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NOTICE OF MEETING

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ADULTS, CHILDREN AND HEALTH OVERVIEW AND SCRUTINY PANEL

will meet on

WEDNESDAY, 29TH JANUARY, 2020

At 6.30 pm

in the

COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD

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)

SUBSTITUTE MEMBERS

COUNCILLORS GARY MUIR, HELEN PRICE, GURCH SINGH,
CHRIS TARGOWSKI AND AMY TISI

Karen Shepherd – Head of Governance - Issued: 21st January 2020

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AGENDA

PART I

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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, 19 SEPTEMBER 2019

PRESENT: Councillors Simon Bond, Carole Da Costa, Maureen Hunt, Julian Sharpe (Chairman) and John Story (Vice-Chairman)

Also in attendance: Councillor Stuart Carroll, Eveline Hackney, Janet King, Mark Jervis, Derek Moss and Kieran Rabbitt

Officers: Andy Carswell, Nikki Craig, Lynne Lidster, Kevin McDaniel and Vernon Nosal

APOLOGIES FOR ABSENCE

Apologies were received from Tony Wilson.

DECLARATIONS OF INTEREST

Councillor Bond – Declared a personal interest in item 8 as he was a trustee of the Recovery College, which was mentioned in the report.

MINUTES OF PREVIOUS MEETING

RESOLVED UNANIMOUSLY: That the minutes of the meeting held on June 20th 2019 be approved as an accurate record.

HEATHERWOOD HOSPITAL UPDATE

Janet King, Director of HR and Corporate Services and Deputy CEO at Frimley Health NHS Foundation Trust, introduced the item and informed Members that the redevelopment project had a total budget of £98.8million but she had set herself the task of completing the project under budget.

Janet King explained that the new Heatherwood Hospital would provide 6 new Laminar flow theatres, day care and endoscopy facilities, new treatment rooms for procedures that did not require use of theatre in order to free up capacity, and 48 inpatient beds, which included eight private patient beds. There would also be extended hours in theatres and outpatients in order to maximise efficiency. It was projected that there would be 4,336 day cases and 3,192 elective cases seen to at the orthopaedic theatre on an annual basis. It was also anticipated there would be 1,592 outpatient procedures and 6,828 appointments per year, in addition to 1,592 day cases and 265 elective cases in the private patient facility.

Members were advised that, at the time of the presentation, the construction project was on week 33 out of a total 123 on site. Concrete pours had been completed on the lower ground, first and second floors, and utilities work was due to start at the end of the month. The works on the internal roads were due to start from the 7th October, with works to the main Heatherwood roundabout likely to begin after the 2020 Royal Ascot week. Members were advised that the new road layout at the roundabout would create additional lanes and a safer driving environment. Janet King stated that the topping out ceremony was scheduled for February 3rd 2020 and contract completion was due on June 11th 2021. The first patients were anticipated in December 2021 or January 2022, and it would take a further three to four months before the hospital was fully operational. Members were reminded that the planning application included 230 new homes, although construction on these was not due to start until 2022.

It was confirmed that staff accommodation would be included as part of the new hospital, and that the existing Heatherwood Hospital would continue to operate as normal until the new hospital was fully opened. Responding to a question from Cllr Da Costa, Janet King stated that she was not anticipating any issues relating to staff recruitment, and that she would be going all out to recruit the right staff. She added she would be happy to explore opportunities for jobs or apprenticeships for young people in the Royal Borough.

Members were advised that staff were already undertaking site tours. It was agreed that the Chairman would look to arrange a site visit for Members of the Panel.

Members thanked Janet King for giving the presentation.

PROVISION OF HOME CARE SERVICES

The Head of Commissioning – Adults and Children introduced the item and gave a presentation on care at home for older people and those with physical disabilities. Members were told that care at home services for older people and people with physical disabilities were commissioned by the Council in order to enable those residents to stay at home and to maximise their independence. Examples of care at home included personal care, domestic tasks, helping people to take medication correctly and helping with outside activities and socialisation. An average of 12 hours per week per person was provided, although this varied; some people required only short visits whereas others had more complex needs. As of the end of August 2019 the Council's weekly spend on care at home was £69,000, although there were many more people supported at home who funded their own support.

Members were informed that the Council had six main contracts with providers of care at home, with each company required to be registered with the Care Quality Commission and to undergo regular inspections. Of the six providers, one was rated outstanding, one required improvement and others were all rated good. Five of these were smaller, locally-based care providers. The Head of Commissioning – Adults and Children advised that nationally only three per cent of care providers had an outstanding rating. All providers contracted to the Royal Borough were monitored quarterly as a minimum and more frequently if needed. The Quality Team within Optalis undertook visits and provided support, and the Care Governance Framework was applicable if there were quality concerns regarding providers.

In addition to the main contracts, there were a number of 'spot' contracts to provide home support for 17 people living outside the main conurbations in the Royal Borough. However providing support for people outside the main population areas was a particular challenge, as was attracting people to work in the care sector. There had been an increased demand for home care services due to the provisions available, and there were more people leaving hospital who were medically fit for discharge who needed intensive support at home instead.

Regarding Britain's exit from the European Union, Members were advised that all registered providers of home care had received guidance from the Department of Health and assurances in terms of access to medication. None of the registered providers had raised concerns over the settlement status of any staff members who were citizens of an EU country.

The Head of Commissioning – Adults and Children stated that the Council was committed to working with existing providers who were delivering a good quality service, and to attract new providers to work within the Royal Borough, particularly in service areas where capacity was an issue.

As part of the presentation on home care service provision, Kieran Rabbitt, director, and Eveline Hackney, registered manager, of the Leading Care Company – one of the providers of home care services in the Royal Borough – had been invited to speak to Members. The Panel was told about the company's background and informed that it had been working with the Council to provide home care services since December 2016. Eveline Hackney said there was a family ethos to the company and one of its core aims was to provide continuous professional

development to staff. Services provided by the Leading Care Company needed to be customer centric and care plans were considered as contractual documents. An immediate response would be given to any new requests, suspensions or restarts of care cover, and assessments and confirmation of whether a customer's needs could be met would be confirmed within 48 hours.

There were 38 members of staff employed, who would give an average of 25 hours of care per week. A minimum of 30 minutes of care would be provided per appointment, although there were a handful 15 minute appointments where the customer had explicitly requested it. Customer information was stored and updated using an app.

QUARTER 1 PERFORMANCE UPDATE REPORT

Members were reminded that the Council had set a number of performance indicators to monitor service area performance. Overall 95 per cent of indicators were on target, above the national average of 70 per cent. Of the performance indicators relevant to the Panel, 12 were meeting their target, one was just off target but within an acceptable range, and two required improvement.

The Director of Children's Services advised Members that the performance indicator relating to the percentage of children subject to a child protection order for two years or more was off target due to an unusual circumstance where three children in the same case were all subject to the same order, which had inflated the percentage figure. The Director of Children's Services advised that these three children were no longer subject to a protection order and stated he was confident there was nothing systemically wrong. He stated that cases were constantly reviewed, and at 18 months serious consideration had to be given to continuing a protection plan beyond the two year target or ceasing it. He said that in this case of the three children, the social work team were satisfied that it would be prudent to allow the order to continue beyond two years.

Members were informed that in the first quarter the indicator for assessing or reviewing carers over a 12 month period was 48.4 per cent, below the target of 60 per cent. However Members were advised by the Director of Adult Services that the target was now being met, although it remained to be seen how the average balanced out. This was attributable in part to a need to fill vacancies. The Director of Adult Services informed Members that two social workers had recently left after receiving their full training in order to pursue employment opportunities nearer to home.

The Director of Children's Services reminded Members that 91 per cent of schools in the Royal Borough were rated good or outstanding, and none were rated as inadequate or had been placed into special measures. He also said that the 81 per cent of eligible children receiving a 6-8 week review within the correct timeframe was significantly higher than the average for the south east. It was noted that the percentage of delayed transfers of care was nearly zero. Members were informed that this was important as delayed transfers of care could, in some cases, lead to increased patient frailty and subsequent increased care needs.

The Director of Children's Services said however that there was increased demand for services, which had led to additional agency resources being used. The sustainability of this was something for the Panel to consider in future. The Lead Member for Adults, Children and Health stated that recruitment and retention of social workers could be considered at a future meeting, and that a long-term approach was needed in order to reduce the reliance on agency staff usage. Cllr Da Costa asked if more could be done to reduce the cost of housing for care staff in order to make the Royal Borough a more attractive proposition for people looking for employment. The Director of Children's Services said there was a pressure on housing, although there were some properties available where rents were 80 per cent.

ANNUAL COMPLAINTS AND COMPLIMENTS REPORT

The Head of HR and Corporate Projects introduced the item and explained that the report, which covered all services provided by the Council, covered the period from April 2018-March 2019.

Members were informed that of the 1,600 contacts made to the Council's compliments and complaints team, 437 were progressed as complaints. Of these, 19 were for Adult Services and 38 for Children's Services. Of the Children's Services complaints 28 were statutory complaints, which were invoked when made by or on behalf of a child in care or child in need; the remaining 10 were corporate complaints, where the young person involved does not receive a statutory service.

The Head of HR and Corporate Projects explained that the Council's complaints process is made up of various stages depending on the type of complaint. Adult Services and Children's Services complaints are investigated by Optalis and Achieving for Children after being processed through the Council's compliments and complaints team. A complainant is able to refer their case to the Local Government and Social Care Ombudsman at any time for them to consider their complaint; however the LGSCO will not normally review a complaint if it had not exhausted the council's complaints process. A total of 46 complaints and enquiries were made to the LGSCO. Of these 12 related to Adult Services; 3 were referred back for local resolution as the complaints process had not been exhausted, 1 was closed after initial enquiries, and the remaining 8 were upheld. There were 8 complaints relating to Children's Services; 2 were incomplete, 5 were referred back for local resolution and 1 was upheld.

Members were informed that a quarter of complaints relating to Adult Services were due to being unhappy with how a situation/incident was resolved, whilst attitude or behaviour of staff was the second highest complaint theme. For Children's Services complaints the three main themes which were failing to follow policy, lack of action, and situations being handled incorrectly. This gave the opportunity for learnings from complaints to be made and these had been included in the main report.

Members were informed that timeliness in responding to stage 1 complaints had improved for the council. The overall figure for responding to a complaint within the correct timescale 2018/19 was 64 per cent, up from 51 the previous year. For Adult Services 74 per cent of complaints were dealt with within the timescale compared to 55 per cent the year before; for Children's Services the rate was 47 per cent, up from 27 cent. There were four stage two complaints and one stage three complaint, which were all partially upheld.

The number of compliments received had increased from 456 to 555. For Children's Services the number of compliments was similar to the figure for the previous year (93, compared to 97); however compliments for Adult Services had fallen from 57 in 2017/18 to 19 in 2018/19. It was not clear why this was the case.

The Head of HR and Corporate Projects said compliments or complaints were not actively sought, and those referenced in the report were collated from unsolicited responses that had come through online forms, emails and letters. The Head of Adult Social Care said that when an assessment had taken place during an Adult Services case, a customer would be asked how they felt about the process in order to create a learning outcome. Members were informed that the complaints received did not all necessarily relate to incidents that had occurred in 2018/19 and that some from the LGSCO were historical matters. It was also noted that some complaints were as a result of residents' wants not being positively resolve, rather than needs.

It was noted that overall the number of complaints was reduced, suggesting improvements in performance, and that some of the complaints that were not being resolved in a timely manner were complicated with many issues that needed to be resolved. The Director of Children's Services informed Members that managers were now sent email reminders from the compliments and complaints team at the end of each week setting out which complaints were

imminently due for resolution, in order to support them in resolving issues in a more timely manner.

ANNUAL REPORT ON COMMISSIONED SERVICES

The Head of Commissioning – Adults and Children informed Members that this was the second Annual Report to be produced. Feedback from Councillors from the first report suggested there was a desire for a focus on efficiency effectiveness and value for money of service providers.

The contracts and spending areas relevant to the Panel were outlined in table 9 of the report, with a further breakdown in table 10. The Head of Commissioning – Adults and Children said it was important to build relationships with partner organisations who provided services for the Council and a lot of work was being done in this area. It was highlighted that of the five companies awarded the block contracts for residential and nursing care, three had an outstanding rating. This was significant as only three per cent of providers nationally had an outstanding rating. Members were also informed there was an additional spend of around £20million on adult social care services, in addition to the spend on adult social care provision through Optalis.

The Vice Chairman noted the report stated that Achieving for Children's budget overspend was partly attributable to the continued use of interim staff, and asked if more could be done to combat this. The Director of Children's Services stated that a high proportion of qualified social workers preferred to work for agencies as their terms of employment did not compel them to work out of hours or do duty work, and in some cases they were able to earn more money doing this. In addition neighbouring authorities were able to offer greater salaries compared to the Royal Borough. There were numerous examples of social workers from out of area receiving training within the Royal Borough but then returning home once their training had been completed. The Director of Children's Services stated there had been investment in a strong management team in order to reduce risks faced by permanent social workers, as this made the Council an attractive employer. At the same time however it was not considered good practice to have too many newly-qualified social workers working for the Council at the same time. The Director of Children's Services reiterated that there was a desire for children to be allocated a full-time social worker in order to guarantee continuity of care and stability.

The Vice Chairman noted that one of domiciliary care providers had been given a 'requires improvement' rating and asked if any action was being taken in relation to this. The Head of Commissioning – Adults and Children said the number of people whose care was supported by the provider was decreasing, and was not aware of the company having any private clients in the Royal Borough. The care provider had been awarded the contract four years ago but since that time a decision had been made to bring in several more suppliers, rather than relying on a single supplier. The contract was due to expire next year. No concerns were raised over the Council's ability to fulfil services if the decision was made not to renew the contract. The Lead Member for Adults, Children and Health stated that in future he wanted the procurement process for new providers to unequivocally state that contracts would only be awarded to companies with a good or outstanding rating.

