measures, eg number of missed bin collections.				
<b>Service performance measures:</b> There is a monthly performance management score made up of a range of performance measures, including: <ul style="list-style-type: none"> <li>• Missed collections</li> <li>• Bad bin returns</li> <li>• Late container deliveries</li> <li>• Spillage</li> <li>• Missed assisted collections</li> </ul>			<b>Service performance 2018-2019:</b> The service has performed well during 2018/19 with low numbers of missed collections. 99.99% of collections took place on the correct day, with only 1774 missed collections overall during the year out of 8 million scheduled collections across rubbish, recycling, food and garden waste collections.	
<b>Financial performance 2018-2019:</b> Budget     £6,000,000  Outturn:   £6,000,000			<b>Reasons for over/underspend:</b> The contract's financial performance was as expected for the year.	
<b>Added value of arrangement:</b> Veolia provided additional support for street cleansing collections for the Royal Wedding in May 2018, allowing for a swift clear up following the event.			<b>Issues:</b> There have been problems with misuse of recycling sites and fly tipping around them, which led to some sites including sites in Eton and Ascot, being removed. This removed the problems at these sites and other sites are being monitored and are under review.	
<b>Opportunities for growth identified and delivered:</b> The Veolia contract comes to an end in September 2019, after an agreed six month extension. The contract is now in the demobilisation phase and work is being undertaken to ensure a smooth transition to the new provider.				

<b>Opportunities for efficiencies identified and delivered:</b>	
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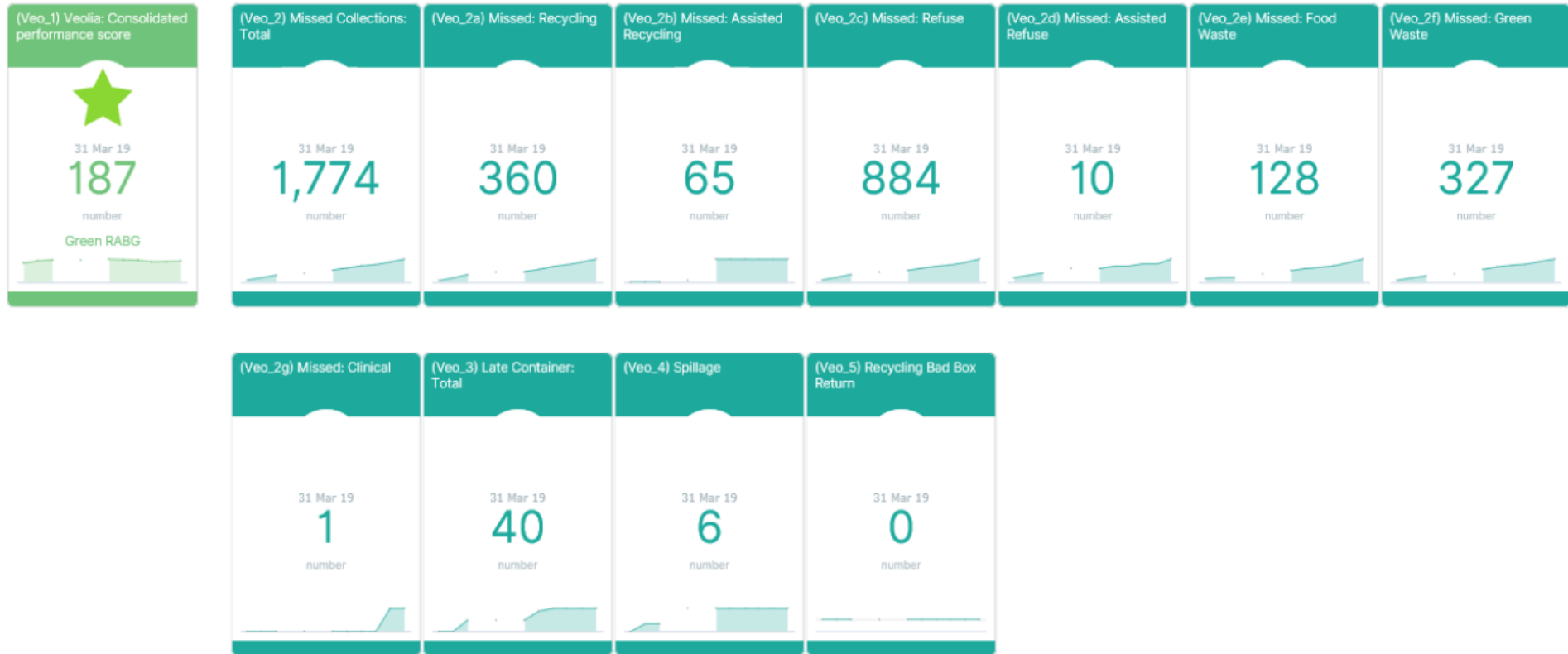
A competitive procurement exercise was undertaken during 2018/19 and a new waste and recycling collection contract will commence on 30 <sup>th</sup> September 2019. The new contractor will be Serco. Details of efficiencies delivered under the new contract will be reported in the 2019/20 report.	
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<b>Lead Member:</b>	<b>Contract manager:</b>
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Cllr Clark, Lead Member for Sustainability, Waste services and economic development	
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Waste Strategy Manager
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Veolia summary performance 2018/19:



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**Table 6: Project Centre**

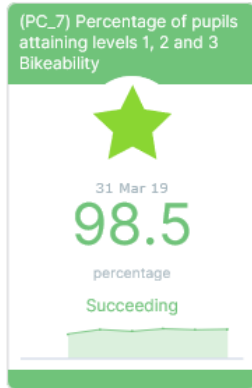
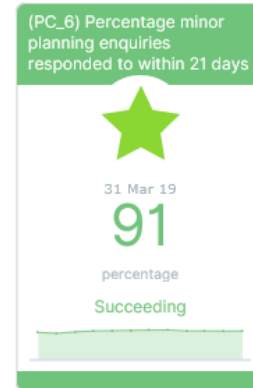
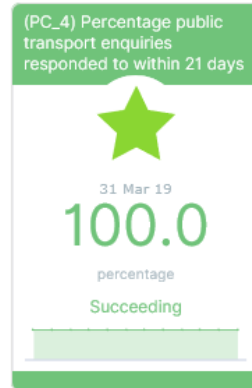
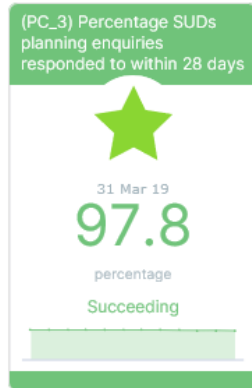
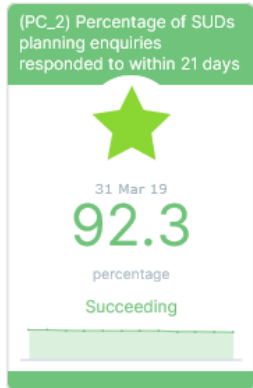
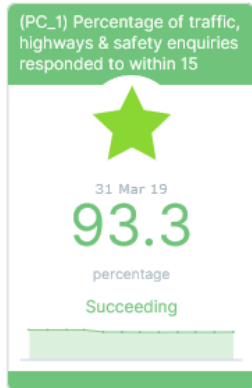


Information about the company:  
[www.projectcentre.co.uk](http://www.projectcentre.co.uk)

<b>Purpose:</b> Delivery of specialist professional services, including highways; flooding and transport planning				
<b>Type of entity:</b> Private sector company	<b>Contract start date:</b> April 2017	<b>Contract length:</b> Five years	<b>Contract value per annum:</b> £518,660	<b>Sub-contracting arrangements:</b> None
<b>Monitoring arrangements:</b> Performance is reviewed monthly using a set of 20 key performance indicators, mainly based around turnaround times.				
<b>Service performance measures:</b> A suite of measures across the professional disciplines including: <ul style="list-style-type: none"> <li>• Turnaround times for highways and sustainable drainage (SUDS) comments on planning applications.</li> <li>• Turnaround time on customer enquiries.</li> </ul>		<b>Service performance 2018-2019:</b> Despite a significant increase in number of planning applications received by RBWM, Project Centre was able to maintain overall response times: <ul style="list-style-type: none"> <li>• SUDS - 274 comments (target 250), 92% on time.</li> <li>• Highways - 126 major applications (target 50), 73% on time.</li> <li>• 985 minor applications (target 700), 92% on time.</li> </ul> 741 traffic highways and safety enquiries responded to (target 500). 982 public transport enquiries responded to (target 600). Road safety – 790 pupils attained levels 1,2 & 3 Bikeability; and road safety campaigns delivered at the roadside and in schools. Speed Indicator Devices deployed at a number of speed concern sites		
<b>Financial performance 2018-2019:</b> Budget      £518,600  Outturn:     £443,881		<b>Reasons for over/underspend:</b> The core contract secures a level of specialist resource which can be deployed annually on specific projects. The underspend in 2018/19 was a one-off saving as the volume of capital funded projects was increased and resources were funded accordingly.		

<p><b>Added value of arrangement:</b>  Additional volumes accommodated within the existing contract.</p> <p>Public transport support for Royal Weddings.</p> <p>Land drainage enforcement activities.</p>	<p><b>Issues:</b>  The volume and complexity of planning applications requiring highways comments has increased significantly beyond the indicative contract value. This has increased pressure on achieving consistent response times and the quality of response.</p>
<p><b>Opportunities for growth identified and delivered:</b></p>	
<p>Prepared business cases to secure external funding from Local Enterprise Partnership for Maidenhead Town Centre Missing Links (£2.24m) and Maidenhead: Housing Sites Enabling Works Phase 1 (£5.28m).</p> <p>Progressed delivery of Maidenhead Station Access project (£3.75m LEP funding secured in 2017-18).</p>	
<p><b>Opportunities for efficiencies identified and delivered:</b></p>	
<p>Increased volumes and fluctuating levels of activity are managed across the contract and drawing upon resilience within the broader pool of Project Centre resources seeking to maintain response times, quality and respond to demand. This enables a quicker, more dynamic response to changing circumstances which would not be delivered through in-house delivery.</p>	
<p><b>Lead Member:</b>  Cllr Johnson, Lead Member for Infrastructure, Transport Policy and Housing</p>	<p><b>Contract manager:</b>  Principal Commissioning Officer</p>