It was confirmed that the rate of pay for social workers was set by each individual Local Authority. It was also confirmed that there was no clause in any training contracts for social workers that compelled them to work for the Royal Borough for a set period of time after completing their training.

JOINING UP OPPORTUNITIES FOR YOUNG ADULTS, EDUCATION, NEET AND APPRENTICESHIPS

The Director of Children's Services informed Members that there was a misconception that youngsters were legally obliged to continue studying up until the age of 18. There was no statutory requirement for colleges, schools or Local Authorities to hold places for pupils.

However there was a requirement for the Council to monitor what education or training young people were undertaking and to identify those not taking part in order to re-engage them. The number of pupils in the Royal Borough whose status was not known had dramatically decreased from previous years after additional resources were invested in.

There was a view that more needed to be done to support care leavers and children in care, and to investigate streams of funding. It was agreed that a Task and Finish Group be set up to look into this, and for an item to be included on the next Panel agenda. It was agreed that the Director of Children's Services would draft Terms of Reference for the Task and Finish Group.

WORK PROGRAMME

Members confirmed the additional agenda item regarding the outcome of the Task and Finish Group. The contents of the work programme was noted.

DATES OF FUTURE MEETINGS

Members noted the dates of the forthcoming meetings.

The meeting, which began at 6.30 pm, finished at 8.43 pm

CHAIRMAN.....

DATE.....

Report Title:	Budget 2020/21
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Adults, Children and Health Overview and Scrutiny Panel – 29 January 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director & Terry Neaves, Interim S151 Officer
Wards affected:	All

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REPORT SUMMARY

1. As part of the budget process the views of Overview and Scrutiny Panels are sought on the savings, fees & charges and capital proposals that are relevant to their panels.
2. This report provides the context against which Members are asked to consider these proposals.
3. Like many councils the Royal Borough faces a challenging financial position. Pressures around Children, Adults and vulnerable people will add considerably to Council costs in 2020/21, together with the cost of a substantial pension deficit.
4. In addition the Council faces further challenges that are more specific to the Royal Borough including the cost of financing substantial investment in regenerating Maidenhead.
5. The relatively low level of reserves held by the Royal Borough means that it has less options to adjust to new financial challenges in the short term than some other councils.
6. The Council continues to work within similar funding constraints, with little changes to external funding in 2020/21 and council tax limits remaining at 2% albeit with an additional 2% adult social care precept.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION:

The Adults, Children and Health Overview & Scrutiny Panel is asked to comment on:

- (i) **proposed savings set out within appendix A**
- (ii) **proposed fees & charges set out within appendix B**
- (iii) **proposed capital schemes as set out in appendix C**

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

2.1 This report sets out the context for Overview and Scrutiny Panels to consider:

- (i) Savings proposals
- (ii) Changes to Fees & Charges
- (iii) Proposed capital schemes

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2021

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Introduction

4.1.1 This budget is set during a period of considerable uncertainty in the medium term, particularly around future funding for councils with the prospect of a government spending review in 2020. This is also likely to include changes to the allocation and retention of business rates. This could impact significantly on the overall funding for the council in 2021/22 and beyond.

4.1.2 Pressures around spending on Children and Adult Social Care have a major impact on council spending plans and the scale of this impact in 2020/21 and beyond continues to be uncertain.

4.2 Current Position

4.2.1 The Royal Borough of Windsor and Maidenhead has focussed on managing costs and delivering value for money. This means that it is a low spending council in comparison to its nearest statistical neighbours. The table below, based on 2019/20 estimates, compares its expenditure on individual services per head of population.

Cost per head of population based in 2019/20 Estimates

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Nearest Statistical
Neighbours *

Education Services	480.44	559.83
Highways and Transport Services	2.55	39.96
Children's Social Care	116.38	149.57
Adults Social Care	260.62	315.97
Public Health	30.85	44.27
Housing Services	31.82	20.76
Cultural and Related Services	25.92	26.49
Environmental and Regulatory Services	100.10	86.33
Planning and Development	16.08	9.72
Central Services	35.26	38.86
Total Other Services	0.00	1.82

Financial Context

- 4.2.1. Like many councils, the Royal Borough faces considerable financial challenges, particularly increasing numbers and costs of supporting adults, vulnerable people and children in care. However, the Council's level of reserves are low which means that it has less time and potentially fewer options than others to bring its budget into balance.
- 4.2.2. The Berkshire Pension Fund has one of the highest proportional deficits of all Council pension funds, the Royal Borough's pension funding level is estimated to be just 73%. This means that all Berkshire authorities including the Royal Borough must make significant employer's deficit recovery contributions each year to improve the funding level and reach a fully funded level by 2040. This is estimated at £4.2m in 2020/21 in addition to standard employer's pension contributions.
- 4.2.3. The Royal Borough has made a substantial commitment to the regeneration of Maidenhead and to the development of the local economy. To fund this important investment, borrowing has substantially increased.
- 4.2.4. In the current year council spending has come under considerable pressure. In part, this has been due to service pressures in adult and children's social care. The council has also found it harder to deliver savings than it had expected, which has also meant that some savings targets have not been achieved.

Policy Context

- 4.2.5. The Council will still be spending over hundred million pounds in 2020/21 delivering services to the residents of Windsor and Maidenhead and investing in the future of the borough through major capital schemes.
- 4.2.6. It is important that the Council considers how best it can continue to meet its policy objectives within the tighter financial constraints that it faces.

4.2.7. This will undoubtedly require a level of prioritisation and these budget plans focus on the following key policy objectives: -

- (i) protecting the most vulnerable and ensuring that the Council can continue to meet its significant and growing commitment on Children's and Adults Social Care.
- (ii) creating opportunities across the borough and continuing to invest in its regeneration and development.
- (iii) enabling the Council to meet its existing capital commitments as well as starting to invest in new technology to help it become more efficient in the future.
- (iv) ensuring that the council adopts a more sustainable and carbon neutral approach to the environment.

4.2.8. These policy objectives are not achievable without sustainable council finances and the proposals within this report have been developed to help make the finances of the Council more sustainable in the short term as well as starting to plan for the medium to longer term.

4.2.9. As part of this the Council has had to consider the affordability of the services it provides by ensuring that the users of services meet a greater share of the cost of the service they receive as happens in many other councils

4.3 **Budget Pressures**

4.3.1 Next year cost pressures are expected to amount to some £11.693m. These are driven by a number of factors:

- a) **Previous spending decisions**– for example next year's borrowing costs will increase due to a substantial increase in capital investments made by the council in 2019/20.
- b) **Demographic changes** – as the population of the Royal Borough increases, demands on its services will also increase. To an extent this will be matched by additional council tax and business rate income.
- c) **Spending pressures on Children's Services and Adult Social Care** are placing increased pressure on council budgets
- d) **External changes beyond the council's control**, such as increased pension costs from the revaluation of the pension fund.
- e) **Under-delivery of savings** – some of the savings identified for 2019/20 have not been delivered and therefore have an impact on the 2020/21 budget.
- f) **Under-achievement of income targets** – in some cases it has not been possible to deliver increased income even by setting higher charges.

4.4 Proposed Savings

4.4.1 In total the council proposes to deliver £5.976m of savings. The main areas of proposed savings over £100,000 are set out below.

Proposed Savings	£'000
Reduced costs of placements for children in the care of the local authority.	700
Remove Advantage Card discounts for parking.	650
Deliver adult social care transformation programme	495
Transform Youth and early years services to be targeted at the most vulnerable	450
Additional Management Fee from Countryside	330
Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	250
Charging for Resident's Parking Permits, £50 each for first permit, £70 for second permit	250
Post Deletions	231
Refocus Community Wardens on problem solving, achieving staff savings	180
Customer Services & Libraries	170
Deliver the supported employment service differently	166
Implement technology enabled care across adult services	120
Delete a vacant post in the Achieving for Children Management team	110
Review grant payments in line with developing voluntary sector funding strategy	100
Reduce the number of subsidised bus routes	100
Recruitment Drive for permanent Children's Social Workers	100
Vacancy Factor/Recruitment Freeze	100
Concessionary Fares	100
Sub-total	4,602
Other Savings under £100,000	824
Total Proposed Savings within the 2020/21 Budget	5,426
Other Potential Savings (paragraph 4.4.5)	400
Total Identified Savings	5,826

4.4.2 Further detail of all savings is provided at Appendix A

4.4.3 An assessment of all savings has been carried out to assess their deliverability during 2020/21 and accordingly a sum of £1.300m has been set aside as a provision against non-delivery or delay in implementation of these savings.

4.4.4 In addition to the above savings, further potential savings of £400,000 have been identified within the collection fund. This includes a review of the council tax reduction scheme, subject to consultation, (£330,000) and a reduction in empty properties relief (£70,000). Although both of these savings will take effect from April 2020 if agreed this will be after the setting of the Council Tax base in January 2020.

4.4.5 These additional savings cannot be taken into account when setting the budget for 2020/21 but the surplus on the collection fund of £400,000 generated by the savings will increase reserves in 2021/22.

4.5 **Income**

4.5.6 The proposed fees and charges for 2020/21 are set at Appendix B.

4.5.7 Overall the following principles have been used to review fees and charges:-

- a) **Charges should be broadly in line with other neighbouring councils** – in some cases charges set by the council are lower than neighbouring councils. Charges have therefore been reviewed to bring them into line with other councils.
- b) **Charges should reflect cost increases incurred by the council**, accordingly the majority of charges have been increased by approximately 3% in line with estimated inflation.
- c) **Charges should recognise demand for the service** – in some cases where income is falling, increasing charges can have a negative impact on overall income.

4.5.8 The table below summarises the main sources of income for the council over £100,000, estimated values in 2020/21.

	£'000
Parking	10,244
Planning & Development	1,473
Green Waste Subscribed Collection Service	840
New Roads and Street Works Inspections/Permits	720
Marriage and Civil Partnership Ceremonies	402
Cemeteries and Churchyards	321
Highway Licences	292
Local Land Charges	253
Temporary Traffic Regulation Orders	154
Hire of Public Halls	113

4.5.9 This above analysis excludes recovered social care fees.

5. RISK MANAGEMENT

- 5.1. Given the level of financial uncertainty and current service pressures, there is clearly a risk that the current budget may prove difficult to deliver.
- 5.2. This risk has been mitigated by trying to ensure that budget estimates are realistic and reflect current activity, along with known demographic and economic pressures.
- 5.3. A key risk for the council is that its finances are not sustainable in the long term and it does not have enough reserves to enable it to effectively manage the financial risk that it faces in the medium term.

6. POTENTIAL IMPACTS

- 6.1. This report contains a number of proposals related to staff or service provisions and may involve changes to policy or service delivery. Equality impact assessments have been completed where appropriate.

7. CONSULTATION

- 7.1. Consultations will take place with the local chambers of commerce in February 2020.

8. TIMETABLE FOR IMPLEMENTATION

- 8.1. Residents will be notified of their council tax in March 2020. Budgets will be in place and managed by service managers from 1 April 2020.

Table 3: Implementation timetable

Date	Details
By 31 March 2020	Residents notified of their council tax.
1 April 2020	Budgets will be in place and managed by service managers.

9. APPENDICES

- 9.1. The table below details the Annexes to this report

Appendix	
A	Savings
B	Fees and Charges
C	Capital

10. BACKGROUND DOCUMENTS

- 10.1. None

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	17/01/20	17/01/20
Cllr Johnson	Leader of the Council	17/01/20	
Duncan Sharkey	Managing Director	16/01/20	17/01/20
Russell O'Keefe	Director of Place	16/01/20	
Terry Neaves	Interim Section 151 Officer	16/01/20	20/01/20
Elaine Browne	Head of Law	16/01/20	
Nikki Craig	Head of HR, Corporate Projects & ICT	16/01/20	17/01/20

Name of consultee	Post held	Date sent	Date returned
Louisa Dean	Communications	16/01/20	
Kevin McDaniel	Director of Children's Services	16/01/20	16/01/20
Hilary Hall	Director of Adults, Commissioning & Health	16/01/20	17/01/20
Karen Shepherd	Head of Governance	16/01/20	16/01/20
	Other		

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision	No	Not applicable
Report Author: Terry Neaves, Interim S151 Officer, 01628 796222		

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	CLlr Carroll	Review of posts in Optalis	Following a full establishment analysis, a vacant post has been identified that has been assessed as no longer required. The duties can be assimilated within the wider team and there is no impact on frontline delivery of services.	512	31	31	31	31
Adults Childrens and Health	CLlr Carroll	Review of posts in commissioning function	Following a full establishment analysis, a vacant post has been identified that has been assessed as no longer required. The duties can be assimilated within the wider team and there is no impact on frontline delivery of services.	300	20	20	20	20
21 Adults Childrens and Health	CLlr Carroll	Transform youth and early years services to be targeted at the most vulnerable	The delivery of services will be through two Family Hubs, focusing on statutory services and targeted support for vulnerable groups. Subject to the priorities established through consultation, it is expected that there will be no universal services provided on a "drop in" basis.	1,482	450	600	600	600
Adults Childrens and Health	CLlr Carroll	Optimise the provision of carers services	This is an opportunity to improve the effectiveness of services for carers by joining up provision, providing quality advice and guidance to carers in one place.	826	75	75	75	75
Adults Childrens and Health	CLlr Carroll	Optimise the delivery of the supported employment service by integration with council-owned services	More effective, efficient and responsive delivery of the supported employment service through joining up with existing Optalis teams. This will include recruiting a full time headcount within Optalis to provide a full service to residents providing greater opportunities to integrate the service in collaboration with local employers. Communication with local employers is already in place, for example, promotion of workplace health by the Lead Member and Director of Public Health.	241	166	166	166	166

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	Cllr Carroll	Deliver befriending service in a new and different way	We will seek to continue to deliver the service through the voluntary sector.	35	35	35	35	35
Adults Childrens and Health	Cllr Carroll	Deliver adult social care transformation programme	This is a key opportunity to deliver improved services for residents of the borough by embedding prevention and promoting community enablement to maximise independence. The programme has been presented to the Health and Wellbeing Board which includes NHS partners and Healthwatch and was unanimously approved and endorsed.	51,192	495	1,700	1,700	1,700
22 Adults Childrens and Health	Cllr Carroll	Optimise the delivery of the Recovery College	A needs based review has been undertaken which has endorsed the Royal Borough's commitment to deliver the core principles of the Recovery College in partnership with the NHS. Investment and spend on mental health services in the NHS is increasing year on year in line with the NHS settlement and the Long Term Plan. The Royal Borough plays an active role in the Integrated Care System, working with NHS partners.	115	35	35	35	35
Adults Childrens and Health	Cllr Carroll	Implement technology enabled care across adult services	Improved provision for residents, maximising the use of recent developments in technology to maximise independence to ensure that people remain in their own homes for as long as possible.	6,600	120	300	300	300
Adults Childrens and Health	Cllr Carroll	Optimise costs of placements for children in the care of the local authority	RBWM has increased capacity and capability within AfC to monitor and track the financial packages of care alongside the social work team through a fortnightly "resource panel". Case level tracking of progress will be shared openly between AfC and RBWM through the commissioning meeting arrangements.	7,945	700	700	700	700

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	CLlr Carroll	Optimise the delivery of health checks	A review of health checks has been undertaken with the outcome of targeting the service to those in most need, and leveraging the impact of NHS campaigns.	60	10	10	10	10
Adults Childrens and Health	CLlr Carroll	Allocation of Public Health reserve to meet current needs	This maintains Public Health services and optimises use of resources. Public Health England does not encourage Local Authorities to maintain reserves.	88	46	0	0	0
Adults Childrens and Health	CLlr Carroll	Introduce an online financial assessment for adults to calculate financial contributions for care and support	Analysis and best practice in other authorities has shown that moving to online financial assessment improves the process for the benefit of residents, making it more efficient and is in line with the council's digital aspirations.	197	0	70	70	70
Adults Childrens and Health	CLlr Carroll	Remove additional local authority support for school improvement in Academy schools	Academy schools are directly funded by the DFE for school improvement. At the end of December 2019, 94% of all schools are Good or Outstanding with two Academy schools judged Requires Improvement. No schools are currently judged Inadequate.	75	20	20	20	20
Adults Childrens and Health	CLlr Carroll	Recruitment drive to improve Social Worker workforce stability and outcomes	A service-wide Social Worker recruitment drive to run through the final quarter of 2019/20 which seeks to secure at least 5 permanent social workers to deliver savings, reduce reliance upon interim social workers and improve outcomes	420	100	100	100	100
Adults Childrens and Health	CLlr Carroll	Legal savings in Achieving for Children	The legal services contract across Achieving for Children is due to end 31-03-20 and has been recommissioned. The use of a single supplier provides cashable efficiencies and improves delivery of the service.	635	25	25	25	25
Adults Childrens and Health	CLlr Carroll	Operational efficiency within the Achieving for Children finance team	Reduced back office resource as a result of managers becoming more effective in their use of the finance system and self-reporting tools. RBWM finance officers will take over monitoring of capital projects.	25	25	25	25	25

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	Clr Carroll	Delete a vacant post in the Achieving for Children Management team	Efficiency in Achieving for Children Operational Management Team with continued shared leadership of the Inclusion priority for the Directorate.	110	110	110	110	110
Communities	Clr Cannon	Refocus Community Wardens on problem solving, acheiving staff savings	Review and adjust the overall tasking of the Community Wardens to reflect the current priorities of the Council, to reduce the total number of Wardens who will cover all the aspects of the Wardens responsibilities	639	180	200	200	200
Communities	Clr Rayner	Focus customer service in Windsor at Windsor Library Increase the use of 24/7 digital options on the council website Align Library opening hours to service demand Align call centre opening hours to service demand	Staffing provision was increased in order to provide the customer facing RBWM services from York House. Moving back into the Library will provide economies of scale, allowing for a reduction in staffing. Encourage more 24/7 digital interation with the council through its website, providing residents, businesses and visitors with easy access at a time that suits them. This will enable the council to deliver services more efficiently and reduce officer time and cost. Propose reducing library opening hours by 123 per week following detailed analysis of current usage. This includes Sunday opening, alternative delivery in Woodlands Park and Eton (Mobile/Container) and other reductions, subject to public consultation. Reduce Contact Centre operating hours to Monday, Tuesday, Thursday and Friday 9-5 and Wednesday 10-5. This means weekends and evenings (5-7pm) will cease. While it is hoped that staff reductions may be achieved through negotiation with staff these proposals will require a change to contracted hours resulting in staff being put at risk and a redundancy consultation undertaken. Vacancies and reduced casual hours will mitigate some of the impact on staff wherever possible.	2,004	220	265	265	265

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Communities	CLlr Cannon	Removal of PCSO funding	New national funding has been awarded to Police Services to increase staffing resources. Discussion with local Police Area Commander commenced November 2019 to remove this LA funding for Policing roles.	74	74	74	74	74
Communities	CLlr Rayner	WAM Get Involved support	This will cease the current SLA with local voluntary coordinators to reduce their role, there will still be scope for those interested in volunteering to be signposted to volunteering opportunities through a single central route via the Borough's revised website Know Your neighbourhood facility, going live later in 2020.	45	33	45	45	45
Communities	CLlr Rayner	STRIVE	Support for new support initiatives, to be provided by local Housing Association and to return focus for support to Department of Work and Pension, and Job Centre Plus, who have the statutory role to support in this area.	8	8	8	8	8
Corporate	CLlr Rayner	Deliver system efficiencies through the new customer relationship management system	Better connectivity of internal systems and ability to configure customer relationship management system in line with business processes.	113	25	50	50	50
Corporate	CLlr Rayner	Review grant payments in line with developing voluntary sector funding strategy	Community Grant funding levels will revert to recent levels prior to the increase introduced through additional revenue funding in addition to capital funding which will be maintained at current levels.	100	100	100	100	100
Corporate	CLlr Rayner	Citizens Advice Bureau grant	CAB provide a cost effective support and engagement with residents who would otherwise be unlikely to engage with the Council at an early stage. Informal notice was given in November 2019 about the intended change in October 2020. This acknowledges additional national Government funding provided direct to CAB's.	124	16	31	31	31
Corporate	CLlr Rayner	Reduce the current grant provision for The Old Court, Windsor from September 2020.	Reduce the grant provided to The Old Court by £17,000 per annum from September 2020. The in-year reduction for 2020/21 would be £8,500	80	9	17	17	17
Corporate	CLlr Rayner	Reduce the current grant provision for Norden Farm from September 2020	Reduce the grant provided to Norden Farm by £33,000 per annum from September 2020. The in-year reduction for 2020/21 would be £16,500	158	17	33	33	33

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Corporate	Cllr Rayner	Cease the provision of the GROW service with residents being signposted to alternative forms of assistance.	Residents will be signposted by customer services or the call centre to alternative forms of assistance.	63	64	64	64	64
Corporate	Cllr Johnson	Cease support for the One Stop Shop in Datchet	Viability of the OSS may be affected if they are unable to find alternative funding. The organisation has submitted an application to the Grant Panel for consideration.	1	1	1	1	1
Corporate	Cllr Rayner	Rationalise the council's current mobile phone usage to reduce operating costs	Optimising the deployment and usage of mobile phones to reduce operating costs	106	10	10	10	10
Corporate	Cllr Johnson	Remove budget for individual members to attend conferences/training	Could lead to pressure on service areas to fund member attendance at service area specific conferences/training.	3	3	3	3	3
Corporate	Cllr Rayner	Removal of all refreshments from council meetings, member briefings and member training sessions	Saving can only be achieved if all refreshments are ceased for all council meetings/briefings/training sessions.	10	10	10	10	10
Corporate	Cllr Johnson	No longer print and distribute Council Tax leaflet with bills	Provide access to the Council Tax leaflet on the council's website, providing efficiency savings and reduced carbon footprint	89	5	5	5	5
Corporate	Cllr McWilliams	Optimise use of digital distributing Around the Royal Borough	Through increasing our digital distribution of Around the Royal Borough and orientating away from print, we will contribute to decarbonising the council and ensuring we are more accessible to residents.	59	23	23	23	23
Corporate	Cllr Johnson	Empty Properties Relief - reduction	Increase the council tax premium on empty homes to encourage them back into use.	Collection Fund	70	70	70	70
Corporate	Cllr Johnson	Review of Council Tax Reduction Scheme Discount levels	Reduce the maximum discount for working age claimants, subject to consultation, from 91.5% to 80% in line with other councils.	Collection Fund	330	330	330	330
Corporate	Cllr Johnson	Vacancy Factor/Recruitment Freeze	Hold vacancies to reduce the prospect of making compulsory redundancy for permanent staff in at risk posts.	5,383	100	100	100	100

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Corporate	Cllr Rayner	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers. 2 hour vouchers - £1 per voucher. 4 hour vouchers - £2 per voucher 24 hour voucher - £4 per voucher. Discounts apply to electric vehicles and residents of pensionable age and in receipt of Council Tax reduction.	-	250	250	250	250
Corporate	Cllr Johnson	Additional Management Fee to Countryside	This would result in additional income through a management fee from Countryside for the St Clouds Way development in addition to the capital receipt. It is subject to approval of the site proposal and signing of the development agreement.	3,995	300	200	200	200
Corporate	Cllr Johnson	Post Deletions	Efficiencies across the organisation made up from deleting vacant posts.	5,383	231	231	231	231
Infrastructure	Cllr Stimson	Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	A potential reduction in subscriptions may occur and there is an increased risk of contamination of waste streams. Clear messaging and alternatives will be required to minimise the external impact	577	250	250	250	250
Infrastructure	Cllr Stimson	Remove free Saturday garden waste collection	The alternative to the free Saturday green waste collection service is to subscribe to the green waste scheme and receive a fortnightly service.	2,726	25	25	25	25
Infrastructure	Cllr Cannon	Remove Advantage Card discounts for parking.	A comprehensive review of the tariffs and a post-installation review of parking machines has identified a complicated tariff structure across the parking estate. Removing discounted tariffs will offer equality of provision across the borough whilst retaining the technology to offer targeted / seasonal discounts.	7,813	650	650	650	650
Infrastructure	Cllr Cannon	Advertising on car park tickets/car parks	Research with other authorities have shown that income potential through advertising on the parking estate is possible. Initial proposals have been developed and are being pursued.	-	30	30	30	30

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Infrastructure	Cllr Cannon	Parking season ticket income	Inflationary increase on season tickets. There is a risk that some businesses and/or individuals may choose not to renew as a result of the increased charge.	1,248	50	50	50	50
Infrastructure	Cllr Clark	Review and optimise the number of subsidised bus routes	The council currently subsidises a network of bus routes, to supplement the commercial network (for example: weekend, evening and areas of low patronage) at a cost of approximately £850k per annum. A comprehensive review will be undertaken to evaluate usage patterns; reasons for travel and identify alternative options to deliver a more efficient network. Alternative models which are 'greener'; support the climate change agenda and minimise the impact on users will be sought.	800	100	200	200	200
Infrastructure	Cllr Clark	Traffic signal costs - capital spend	Service standards will remain unchanged.	65	65	65	65	65
Infrastructure	Cllr Clark	Efficiency saving from traffic counter machines	New contract with neighbouring councils will generate efficiency savings in the cost of traffic counter machines.	41	15	15	15	15
Infrastructure	Cllr Clark	Concessionary Fares	The concessionary fares scheme will be altered to align with the statutory requirements. Free travel will be available from 09.30 rather than unlimited as at present. This aligns with other areas, reduces congestion and increases capacity for commuters on peak time bus services	1,169	100	100	100	100
				£000	£000	£000	£000	£000
			TOTAL		5,826	7,527	7,527	7,527
			Collection fund savings		400	400	400	400
			TOTAL SAVINGS EXCLUDING COLLECTION FUND		5,426	7,127	7,127	7,127

Unit Cost	2020/21		2019/20		% Increase	% Increase
	£	£	£	£		
CARE FOR ADULTS						
RESIDENTIAL CARE						
(*) - all service user contributions towards cost of care (**) - all OLA & health income for day centres. Service						
Homes for Older People - residential care in RBWM commissioned homes						
Maximum charge						
Residential Home placements	week					
Nursing Home placements (FNC to be deducted where applicable)	week					
Homes for People with Learning Disability - residential care						
Homeside Close and Winston Court - Standard Charge to other local authorities	week		1,603	1,554		3.2%
Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance.						
COMMUNITY CARE & RESPITE CARE						
OLA is an abbreviation for "Other Local Authority" PBH is an abbreviation for "Personal Budget Holder"						
Homes for People with Learning Disability - Respite care						
		RBWM - PBH	night	165	160	3.0%
		OLA - Weekdays Mon-Thurs	night	482	468	3.0%
		OLA - Weekends Fri-Sun	night	561	545	3.0%
Administration Fee for Self-Funders Receiving Care at Home						
Administration fee for setting up care arrangements	one-off		300	300		0.0%
Annual fee for ongoing management of care arrangements	annual		250	250		0.0%
Homecare						
Standard Charge	hour		Full cost recovery	17.95		NEW
Meals on Wheels						
	per meal		4.95			NEW