**Project Centre summary performance 2018/19:**



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**Table 7: Tivoli**



Information about the company:  
[www.tivoliservices.com](http://www.tivoliservices.com)

<p><b>Purpose:</b> Grounds maintenance covering parks, open spaces, sports pitches, play areas, cemeteries (including interments), and highway verges.</p>				
<p><b>Type of entity:</b> Private sector company</p>	<p><b>Contract start date:</b> April 2016</p>	<p><b>Contract length:</b> 10 years and six months</p>	<p><b>Contract value per annum:</b> Approx. £1.2 million</p>	<p><b>Sub-contracting arrangements:</b> None.</p>
<p><b>Monitoring arrangements:</b> Performance is reviewed monthly. There are provisions within the contract for deductions to be made to monthly payments if there is under-performance. The contract also allows for variations/additional works if and when required.</p>				
<p><b>Service performance measures:</b> There is a monthly performance management score made up of four performance measures:</p> <ul style="list-style-type: none"> <li>• Percentage of works undertaken in accordance with work schedule.</li> <li>• Monthly joint inspection scores based on a random selection of sites.</li> <li>• Children’s play area inspections completed.</li> <li>• Number of justified complaints received.</li> </ul>		<p><b>Service performance 2018-2019:</b> The consolidated annual performance score is 81% against a target of 92% - performance levels have not been achieved and improvement is required. Performance score is impacted by two primary items:</p> <ul style="list-style-type: none"> <li>(i) Lack of management data, evidence and reporting.</li> <li>(ii) Failures in terms of scheduled works completed.</li> </ul> <p>Conversely the level of complaints is low and satisfaction with parks and open spaces, measured through the resident survey 2018/19 is 87% very, or fairly satisfied.</p> <p>Positive meetings have been held with the senior management team within Tivoli and assurance and commitment to improvement and delivery of contract standards has been received. An improvement plan is now in place which is being delivered with direct reporting and into, and ownership by the Director and Head of Service responsible for this service area. These include:</p> <ul style="list-style-type: none"> <li>• New senior management team.</li> <li>• Investment in new plant</li> <li>• Introduction of electronic management system.</li> </ul>		

	<ul style="list-style-type: none"> <li>• Joint branding introduced on vehicles.</li> <li>• Joint communications being developed.</li> </ul> <p>Performance improvements are beginning to be realised. However, momentum must be maintained to deliver sustained improvement which is reflected through the performance management framework.</p>
<p><b>Financial performance 2018-2019:</b></p> <p>Budget     £1,340,350</p> <p>Outturn:    £1,323,101</p>	<p><b>Reasons for over/underspend:</b></p> <p>Financial performance includes parks and open spaces; verge maintenance; cemeteries and churchyards; allotments and car parks. A minor underspend reflects variations across these service areas</p>
<p><b>Added value of arrangement:</b></p> <p>Resources available to support major events and other contracts.</p>	<p><b>Issues:</b></p> <p>Performance of the contract has been significant issue of the last nine months, requiring escalation to senior management within Tivoli. An improvement plan is now in place and improvements are beginning to be realised.</p>
<p><b>Opportunities for growth identified and delivered:</b></p> <p>No specific opportunities for growth during 2018-2019 have been realised due to concerns around delivery of the core contract. However, as the parks and open spaces portfolio increases, there is opportunity for this contract to expand to manage new facilities. In addition, there is opportunity to deliver other services outside the core contract, for example: sports fields in schools; tree works and biodiversity projects.</p>	
<p><b>Opportunities for efficiencies identified and delivered:</b></p> <p>No specific efficiencies have been delivered in 2018-2019 due to the focus on securing delivery of the core contract.</p>	
<p><b>Lead Member:</b></p> <p>Cllr Rayner, Lead Member for Culture and Communities and Deputy Leader</p>	<p><b>Contract manager:</b></p> <p>Outdoor Facilities Manager</p>



Tivoli summary performance 2018/19:



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Table 8: NSL



Information about the company:  
[www.nsl.co.uk](http://www.nsl.co.uk)