	Unit Cost	2020/21		2019/20		% Increase	% Increase	
		£	£	£	£			
Learning Disability: day activity charge								
morning or afternoon session in daycentre for								
	ratio 1:1	session	92.10	115.20	89.40	111.80	3.0%	3.0%
	ratio 1:2	session	46	81.80	44.70	79.40	2.9%	3.0%
	ratio 1:3	session	30.60	58.20	29.70	56.50	3.0%	3.0%
	ratio 1:5	session	18.30	37.40	17.80	36.30	2.8%	3.0%
	ratio 1:10	session	9.10	21.50	8.80	20.90	3.4%	2.9%
LEARNING DISABILITY: OLA midday meal supervision								
	ratio 1:1			54.70		53.10		3.0%
	ratio 1:2			38		36.90		3.0%
	ratio 1:3			26.30		25.50		3.1%
	ratio 1:5			16		16		3.2%
	ratio 1:10			7.90		7.70		2.6%
	Learning Disability: Transport	per journey		7.40		7.20		2.8%
	Room Hire - Learning Disability Day Centres							
	6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday							
	Ground Floor, Hall & Kitchen	hour	25.10		24.40		2.9%	
	Dance Studio	hour	18.10		17.60		2.8%	
	Music / Art Room	hour	15.20		14.80		2.7%	
	There is an additional charge for public liability insurance and staffing when required							
	Older Persons: Day Centres	RBWM - PBH	day	64		62.10		3.1%
	transport single Journey to day centre/activity (max 2 charges per session)		per journey	5.20		5		4.0%
	Blue Badge		per badge	10		10		0.0%
	Older Persons: Residential Respite		week	749		728		2.9%
	In residential and nursing homes, arranged by the Council							

	Unit Cost	2020/21		2019/20		% Increase	% Increase
		£	£	£	£		
ALLOWANCES							
Direct Payments - Rates payable to service user							
Standard Rate - care provided by homecare agency	hour	17.95		17.95		0.0%	
Sleeping Night Service	night	63.80		62		3.1%	
<u>Rates payable for employment of Personal Assistant</u>							
Start up and emergency reserve	one-off	500		500		0.0%	
Composite Rate for a Personal Assistant	hour	15.70		15.20		3.3%	
Standard Rate including all oncosts	hour	13.60		13.20		3.0%	
Enhanced Rate including all oncosts	hour	25		24.30		2.9%	

	2020/21 £	2019/20 £	% Increase
HOME TO SCHOOL TRANSPORT (To AfC 1/8/2017)			
Charges take effect from the beginning of each academic year in September.			
Pupils not entitled to free transport			
Residents not entitled to free transport (mainstream and SEN)	639	620	3.1%
Eton Wick residents not entitled to free transport	336	320	5.0%
Non-resident fare payers	893	850	5.1%
Commercial bus routes - contact the relevant operator to purchase passes			
Post 16 Reduced Fare Railcard	N/A	£80 + £15 admin charge	
Replacement travel pass	23	22	4.5%

	Unit Cost	2020/21 £	2019/20 £	% Increase
EARLY HELP AND SAFEGUARDING - TRANSFERRED TO AFC				
Early Help and Safeguarding charges have historically been linked to RBWM fostering allowances which are made up of an age-related core allowance plus a career element payment linked to expertise. The core allowance is set in line with the DfE guidelines. AFC moved to a new shared Fostering Service from April 2019 - fostering allowances are now standardised across the organisation.				
Parental contribution towards cost of children in care	Per week	Up to the full amount of the fostering allowance	Up to the full amount of the fostering allowance	
Foster care placements - Charges to other local authorities for placing non-RBWM children	Per week	Cost of the placement	Cost of the placement	
Short term breaks for disabled children - Charges to other local authorities for placing non-RBWM children	Per week	Cost of the placement	Cost of the placement	
Administration charge to other local authorities for foster care placements and short term breaks.	Per week	100	100	0.0%
Flying High Play Scheme	Per day	25	25	0.0%

Proposed Capital Programme 2020/21 - 2022/23	Scheme Cost Gross	S106	Grant	Other Income	2020/21 Net Cost	2021/22 Net Cost	2022/23 Net Cost	Net Cost over three years
	£000	£000	£000	£000	£000	£000	£000	£000
Estimated Slippage to 2020/21	14,198	(300)	(3,558)	-	10,340			10,340
Pre-approved Schemes 2020/21	28,747	(6)	-	(12,836)	15,905	27,024	10,567	53,496
Fully Funded Schemes 2020/21	4,833	(80)	(4,753)	-	-			-
Income generating schemes	820				820			820
Pre-approved /Fully Funded Total	48,598	(386)	(8,311)	(12,836)	27,065	27,024	10,567	64,656
New Bids 2020/21								
Transformational 2020/21	1,000				1,000			1,000
Annual maintenance/statutory schemes	2,986	(161)		(137)	2,688	1,866	1,816	6,370
Refurbishment & enhancement schemes	2,411	(77)		(26)	2,308	1,500	-	3,808
ICT renewal schemes	1,190	(40)		-	1,150	-	-	1,150
New Bids 2020/21 Total	7,587	(278)	-	(163)	7,146	3,366	1,816	12,328
Total Capital Programme	56,185	(664)	(8,311)	(12,999)	34,211	30,390	12,383	76,984

Fully funded Capital schemes to be approved 2020/21

No.	Scheme Name	Scheme Description	Scheme Cost £'000k	S106 £'000	Grant £'000	Net
1	Disabled Facilities Grants	Local Authorities have a statutory duty to provide disabled facility grants (DFGs). DFGs adaptions fund and provide an essential mechanism for supporting people with disabilities to live independently within their home. Common adaptations include providing residents access to their bedrooms, bathroom and undertaking tasks such as cooking within the home. Ramps, widening doorways, and, stair lifts. Adaptations prevent admissions to hospital and residential care. DFGs are also able to prevent or decrease social care costs as the number of carers and the frequency of carers attending the property is likely to be decreased following an adaptation that allows the resident to undertake the task independently. DFGs also improve quality of life by enabling disabled people to live independently in their homes, to be more active in their community and maintain and sustain employment.	650	-	650	-
CHILDRENS SERVICES 2020/21 BIDS - December 2019 Cabinet						
2	Alexander School Kitchen Refurbishment	Kitchen Feasibility and commencement of works. The floor in the kitchen is uneven and is a trip hazard. Some of the equipment is inadequate. The kitchen needs to be remodelled to improve operations and refurbished and some of the equipment replaced.	100		100	-
3	School kitchen safety works	The school kitchens need upgrading to meet current safety standards: Filters, CO2 detection systems and access for cleaning ducting. Programme of investigation and implementation of recommendations from the reports.	50		50	-
4	School Feasibility / Survey works	Preparatory and investigative works for schemes and projects in the capital programme.	180		180	-
5	School water pipework: Oakfield school and The Lawns Nursery	School has rotten pipework, with underground leaks and high costs. The project will replace pipework.	40		40	-
6	Urgent school safety works	To respond to emergency works required and not yet identified.	50		50	-
7	School Boiler upgrade works: Boyne Hill school	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	100		100	-
8	School boiler upgrade: Wraysbury	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	87		87	-
9	School boiler upgrade: Maidenhead Nursery	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	30		30	-
10	Roof Works in schools 2020-21:	School roof repairs and replacements	110		110	-
11	Structural Works / building fabric: Homer school	The screed under the hall flooring has perished and the floor needs replacing / repairing.	40		40	-
12	Internal upgrade: Wessex Nursery	The nursery lighting, ceiling and general ambiance of this building is now very out-dated and unsuitable for teaching young nursery children. It needs considerable improvement. This project would investigate options to upgrade the building and begin works to improve the learning environment.	60		60	-
13	School window and door replacements	Continuing programme of window replacements	90		90	-
14	Schools Devolved Formula Capital	DFC allocation	196		196	-
15	Fire Compartmentalisation Works for Maintained Schools	Works relating to fire safety compliance, and health/safety works at community and voluntary controlled schools.	150		150	-

Borough funded capital schemes to be approved 2020/21 - 2022/23

No.	Scheme Name	Scheme Description	Gross Scheme Total Cost £000	2020/21				2021/22 Cost £000k	2022/23 Cost £000k	Total Net Cost £000
				Gross Cost £000s	S106	Other Income £000s	Net Cost £000			
1	Registered Provision for Vulnerable Adults	Kitchens - Winston Ct & Homeside	20	20			20			20

Report Title:	Q2 Performance Report
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	
Meeting and Date:	Adults, Children and Health Overview and Scrutiny Panel, 29 January 2020
Responsible Officer(s):	Hilary Hall, Director of Adults, Health and Commissioning Kevin McDaniel, Director of Children's Services
Wards affected:	All

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REPORT SUMMARY

- 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
- Appendix A sets out the Q2 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 July – September 2019.

1. DETAILS OF RECOMMENDATION(S)

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

- Notes the 2019/20 Q2 Adults, Children and Health Overview and Scrutiny Panel Performance Report in Appendix A.**
- Requests relevant Lead Members, Directors and Heads of Service to maintain focus on improving performance.**

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

- The Adults, Children 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
- Appendix A sets out the Q2 performance for all measures relating to the Panel's remit. It shows that:
 - 11 of the 16 measures met or exceeded target,
 - 4 measures fell just short of target, although still within the tolerance for the measure,
 - 1 measure was out of tolerance and requires improvement.

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. This is the recommended option	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 six strategic priorities.	< 100% priorities on target	100% of priorities on target			31 March 2020

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

Risks	Uncontrolled risk	Controls	Controlled risk
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 Member, Directors and Heads of Service
23 April 2020	Q3 Performance Report

10. APPENDICES

- 10.1 This report is supported by one appendix:
- Appendix A: Adults, Children and Health Overview and Scrutiny Panel Performance Report Q2 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	Director of Adults, Health and Commissioning	19/12/19	20/12/19 17/01/20
Kevin McDaniel	Director of Children's Services	19/12/19	03/01/2020

REPORT HISTORY

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

Adults, Children and Health Overview and Scrutiny Panel

Q2 2019-20 Performance Report (July – September 2019)

Date prepared: 1 October 2019

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**Adults, Children and Health Overview and Scrutiny Panel:
Q2 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 October 2019 performance of all measures related to the Panel's remit can be broadly summarised as:

Q2 RAG Status	No.	Measures
Red (Needs improvement)	1	<ul style="list-style-type: none"> • Percentage of EHCP assessments completed within 20wks (including exceptions)
Amber (Near target)	4	<ul style="list-style-type: none"> • Percentage of successful treatment completions (opiates) • Percentage of long-term cases reviewed in the last 12mths • Percentage of carers assessed or reviewed in the last 12mths • Delayed transfers of care rate (per 100,000 pop.) attributable to RBWM
Green (Succeeding or achieved)	11	<ul style="list-style-type: none"> • No. permanent admissions to care for those aged 65+yrs • Percentage of rehabilitation clients still at home after 91 days • Percentage safeguarding service user satisfaction • No. carers supported by dedicated services directly commissioned by RBWM • Percentage of borough schools rated by Ofsted as Good or Outstanding • Percentage of eligible children receiving a 6-8wk review within 8wks • Percentage of re-referrals to CSC within 12mths • Percentage of children subject to a Child Protection Plan for 2+yrs on ceasing • Percentage of care-leavers in education, training and employment (19-21yr olds) • Percentage of successful treatment completions (alcohol) • Percentage of successful treatment completions (non-opiates)
Total	16	

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.

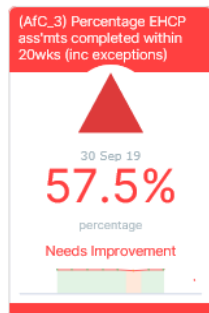
2. Key activities and milestones achieved

Strategic Priority	Item	Q2 Achievements and key milestones
<p>Healthy, skilled and independent residents</p>	<p>Joint Strategic Needs Assessment</p>	<p>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.</p>
	<p>Integrated Care System</p>	<p>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 integrated health services to residents.</p>
	<p>Commissioning</p>	<p>Brill House opened in May, replacing 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>
<p>Safe and vibrant communities</p>	<p>New safeguarding arrangements</p>	<p>New safeguarding arrangements, replacing the Local Safeguarding Children Board and Safeguarding Adults Board, were developed and published following extensive consultation with partners. The new arrangements were implemented from September 2019.</p>
	<p>Inspection ratings</p>	<p>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.</p>

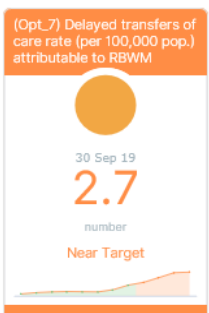
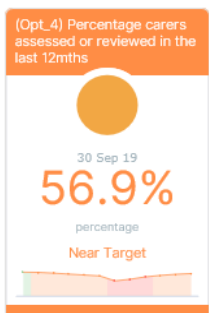
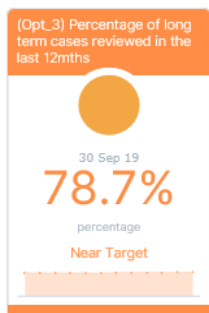
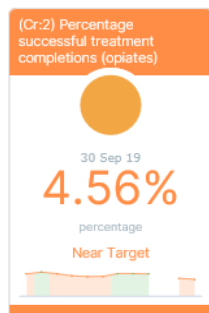
Adults, Children and Health Overview and Scrutiny Panel: Q2 2019-20 Performance Report

3. Performance Summary Report (YTD)

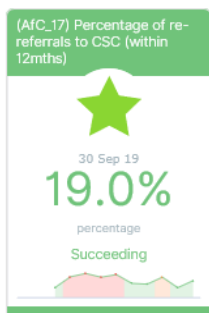
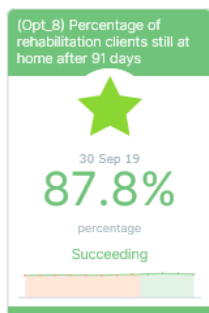
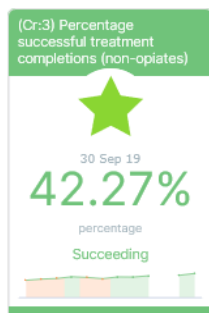
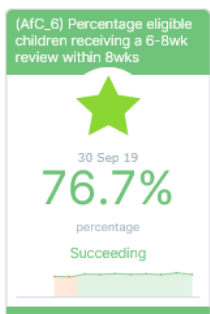
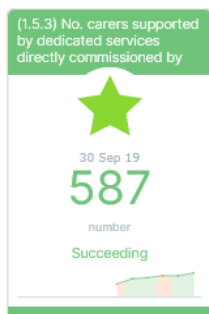
Needs Improvement