<b>Purpose:</b> Enforcement of parking restrictions.				
<b>Type of entity:</b> Private sector company	<b>Contract start date:</b> December 2017	<b>Contract length:</b> Two years, plus two years, plus one year.	<b>Contract value per annum:</b> £840,000	<b>Sub-contracting arrangements:</b> None.
<b>Monitoring arrangements:</b> Performance is reviewed monthly against a set of seven key performance indicators. There is provision within the contract for a percentage of the monthly payment to be withheld in the event of under-performance. Additionally, there are measures in place to monitor the percentage of penalty charge notices that are cancelled, for example, appeals upheld.				
<b>Service performance measures:</b> <ul style="list-style-type: none"> <li>• Minimum deployed hours achieved.</li> <li>• Penalty charge notice cancellation rates as a result of officer error.</li> <li>• Downtime of the IT system for more than four hours.</li> <li>• Downtime of the on line case management system for more than four hours.</li> <li>• IT support response times within one working day of the request.</li> <li>• Customer complaints responded to within three working days.</li> <li>• Faulty pay-and-display, pay-on-foot and barrier equipment responded to within one hour and resolved within eight hours.</li> </ul>		<b>Service performance 2018-2019:</b> <ul style="list-style-type: none"> <li>• 28,145 hours completed against a target of 27,761.</li> <li>• Cancellation rate of 0.67% against a target of 0.9%.</li> <li>• There has been no downtime of the system in 2019/19.</li> <li>• There has been no downtime of the case management system in 2018/19.</li> <li>• 75% of requests have been responded to in one day.</li> <li>• All complaints received (18) were responded to within the timeframe.</li> <li>• Of the 193 reports of machine failures in the period, 18 were not fixed within the agreed 8 hours but all 18 were due to the requirement for parts which needed ordering in.</li> </ul>		
<b>Financial performance 2018-2019:</b> Budget      £840,000  Outturn:     £858,000		<b>Reasons for over/underspend:</b> NSL took on the standby call out requirements for parking and an inflationary increase, resulting in an increase to the core contract price.		
<b>Added value of arrangement:</b> Additional income through penalty charge notices of £73,000 compared to 2017/18.		<b>Issues:</b> Reduction of deployed hours in certain months due to sickness/absence. This continues to be addressed proactively and sustained levels of performance which achieve, or exceed, performance measures are being achieved,		

	Strengthening of the management structure and positive recruitment has addressed this issue.
<b>Opportunities for growth identified and delivered:</b>	
Significant growth in outer areas patrolling and evening patrolling through revised rostering leading to a presence when required.	
<b>Opportunities for efficiencies identified and delivered:</b>	
Savings on abandoned vehicles and the removal of persistent evaders vehicles due to use of central contract as opposed to ad-hoc arrangements	
<b>Lead Member:</b> Cllr Cannon, Lead Member for Public Protection	<b>Contract manager:</b> Parking Principal

NSL summary performance 2018/19:



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### Other contracts for people facing and place based services

4.5 In addition to the contracts outlined in tables 2 to 8, there are a range of other contracts in place to support residents in terms of people facing and place based services, see tables 9 for a summary. Details of performance are set out in tables 10 and 11. In summary, the council spends a further £19m on other services for adults, £1.7m on public health contracts, £154,000 on services for children and £6.3m on other place based services.

**Table 9: Breakdown of other contracts for people facing and place based services**

Activity area	£
Domiciliary care provision	£3,011,000
Block bed provision (nursing and residential)	£8,177,000
Support for people with learning disabilities (accommodation and employment)	£5,613,000
Day centre provision (older people and people with learning disabilities)	£75,000
Advocacy services for adults	£150,000
Other adult support services	£1,987,000
Public health contracts, including sexual health, drug and alcohol and smoking cessation	£1,783,000
Children's contracts	£154,000
Place based services	£6,380,000
<b>Total:</b>	<b>£27,330,000</b>

**Table 10: Contracts for people facing services**

Provider	Contract description	Contract spend per annum and outturn 2018-2019	Contract expiry date	Service performance 2018-2019
<b>Domiciliary care provision</b>				
Bespoke Care at Home	Care at home for older people and people with a physical disability	£61,000	03/08/2020	Good performance. Meeting key performance indicators. CQC inspection February 2019 rated as "Good" across all five areas.
Carewatch (Windsor)	Care at home for older people and people with a physical disability	£1,400,000	03/08/2020	CQC rated as "Requires Improvement" (inspection January 2019). A range of support measures are in place to monitor, review and improve service.
Kare Plus Windsor	Care at home for older people and people with a physical disability	£610,000	03/08/2020	Good performance. Meeting key performance indicators. CQC inspection November 2017 and rated as "Good" across all five areas.
Kharis Solutions	Care at home for older people and people with a physical disability	£390,000	03/08/2020	Good performance. Meeting key performance indicators. CQC inspection January 2018 and rated as "Good" across all five areas.
Oxford House Community Care	Care at home for older people and people with a physical disability	£340,000	03/08/2020	Good performance. Meeting key performance indicators. CQC inspection January 2019 and rated as "Good" across all five areas.
Right at Home Maidenhead	Provider of care at home for older people and people with a physical disability	£210,000	03/08/2020	Good performance. Meeting key performance indicators. Recent CQC inspection rated "Outstanding" in two areas and "Good" in all other areas.
<b>Block bed provision (residential and nursing)</b>				
BUPA - St Mark's Care home	St Marks Care Home, block beds nursing	£900,000	1/10/2019	Provides nursing care for 16 residents. Good performance with an Outstanding CQC rating awarded January 2019.
Care UK	Clara Court Care Home, block beds residential and dementia	£2,000,000	04/09/2027	Provides residential and dementia care for 60 residents. Good performance, meeting all performance indicators. Received an Outstanding CQC rating in October 2018.

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Provider	Contract description	Contract spend per annum and outturn 2018-2019	Contract expiry date	Service performance 2018-2019
Care UK	Queens Court Care Home, block beds residential, nursing dementia and nursing	£2,500,000	01/12/2027	Provides residential, nursing and dementia care for 46 residents. Good performance achieving all contracted monthly key performance indicators. Received a good CQC rating in December 2018.
Healthcare Homes	Sandown Park Care Home, block beds nursing and nursing dementia	£847,000	31/01/2020	Providing nursing care for 20 residents. Good performance with an Outstanding CQC rating, quarterly key performance indicators being achieved.
H Plus Care	Larchfield Care Home, block beds nursing dementia	£1,600,000	13/05/2019	Providing nursing dementia care for 25 residents. Improving performance this year, Good CQC rating awarded in March 19.
The Fremantle Trust	Care services at Lady Elizabeth House	£330,000	05/06/2035	Block contract for Extra Care accommodation which provides on-site care and support for residents. Monthly occupancy rates and feedback received and monitored.
<b>Support for people with learning disabilities (accommodation and employment)</b>				
Affinity	Floating support for people with learning disabilities in five homes	£1,400,000	30/09/2019	Support for residents with learning disabilities, provided over five homes within the borough. Quarterly monitoring meetings (e.g. safeguarding, training, compliments/complaints) and key performance indicators met.
Dimensions	Floating support for people with learning disabilities.	£4,000,000	01/12/2020	Supported living services provided at various homes and in the community, for people with a learning disability. Key performance indicators being met.
Ways into Work	Support people over 18 with a disability or disadvantage into paid employment.	£213,000	31/03/2020	Supported employment service for adults with a learning disability, autism, mental health conditions. Quarterly reporting. Around 225 people supported through the service.

Provider	Contract description	Contract spend per annum and outturn 2018-2019	Contract expiry date	Service performance 2018-2019
<b>Day centre provision (older people and people with learning disabilities)</b>				
Age Concern Slough & Berkshire East	Old Windsor Day Centre & St Mark's Lunch Club and Opportunity Centre	£30,000	31/03/2021	Both centres provide lunch, support, companionship, activities and transport for older and vulnerable residents. 70 people access the services. Good performance backed up by case studies.
Age Concern Windsor	Spencer Denny Day Centre	£35,000	31/03/2021	Day Care and drop in service for older people. 2018/19 survey showed 100% of respondents rated the service as either "good" or "excellent". Quarterly reports submitted. Meeting all key performance indicators.
Windsor Old Person's Welfare Association	Contribution to delivery of services	£10,000	31/03/2019	Day services at King George V1 Daycentre, Clarence Road, Windsor. Support, activity and companionship provided to a group of over 250 members.
<b>Advocacy services for adults</b>				
Age Concern Slough & Berkshire East	Information and advocacy services	£31,000	31/03/2021	Provides information, advice and advocacy for residents aged 55+. Good performance. Quarterly key performance indicators are met. Case studies are submitted showing positive impact of service for individuals.
Powher	Mental health advocacy and independent mental capacity advocates	£35,000	30/06/2019	Independent mental capacity advocacy service provided across four Berkshire Boroughs. Provider meeting all service requirements.
seAp	Advocacy – NHS Complaints	£19,000	31/06/2019	Service meeting all contractual requirements; quarterly contract meetings.
seAp	Advocacy – independent mental health advocates	£30,000	31/06/2019	Service delivers all requirements of the contract specification. Regular monitoring takes place.



Provider	Contract description	Contract spend per annum and outturn 2018-2019	Contract expiry date	Service performance 2018-2019
United Voices	Contribution to delivery of services	£35,000	31/03/2020	Independent advocacy service provided for up to 100 adults with a learning disability. Quarterly reports and case studies provided.
<b>Other adult support services</b>				
Alzheimer's Dementia Support	Contribution to delivery of services	£45,000	31/03/2021	Delivered support to 1000 individuals affected by dementia around the borough
Berkshire Vision	Contribution to delivery of services	£16,000	31/03/2020	Support and home visiting service for people with sight loss. Service performs well and meets key performance targets each quarter.
Crossroads Oxfordshire	The Swift Service	£30,000	31/03/2020	Night sitting service for carers requiring emergency respite. Successful pilot has been expanded to enable GPs to refer patients in for the service. Meeting all key performance indicators. Good performance.
NRS	Berkshire Community Equipment Service (BCES)	£1,500,000	31/03/2022	Lead Commissioner is West Berkshire Council. Contract monitored in relation to spend, performance and recycling rates. Service facilitates people to be discharged from hospital with equipment installed in the home.
People to Places	Transport to day services – five routes	£130,000	09/10/2020	Reliable daily service to transport people to borough run day centres. Quarterly performance meetings held, good performance.
People to Places	Travel assistance payments concessionary fares	£40,000	31/03/2020	Good performance.
RVS	Befriending for older people	£35,000	31/03/2020	Meeting quarterly targets for recruiting volunteers and matching to service users. Extended service into Ascot area.
Signal 4 Carers / The Ark	Carers Support Service	£80,000	31/03/2020	Service is continuing to support carers and other carer organisations across the Borough.