Near Target



Succeeding

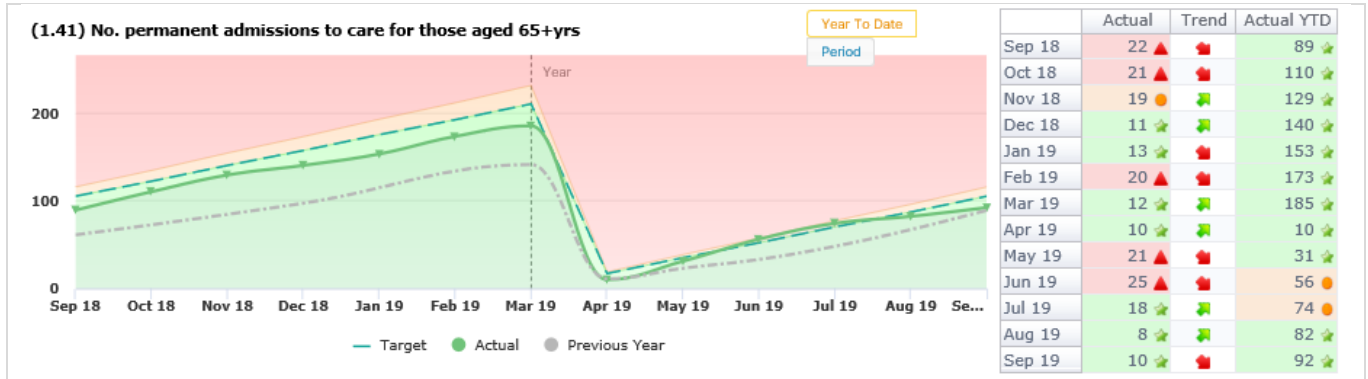


**Adults, Children and Health Overview and Scrutiny Panel:
Q2 2019-20 Performance Report**

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

4.1 Adults Services

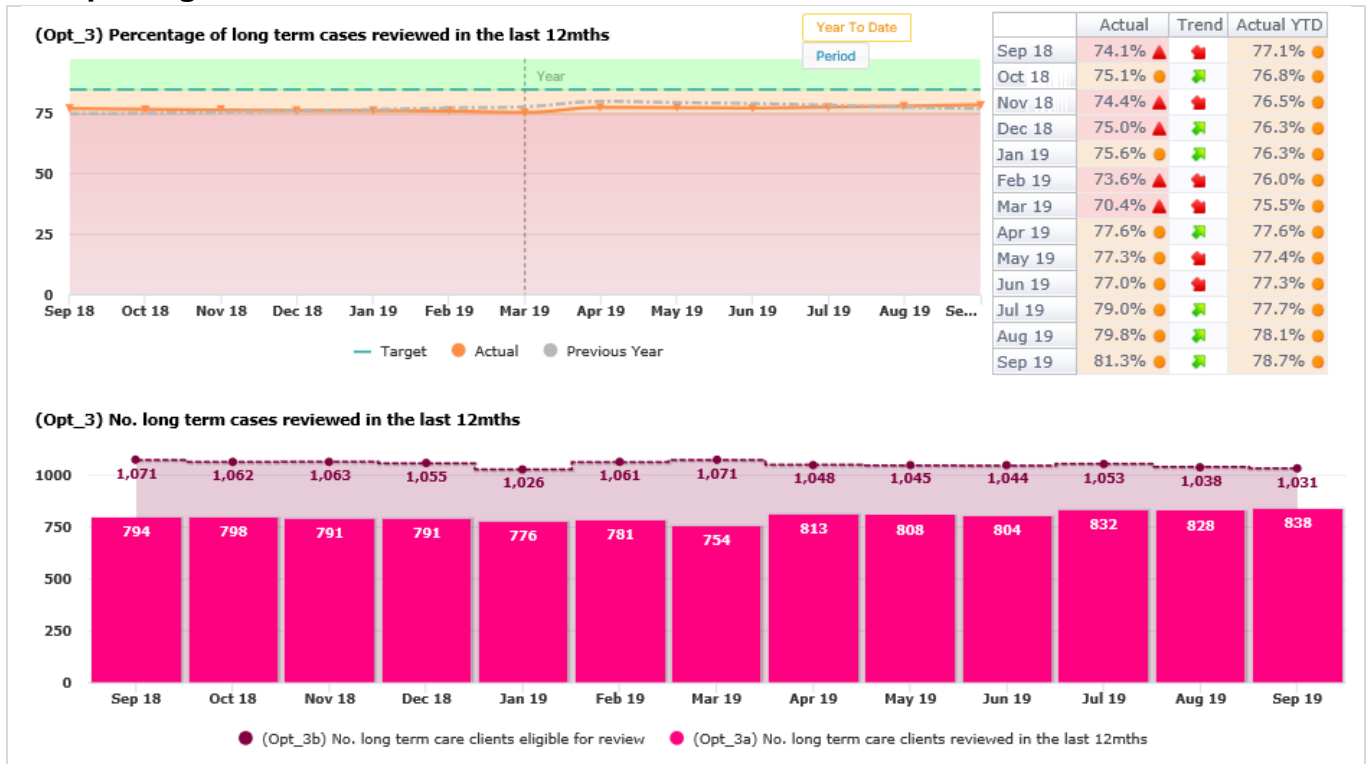
Permanent admissions to care



Q2 Commentary

Permanent admissions to care for older people has been lower than in previous years; however, it is expected to go up over the winter period. The focus on prevention and keeping people living in their own homes is having a positive impact on admissions to care although when they are subsequently assessed as needing care, their needs are higher and more complex.

Care package reviews

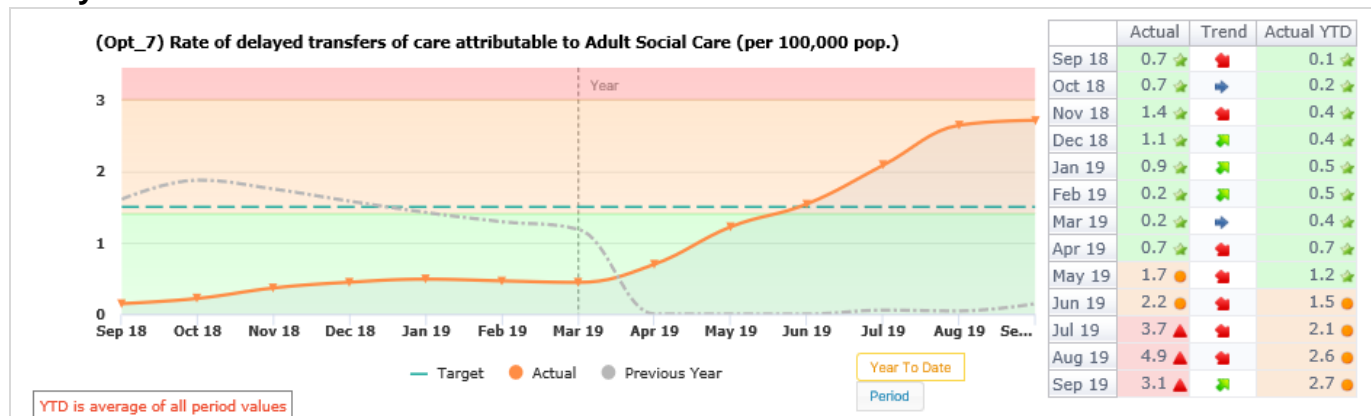


Q2 Commentary

Performance in this area has been consistent but fractionally below target. Reviews are a key mechanism for ensuring that the care package in place for each resident is fit for purpose and meeting their needs. The recent upward trend has been achieved through data cleansing and focused resource and is therefore, expected to be maintained at the target level.

Adults, Children and Health Overview and Scrutiny Panel: Q2 2019-20 Performance Report

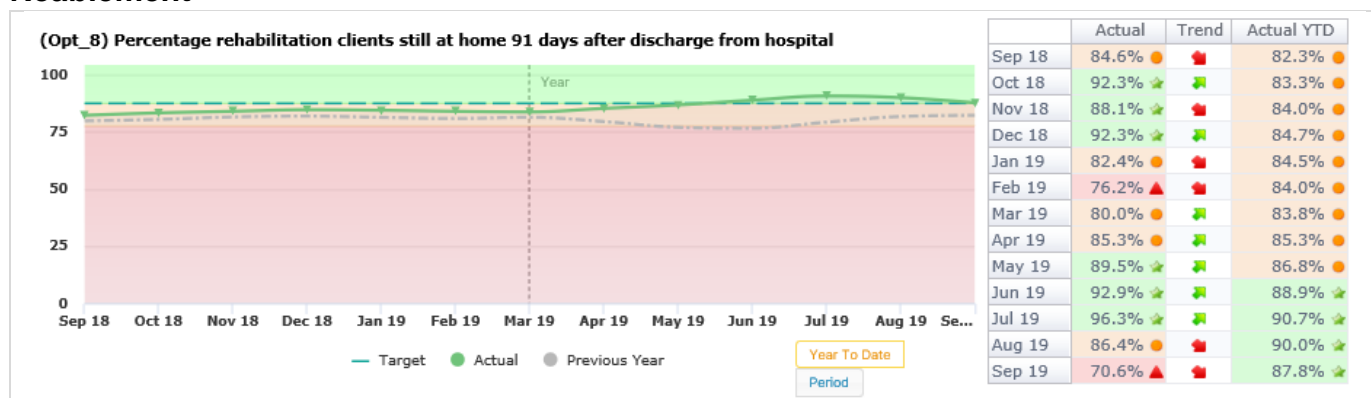
Delayed transfers of care



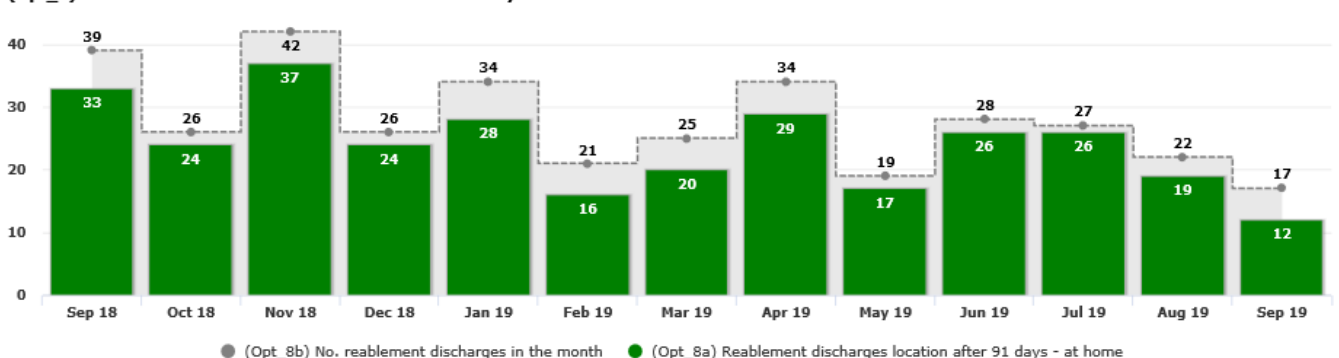
Q2 Commentary

The number of delayed transfers of care attributable to adult social care has increased during the current year largely due to lack of capacity within homecare. This increase has been mirrored across the South East and nationally. New providers are being sourced which will impact positively on this measure.

Reablement



(Opt_8) No. rehabilitation clients still at home after 91 days



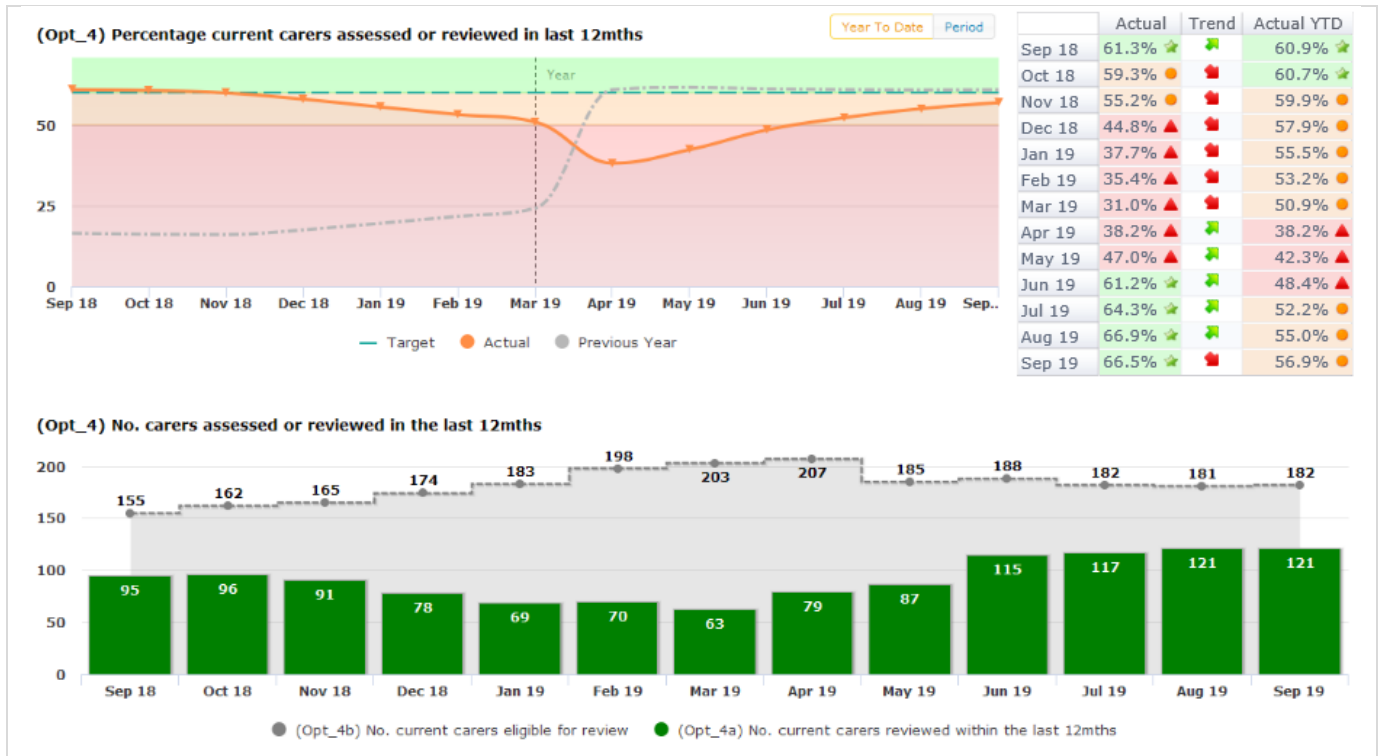
Q2 Commentary

Performance in this area remains good despite outcomes being significantly influenced by the complexity of need and frailty of the cohort receiving a service.

Adults, Children and Health Overview and Scrutiny Panel:
Q2 2019-20 Performance Report

4.2 Carers

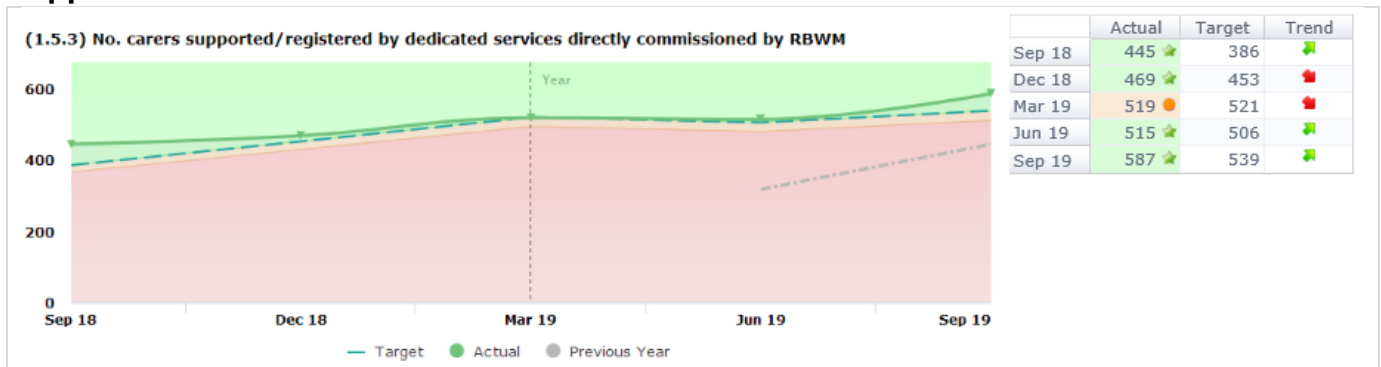
Carers' assessments



Q2 Commentary

This indicator has been significantly below target during the year. Focused resource has resulted in the upward trend which is expected to be maintained.

Support for carers



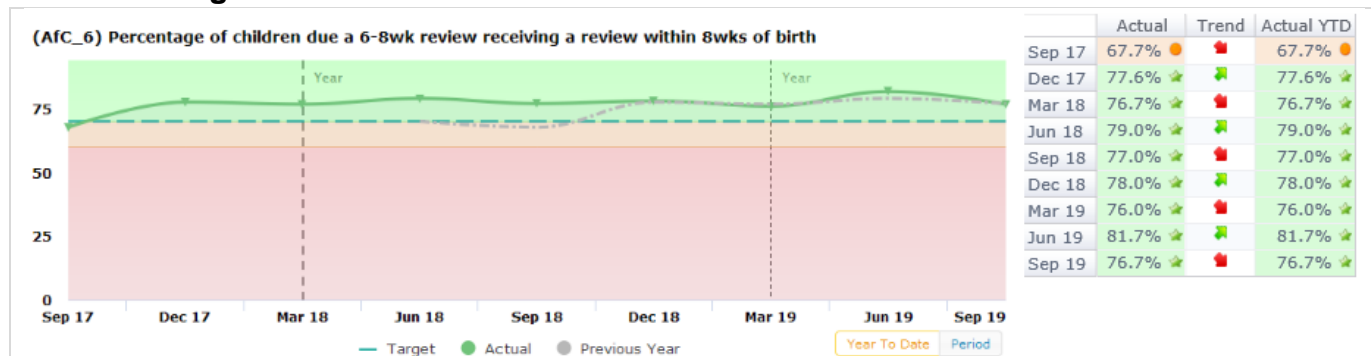
Q2 Commentary

This measure reports the number of carers identified and registered and support refers to appropriate services, events and opportunities available for carers. The total figure of 587 is above target (539) by 48. This includes the number of in-borough young carers that have received support (including attending events) from RBWM (91, above target of 71) and the number of adult carers identified and registered who are referred to appropriate services, events and opportunities (496, above target of 468).

**Adults, Children and Health Overview and Scrutiny Panel:
Q2 2019-20 Performance Report**

4.3 Children’s Services

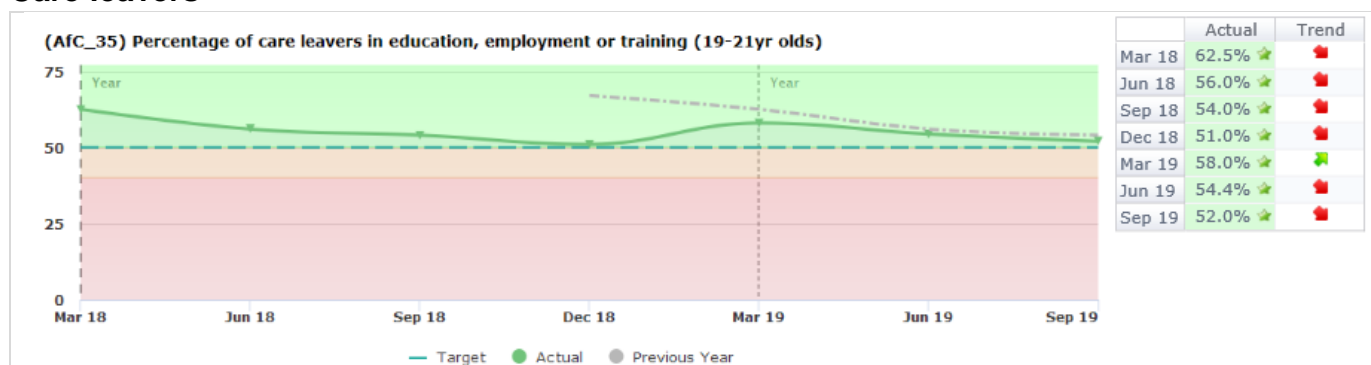
Health visiting



Q2 Commentary

This measure reports the timeliness of health reviews within 8 weeks of birth. Performance for Q2 (76.7%) is above target (70%) though in comparison to Q1 there was a slight seasonal fall which is due to staff availability. All families are offered the checks and all vulnerable children are seen either by appointment or home visit.

Care leavers

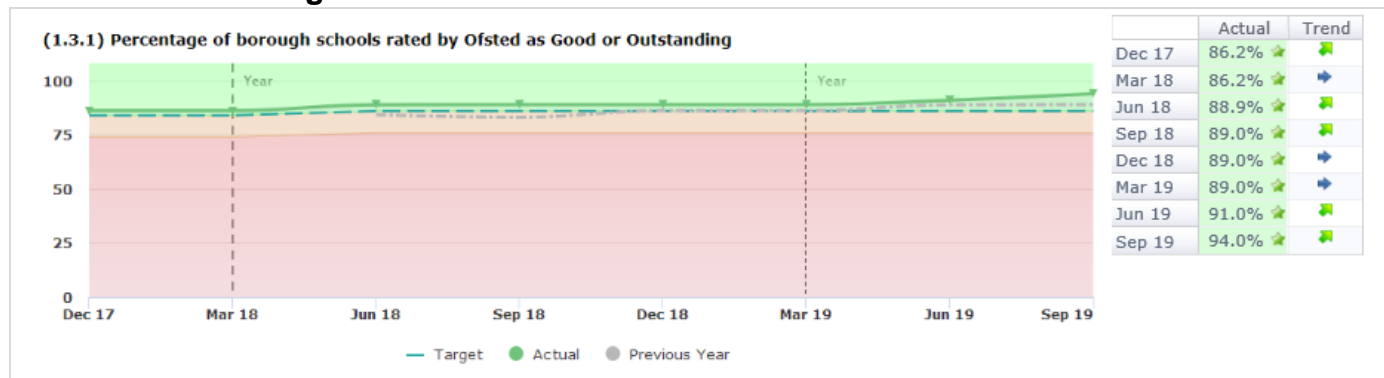


Q2 Commentary

Performance for Q2 (52%) is above target (50%). In comparison to Q1 there is a seasonal dip as some care-leavers transition from education into the world of work. The Leaving Care Team actively engaged with apprenticeship work with two care-leavers due to start apprenticeships at the council in Q3. The council is performing favourably in comparison to the national average (51%).

**Adults, Children and Health Overview and Scrutiny Panel:
Q2 2019-20 Performance Report**

School Ofsted ratings



Q2 Commentary

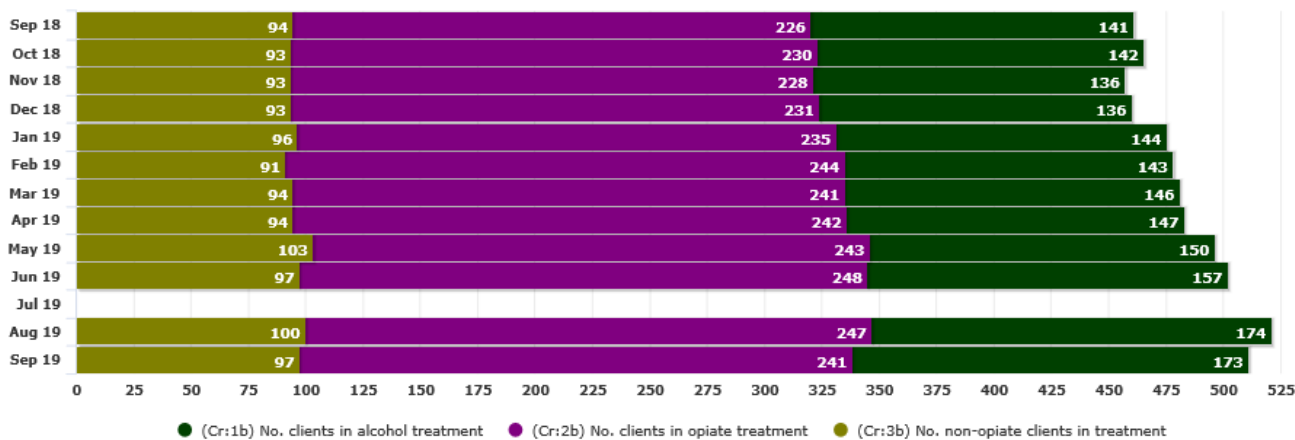
Performance for Q2 (94%) is above target (86%) and includes reports published by the end of September 2019. There are no schools considered to be inadequate.

Adults, Children and Health Overview and Scrutiny Panel: Q2 2019-20 Performance Report

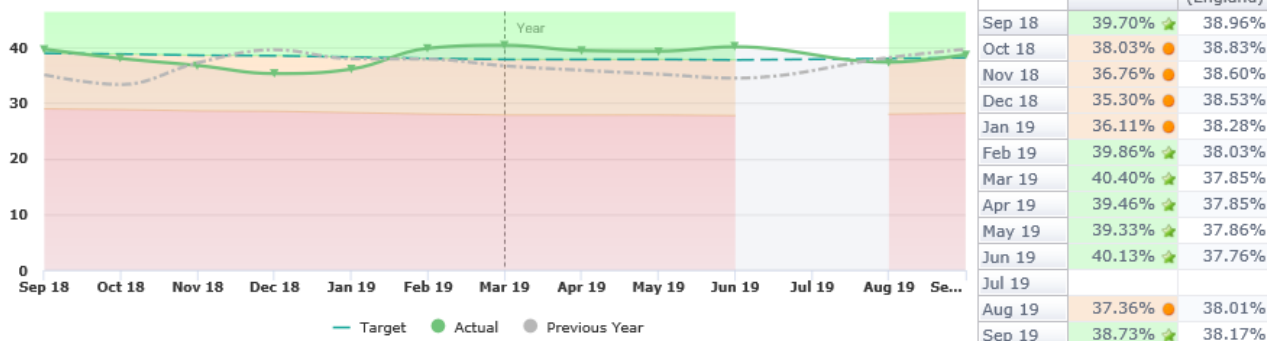
4.4 Public Health

Drug and alcohol services

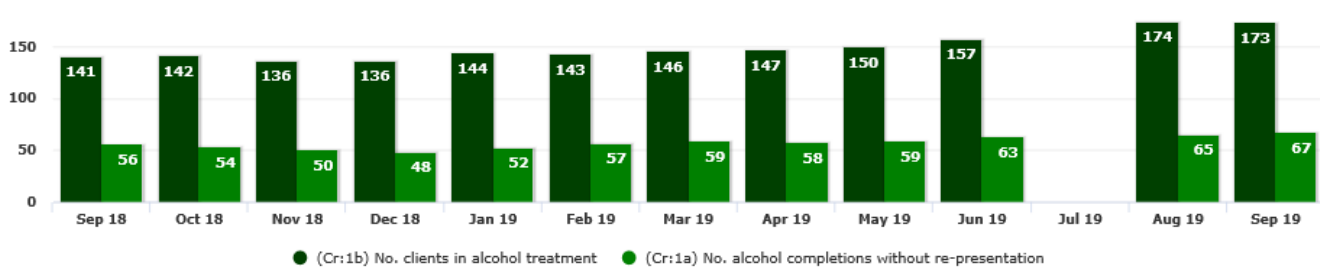
(Cr:1-3) Total number of clients in treatment for alcohol / opiates / non-opiates



(Cr:1) Percentage of successful treatment completions (alcohol)



(Cr:1) No. clients in alcohol treatment and number completing without re-presentation within 6mths

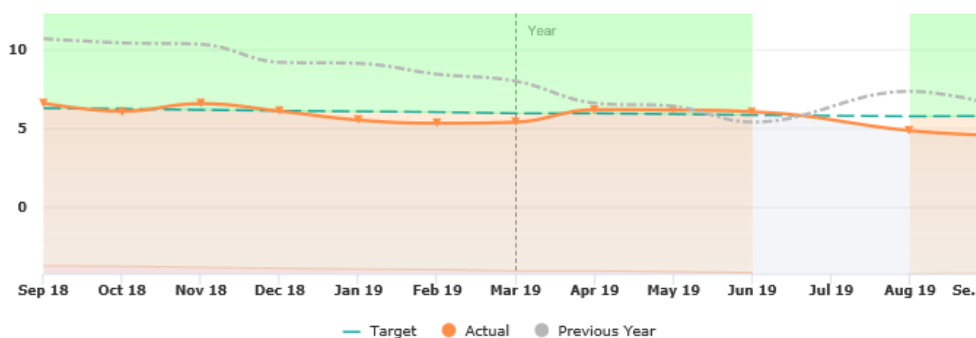


Q2 Commentary

Local performance is tracked against the reported figure for England. The National Drug Treatment Management System is closed during July and whilst performance in August fell below target by 0.65 (37.36% against target of 38.01%), this was within tolerance for the measure. Local performance at the close of September (38.73%) was above target (38.17%) by 0.56 and relates to 67 completions without re-presentation out of 173 clients in treatment.