Provider	Contract description	Contract spend per annum and outturn 2018-2019	Contract expiry date	Service performance 2018-2019
Stroke Foundation	Stroke Coordinator post	£43,000	01/09/2020	The Stroke Association support people who have recently had a stroke and their carers. The service is monitored across East Berkshire. Last year the service reported that 94% of the people and carers they supported had achieved the outcomes that matter to them e.g. improved communication skills and increased carer confidence and ability to cope.
The Ark	Healthwatch	£60,000	31/03/2020	Statutory Healthwatch provision, including "enter and view" reports into local care providers. Quarterly reports and contract monitoring meetings. Service performing well.
Windsor Mencap	Buddy Scheme	£8,000	31/03/2020	Annual grant towards provision of social opportunities, information, support and events for people with a learning disability and their carers / family.
<b>Public health contracts</b>				
Berkshire Healthcare Foundation Trust	Sexual health – GUM and Contraception	£524,000	30/06/2024	Sexual Health is a mandated service, commissioned jointly with Slough and Bracknell Forest. The focus is on moving towards more digital and online services to offer greater choice and accessibility. Key performance indicators are being met.
Berkshire Healthcare Foundation Trust	Provision of Recovery College	£115,000	31/03/2020	The virtual College offers a number of programmes and workshops for clients involved with the community mental health team, to build confidence and encourage them to move on to vocational courses. Key performance indicators are being met, and the service continues to link and collaborate with other course providers to maximise the learning offer to clients.

Provider	Contract description	Contract spend per annum and outturn 2018-2019	Contract expiry date	Service performance 2018-2019
Claremont and Holyport GP Practice	Substitute Prescribing	£112,000	31/03/2022	Provides prescriptions for opiate substitution therapy for clients engaged in drug treatment. Clients with increasingly complex and chaotic lifestyles are now accessing the service.
Cranstoun	Drug and Alcohol Service	£550,000	31/03/2022	The psychosocial element of drug and alcohol services focuses on treating the whole person, not just their addiction. The service consistently meets key performance indicators for alcohol and non opioid drugs, but are less successful with opiate clients. The service has recently received a 'Good' judgement from CQC.
GP practices (19)	Provision of Health Checks	£64,000	31/03/2020	The offer of a Health Check to all residents aged 40-74 is a mandatory function. Performance is variable across practices and over the year.
GP surgeries	Sexual Health – Long Acting Reversible Contraception (LARC)	£120,000	31/03/2020	LARC is offered at GP surgeries and at local Sexual Health Services, with good uptake.
Multiple pharmacies	Supervised Consumption (24 pharmacies) Needle Exchange (six pharmacies)	£74,000	31/03/2020	Supervised consumption is for unstable opiate clients and those still using street heroin on top of their opiate substitution therapy. This generally applies to half of the clients in treatment. Needle exchange provides free needles and a waste disposal service for injecting heroin users to reduce the risk of harm to clients and the public from blood borne viruses and drug litter.
Multiple pharmacies	Sexual Health – Emergency Hormonal Contraception (EHC) (six pharmacies)	£6,000	31/03/2020	This service provides free EHC to young women under the age of 24 to prevent unwanted pregnancies.
Solutions4Health	Smoking Cessation Services	£30,000	31/03/2020	Service provides face to face and online technology to support smokers to quit or move to less harmful nicotine replacement

Provider	Contract description	Contract spend per annum and outturn 2018-2019	Contract expiry date	Service performance 2018-2019
				therapy products. All key performance indicators have been met.
TVPS	Sexual Health – HIV	£13,000	31/03/2020	This service provides support for men who have sex with men and those newly diagnosed with HIV. Key performance indicators being met.
Various sexual health providers	Out of Area access to Sexual Health (GUM) and Contraception (SRH)	£175,000	31/03/2020	This is a non controllable budget as clients can access GUM and SRH anywhere in the country, with costs being recharged to RBWM.
<b>Children's contracts</b>				
DASH Charity	Domestic Abuse IDVA Support	£94,000	31/03/2020	First year of commissioned contract for this service. Good performance meeting contract quarterly key performance indicators.
Family Action	Young Carers Service	£60,000	31/03/2021	Good performance providing a range of group activities and 1-1 support for young carers up to the age of 18.

**Table 11: Contracts for place based services**

Provider	Contract description	Contract spend per annum and outturn 2018-2019	Contract expiry date	Service performance 2018-2019
AA Lighting	Maintenance and support services for street lighting	£350,000	31/03/2039	Performing well – all emergency call outs attended within two hours; overall improved customer care and general understanding of faults; upgraded lights to LED and made an energy 54% saving; improved fault reported and inventory records; replaced columns damaged by road traffic accidents; RTA damaged columns and replaced in a short turn around given budget constraints.

Provider	Contract description	Contract spend per annum and outturn 2018-2019	Contract expiry date	Service performance 2018-2019
Alphacity	Provision of pool cars	£48,000	31/03/2019	Currently on monthly extension pending replacement. Performing well.
Bear Bus	Provision of local bus services	£30,000	31/07/2022	Performing well.
Courtney Buses	Provision of local bus services	£420,000	31/07/2022	Performing well and responsive to challenges to service delivery from increased congestion and other operators' service changes.
InTechnology WiFi	Provision of town centre wi-fi network	Zero <sup>1</sup>	22/08/2026	A stable and high-quality service is being delivered with increasing user numbers
Leicestershire County Council (Linghall)	Recovery of mechanical street sweepings	£60,000	31/08/2018	Monthly data is provided, showing the amount of waste delivered to the plant and the materials that are produced (sand, aggregate, residual waste etc) and how these are disposed of. Service is performing well.
People to Places	Dial a ride	£67,000	31/05/2018	Contract extension in place and performing well.
People to Places	Shopmobility	£60,000	31/05/2018	Contract extension in place and performing well.
Safer Roads Partnership	Road safety advice and support	£35,000	31/07/2019	Core contract services managed by Project Centre performing well.
Siemens	Traffic Signal Maintenance	£100,000	31/03/2019	Response times and performance standards are achieved. Contract extension in place.
Severn Trent Green Electricity (formerly Agrivert)	Disposal of green waste and food waste	£580,000	31/03/2037	During 2018/19 Agrivert were bought by Severn Trent Green Energy and the contract was novated to them. The contract is performing well, with all material disposed of correctly and monthly reports provided. RBWM currently not meeting the guaranteed minimum tonnage for food waste so this is a focus for communications with residents.

<sup>1</sup> Concession contract

Provider	Contract description	Contract spend per annum and outturn 2018-2019	Contract expiry date	Service performance 2018-2019
Viridor	Disposal of residual waste (energy from waste)	£4,200,000	22/11/2030	The contract is performing well. All material is accepted and there have been no issues.
White Bus	Provision of local bus services	£280,000	31/03/2020	Performing well. Contract due for renewal in 2019-20.

**Table 12: People facing and place based shared service arrangements**

Service	Authorities involved	Purpose	Start date	Performance 2018-2019
Sensory Consortium	All six Berkshire authorities	To deliver specialist assessment, teaching, advice and support to individual young people with a sensory impairment.	April 1998	Performing well, with a good reputation maintained. Intention is to move the service into Achieving for Children so that it can be offered as a paid for service to other councils. Given its reputation, a good take up of the service is anticipated.
Winter maintenance forecasting	All six Berkshire authorities	To provide detailed weather forecasts relating to road and surface temperatures, to inform the schedule of road gritting.	April 2017	Consistent, timely and accurate advice and information is provided under the contract
Emergency Duty Service	All six Berkshire authorities	To provide out of hours social care crisis services.	February 2012	The service has been monitored regularly throughout the year and performs well against the service specification. The borough has made one complaint against the service which was responded to satisfactorily. On average, the service respond to 150 calls per month regarding borough residents. The service is currently being reviewed.
Community Learning and Skills Service	Slough and Royal Borough	To deliver adult and community learning across Slough, Windsor and Maidenhead including English language, basic skills,	August 2012	Performing well in the Royal Borough. Retention rates are high, as are achievement rates. Community learning continues to be the key focus for the service in the borough and has had considerable success in building confidence for

Service	Authorities involved	Purpose	Start date	Performance 2018-2019
		skills for work, personal development and family learning.		residents to return to the workplace. Last Ofsted inspection rated the service “Requires Improvement” with good features. Re-inspection expected in autumn 2019.
Adopt Thames Valley	Royal Borough, Bracknell, Reading, Wokingham, Swindon, Oxfordshire, West Berkshire and three voluntary adoption agencies.	As a Regional Adoption Agency, to recruit and support a range of adopters in order to find forever families for children.	December 2017	Performing well. Timeliness of placing children with approved adoptive families is good. Challenge is always to secure a sustainable pipeline of potential adopters to meet specific needs and ages of children placed for adoption.