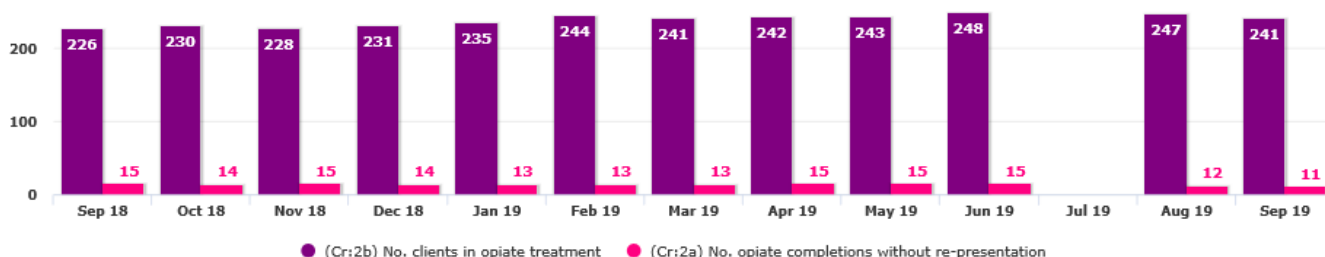
Adults, Children and Health Overview and Scrutiny Panel: Q2 2019-20 Performance Report

(Cr:2) Percentage of successful treatment completions (opiates)



	Actual	Target (England)
Sep 18	6.60% ★	6.28%
Oct 18	6.09% ●	6.25%
Nov 18	6.58% ★	6.18%
Dec 18	6.10% ●	6.12%
Jan 19	5.53% ●	6.08%
Feb 19	5.33% ●	6.04%
Mar 19	5.40% ●	5.96%
Apr 19	6.20% ★	5.96%
May 19	6.17% ★	5.91%
Jun 19	6.05% ★	5.85%
Jul 19		
Aug 19	4.86% ●	5.77%
Sep 19	4.56% ●	5.79%

(Cr:2) No. clients in opiate treatment and number completing without re-presentation within 6mths

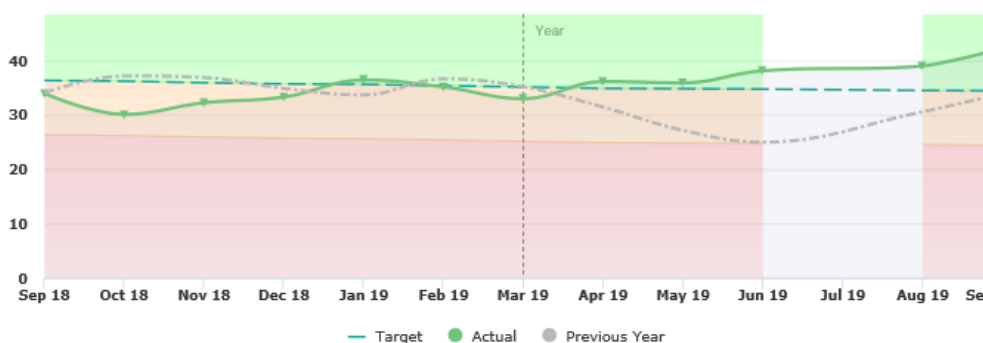


● (Cr:2b) No. clients in opiate treatment ● (Cr:2a) No. opiate completions without re-presentation

Q2 Commentary

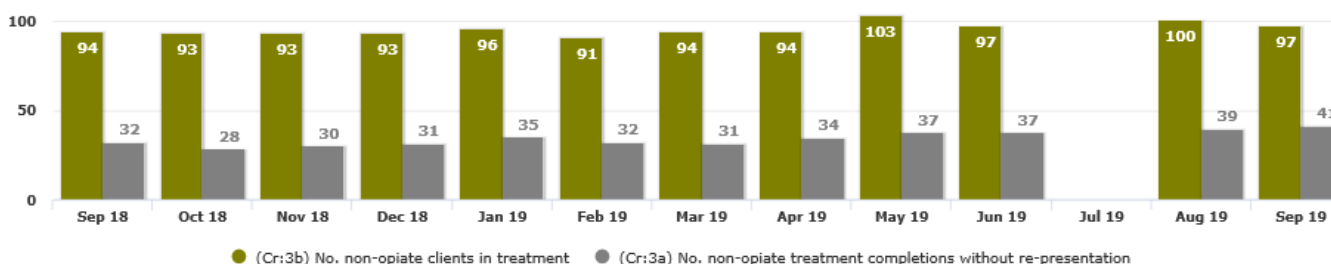
Local performance at the close of September 2019 (4.56%) fell below target (5.79%) by 1.23 and relates to 11 completions without re-presentation out of 241 clients in treatment. There is an increasing national trend in the complexity of opiate clients and their motivation and ability to change their behaviour. In order to address this complexity, a multi-agency approach continues to be taken to support drug and alcohol clients.

(Cr:3) Percentage of successful treatment completions (non-opiates)



	Actual	Target (England)
Sep 18	34.00% ●	36.37%
Oct 18	30.11% ●	36.23%
Nov 18	32.26% ●	35.96%
Dec 18	33.30% ●	35.73%
Jan 19	36.46% ★	35.65%
Feb 19	35.16% ●	35.41%
Mar 19	33.00% ●	35.16%
Apr 19	36.17% ★	34.91%
May 19	35.92% ★	34.85%
Jun 19	38.14% ★	34.78%
Jul 19		
Aug 19	39.00% ★	34.52%
Sep 19	42.27% ★	34.45%

(Cr:3) No. clients in non-opiate treatment and number completing without re-presentation within 6mths



● (Cr:3b) No. non-opiate clients in treatment ● (Cr:3a) No. non-opiate treatment completions without re-presentation

Q2 Commentary

Local performance at the close of September 2019 (42.27%) was above target (34.45%) by 7.82 and relates to 41 completions without re-presentation out of 97 clients in treatment. There has

**Adults, Children and Health Overview and Scrutiny Panel:
Q2 2019-20 Performance Report**

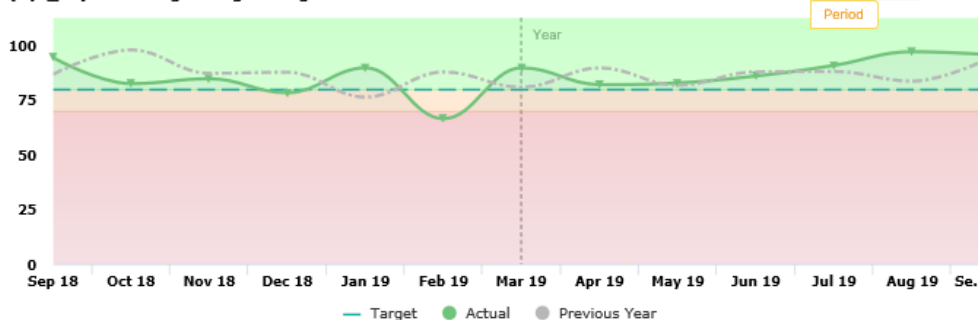
been a consistent upward trend in successful completions without re-presentation in each reported month since June 2019, and overall in 2019/20 local performance has consistently been above target.

5. Safe and vibrant communities: Detailed Trends and Commentary

5.1 Adults' Services

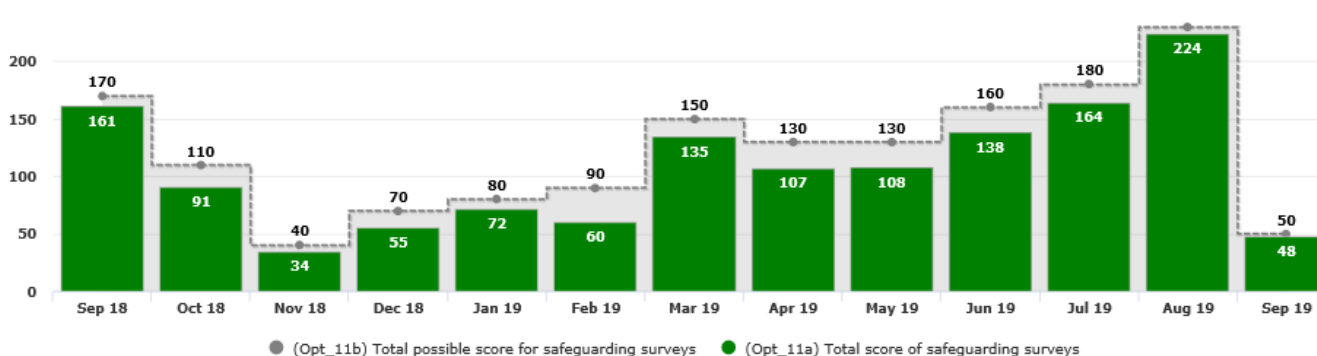
Adult safeguarding

(Opt_11) Percentage safeguarding service-user satisfaction



	Actual	Trend	Actual YTD
Sep 18	94.7%	🟢	88.1%
Oct 18	82.7%	🔴	87.3%
Nov 18	85.0%	🟢	87.2%
Dec 18	78.6%	🔴	86.6%
Jan 19	90.0%	🟢	86.9%
Feb 19	66.7%	🔴	85.2%
Mar 19	90.0%	🟢	85.8%
Apr 19	82.3%	🔴	82.3%
May 19	83.1%	🟢	82.7%
Jun 19	86.3%	🟢	84.0%
Jul 19	91.1%	🟢	86.2%
Aug 19	97.4%	🟢	89.3%
Sep 19	96.0%	🔴	89.7%

(Opt_11) Service-users reporting satisfaction scores



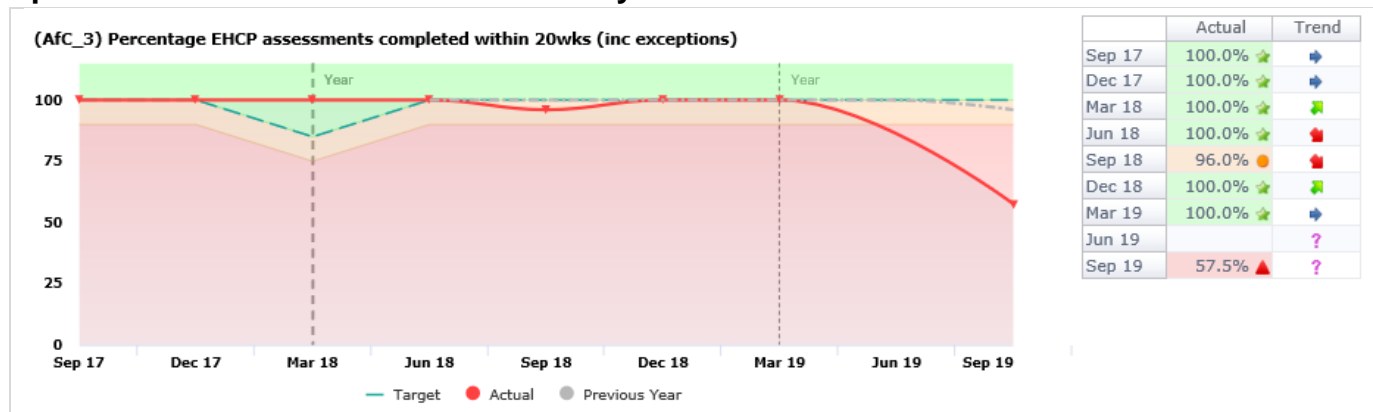
Q2 Commentary

This measures the satisfaction of residents at the end of a safeguarding investigation and process. Overall satisfaction rates remain high.