## 5 CONCLUSIONS

### 2018-2019 performance

- 5.1 Overall, the council's delivery partners have performed well, meeting their key performance indicators and contractual standards. Contract dashboards have been implemented in InPhase to measure and monitor performance across all major contracts. This management data is used to drive business decisions and areas of focus and are presented regularly to Overview & Scrutiny Panels and Cabinet for challenge and consideration. Monthly and quarterly contract review meetings take place across all commissioned services, with contract variations agreed and logged as required. Performance issues with Tivoli have been robustly addressed, with escalation to senior management and an improvement plan, with local changes to management, implemented.
- 5.2 Value for money is being delivered through the council's commissioning arrangements, with access to a wider pool of resources creating more resilience and a focus on quality. All but one of the council's domiciliary care providers are rated Good or Outstanding and all care homes where block beds are commissioned are rated Good or Outstanding.
- 5.3 The support of the council's place based delivery partners was key to the successful delivery of the two Royal Weddings in Windsor in 2018, working beyond their core contractual commitments in order to ensure safe and clean events.
- 5.4 Co-location of the people facing and place based commissioning teams is starting to demonstrate cross working and sharing of best practice and contract management tools.

### Future priorities

- 5.5 The priorities for 2018-2020 identified in the 2017-2018 annual report continue to be worked on, and are on track for delivery. Some have already been completed, see point 2.1.
- 5.6 In addition to maintaining a focus on performance and delivery, development of this annual report has identified further priorities:
  - Deliver the five year commissioning strategy, once agreed.
  - Embed the contract management arrangements for the new leisure centre delivery.
  - Deliver wider promotion and reporting on contract outcomes, working with the communications and marketing team.
  - Identify specific examples where value for money has been secured across the breadth of commissioned services.



# Agenda Item 9

<b>Subject:</b>	<b>Joining up opportunities for Young Adults, Education, NEET &amp; Apprenticeships</b>
<b>Reason for briefing note:</b>	To provide the Adults, Children and Health Overview and Scrutiny Panel with an update
<b>Responsible officer(s):</b>	Kevin McDaniel, Director of Children's Services 01628 796477.
<b>Senior lead sponsor:</b>	Andy Jeffs, Executive Director, 01628 796484.
<b>Date:</b>	19 September 2019

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## SUMMARY AND CONTEXT

It was agreed to add an item regarding joining up educational opportunities for young adults to the work programme for the Adults, Children and Health Overview and Scrutiny Panel.

The Panel will receive an update on how various options and opportunities open to young people are being joined up and enabled.

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# Agenda Item 10

## WORK PROGRAMME - ADULTS, CHILDREN & HEALTH OVERVIEW AND SCRUTINY PANEL

<b>DIRECTORS</b>	<ul style="list-style-type: none"> <li>• Duncan Sharkey (Managing Director- RBWM)</li> <li>• Kevin McDaniel (Director of Children's Services -AFC)</li> <li>• Hilary Hall (Deputy Director Strategy &amp; Commissioning)</li> <li>• Lin Ferguson (Director of Children's Social Care- AFC)</li> <li>• Director of Adult Social Services (TBC)</li> </ul>
<b>LINK OFFICERS AND HEADS OF SERVICES</b>	<ul style="list-style-type: none"> <li>• Lynne Lidster (Head of Commissioning- Adults and Children)</li> <li>• Consultant in Public Health (TBC)</li> <li>• Anna Robinson (Strategy and Performance Manager)</li> <li>• Nikki Craig (Head of HR and Corporate Projects)</li> </ul>

### MEETING: 29 JANUARY 2020

ITEM	RESPONSIBLE OFFICER
Budget Report	<b>Lead Officers &amp; Finance</b>
Q2 Performance update Report	<b>Anna Robinson,</b> <i>Strategy and Performance Manager</i>
Director of Public Health Annual Report	<b>Tessa Lindfield,</b> <i>Director of Public Health</i>
Refresh of the Joint Health and Wellbeing Strategy	<b>Hilary Hall,</b> <i>Deputy Director Strategy &amp; Commissioning</i>
Annual Scrutiny Report (Draft)	<b>Chairman &amp; Lead officers</b>
Changes to Universal Services	<b>Kevin McDaniel,</b> <i>Director of Children's Services</i>
Frimley ICS- Five Year Strategy Report	<b>Hilary Hall,</b> <i>Deputy Director Strategy &amp; Commissioning</i>
Presentation – Ascot Medical Centre progress	
Work Programme	Panel clerk
<b>TASK AND FINISH</b>	
TBC	

### MEETING: 23 APRIL 2020

ITEM	RESPONSIBLE OFFICER
Annual Scrutiny Report (Final version for approval and submission to Full Council)	Chairman & Lead Officers
Joint Strategic Needs Assessment	Lead Officers
Children's Social Care & Education Provision	<b>Lin Ferguson,</b> <i>Deputy Director of Children's Services</i>
Q3 Performance Report	<b>Anna Robinson,</b> <i>Strategy and Performance Manager</i>
Work Programme	Panel clerk
<b>TASK AND FINISH</b>	
TBC	

### ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER
Long term funding of social care	Hilary Hall
Impact of school funding changes	Hilary Hall