Adults, Children and Health Overview and Scrutiny Panel:
Q2 2019-20 Performance Report

5.2 Children’s Services

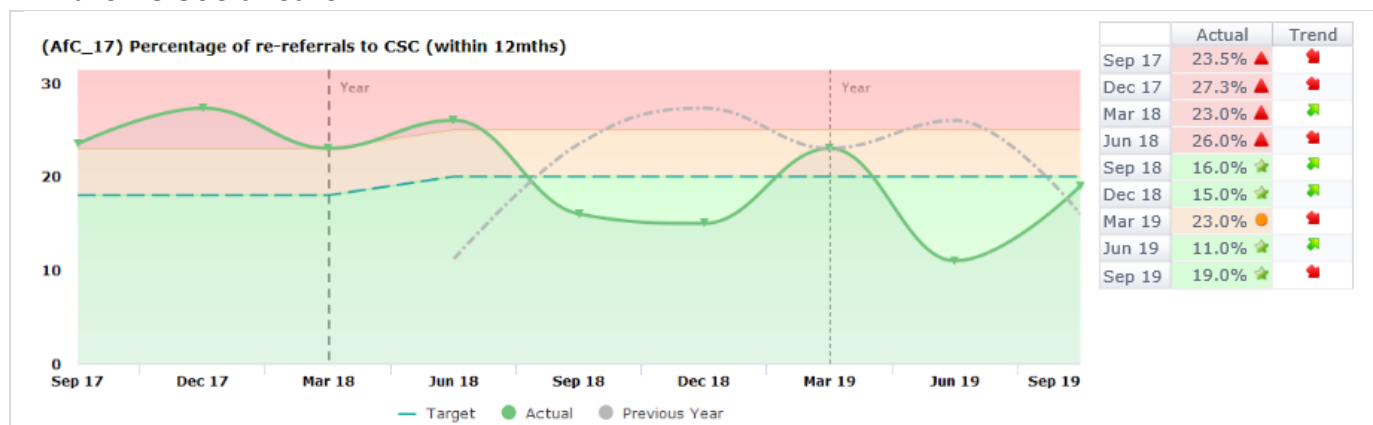
Special Educational Needs and Disability



Q2 Commentary

The historic very high performance level was impacted by staff turnover in Q2 and dipped to 57.5% against a target of 100%. The south east average for this performance measure is 72%. The team was fully staffed, albite with inexperienced staff, by the end of September and performance is expected to be back in excess of 90% for Q3. It is proposed to lower the target to 90% for 2020/21 in light of inspection feedback from Ofsted which praises work undertaken to raise the quality of plans.

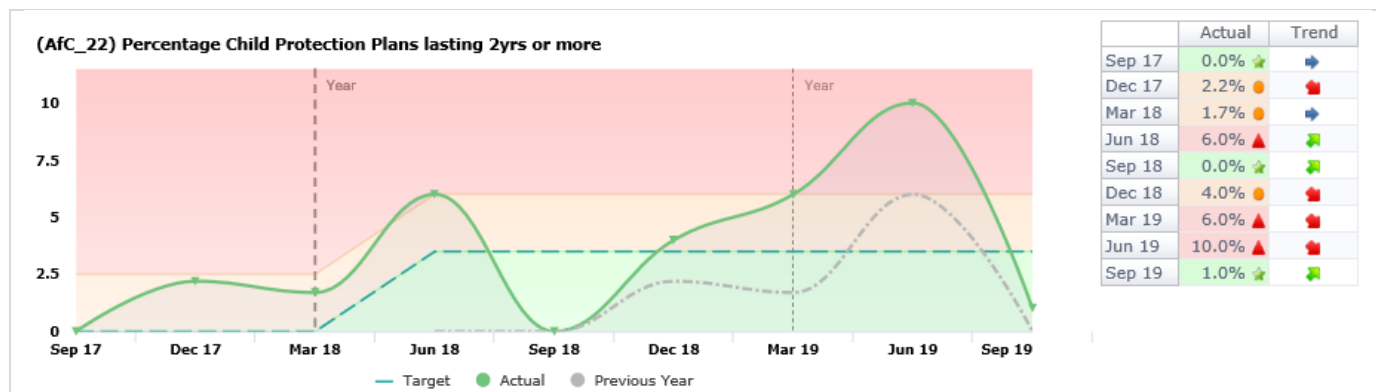
Children’s social care



Q2 Commentary

Performance for Q2 (19%) is on target (<20%) and below the national average of 23%. This data is per child and is susceptible to swings caused by large sibling groups. There were three such groups in September.

Adults, Children and Health Overview and Scrutiny Panel: Q2 2019-20 Performance Report



Q2 Commentary

Performance for Q2 (1%) is on target (<3.5%). Improvement to practice means that operational managers are now reviewing the long-term options for young people on Child Protection Plans at 10 and 15 months. It is unrealistic to expect a zero performance as there are times when it is right for a plan to continue for an extended period, rather than bring the children into the care of the local authority.

Agenda Item 7

Subject:	Royal Borough of Windsor and Maidenhead – Adult Social Care Transformation Programme
Reason for report:	To present the council's Adult Social Care Transformation Programme
Responsible officer and senior sponsor:	Hilary Hall, Director of Adults, Health and Commissioning
Date:	29 January 2020

www.rbwm.gov.uk



SUMMARY

This paper presents the council's Adult Social Care Transformation Programme. It is an ambitious programme of transformation which has, at its heart, a vision for people in the Royal Borough of Windsor and Maidenhead to be enabled to live independent and fulfilled lives. Six workstreams will drive the achievement of the vision for the next two years.

1 BACKGROUND

- 1.1 Enabling residents of the Royal Borough of Windsor and Maidenhead to live independent and fulfilled lives is at the heart of the council's Adult Social Care Transformation Programme, see appendix 1.
- 1.2 Four key areas of focus run through the Programme:
 - Prevention – promoting healthy lifestyles and intervening early to avoid crisis and loss of independent.
 - Community – investing in communities and their assets and connecting individuals to them.
 - Choice – shaping solutions around outcomes that matter to individual people.
 - Values – treating everyone with compassion, respect and dignity.

2 KEY IMPLICATIONS

- 2.1. The Transformation Programme has implications for our residents, partners and staff. The focus is on maximising people's strengths and independence. This means that the strengths based approach has to be embedded in all that we do.

3 DETAILS

- 3.1. Six workstreams have been identified initially to deliver the vision for the council. These are:
 - Promoting a strengths based approach to working with individual people
 - Delivering in partnership with our staff, our communities, our providers, and other council and health services
 - Focusing on quality and continuous improvement and celebrating success
 - Keeping people safe from abuse and neglect
 - Investing in digital innovation and technology enabled care
 - Maximising the use of our financial resources to secure efficiency and value for money

- 3.2. The activities and projects described against each of the six workstreams make up the initial two years of this programme – activities will be reset and reshaped annually based on evaluation of impact and performance.
- 3.3. Overarching outcomes for the Programme have been identified, see point 3.6, but the effectiveness of individual activities/projects will be assessed and evaluated against metrics in three key areas which will be agreed at the start of each activity. The three areas are:
- Demand management
 - Process and cost efficiency
 - Quality provision
- 3.4. The Adult Social Care Transformation Programme will be led by the Director of Adults, Health and Commissioning and overseen by a Programme Board.
- 3.5. The Programme Board will review progress against activity and ensure that the benefits of individual projects are realised, as well as the overall outcomes of the Programme.

Outcomes

- 3.6. The overarching outcomes for the Programme have been identified, see figure 1.

Figure 1: Adult Social Care Transformation Programme outcomes

- | | |
|---------------------------|--|
| For residents... | <ul style="list-style-type: none"> ✓ More people are enabled to live independently for longer in their communities. ✓ Services are designed and delivered in partnership with residents and communities. ✓ People with care and support needs, and their carers, never stop talking about their positive experiences of the care and support they receive. ✓ Integrated health and social care services are the norm. ✓ The services we commission are increasingly more outcome-based, offering care and support tailored to the needs of individual people. |
| For partners... | <ul style="list-style-type: none"> ✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day. ✓ We have even more provider collaboration and alliances operating as part of joined-up provision. ✓ We are an active, effective and valued partner in the Integrated Care System. |
| For the council... | <ul style="list-style-type: none"> ✓ Digital innovation is embraced and welcomed by the people who use services, their carers, staff and providers. ✓ Resources are managed as efficiently as possible, built on robust use of data and analysis to make informed decisions. ✓ Performance in key areas is sustained in line with the targets we have set ourselves. ✓ We are proud to report on what we are doing through internal and external reviews and reports. |

External validation

- 3.7. There is no overarching inspection regime for adult social care and therefore external validation of the impact of this transformation programme will be measured through:
- Those individual regulated services which are subject to inspection by the Care Quality Commission will be expected to achieve and maintain a rating of at least Good by March 2020, moving to, and then maintaining, a rating of Outstanding by March 2022.
 - Every year, in September, we will produce a local account of adult social care services and in particular, the impact of this transformation programme on managing demand and promoting independence. This will be subject to public scrutiny by the council's Overview and Scrutiny Panel, as well as by residents, providers and partners.
 - Independent scrutiny through the multi-agency safeguarding arrangements will provide assurance around the quality of adult social care delivery in the borough, including the extent to which learning from safeguarding adult reviews and serious incidents has been disseminated to all staff and has impacted positively on practice.
 - Enhanced independent quality assurance of adult social care practice delivered through Optalis will be introduced from May 2020 to support commissioners in managing the contract.
 - A reduction in the number of complaints that are escalated to the Local Government and Social Care Ombudsman, with a target of no more than three each year, will be achieved together with an increase in the number of complaints that are not upheld through the council's complaints process.
 - Aspects of social care delivery will be independently peer reviewed throughout the lifetime of the programme, through the sector-led improvement support of ADASS.

4 RECOMMENDATION

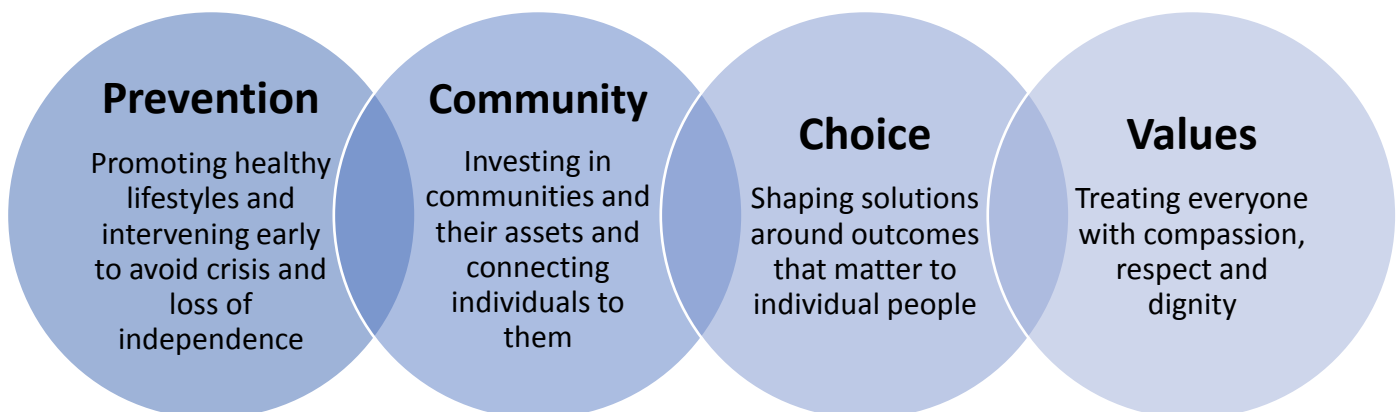
- 4.1. **That the Adults, Children and Health Overview and Scrutiny Panel note the Adult Social Care Transformation Programme.**

Our **vision** for adult social care is

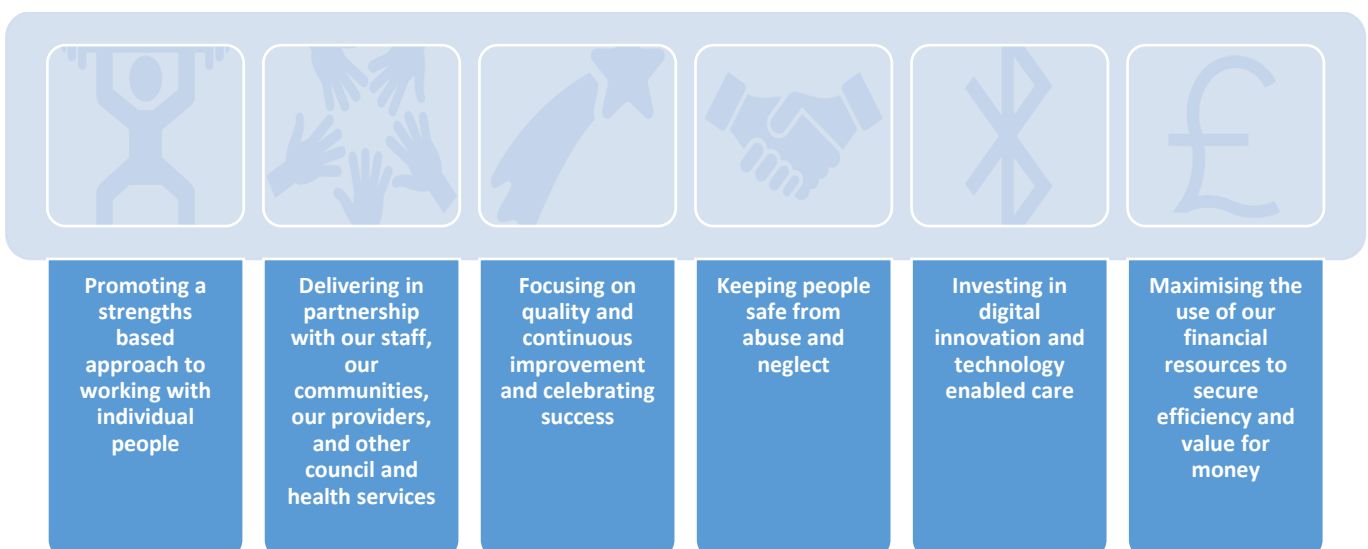
To enable people in the Royal Borough of Windsor and Maidenhead to live independent and fulfilled lives.

We recognise that our vision is about people and its **delivery** depends on people – carers, both informal and formal, staff, providers, partners and leaders....

Therefore, to deliver our vision, we will **focus** on:



We will **achieve** this by:



And we will have **succeeded** when:

For residents...

- ✓ More people are enabled to live independently for longer in their communities.
- ✓ Services are designed and delivered in partnership with residents and communities.
- ✓ People with care and support needs, and their carers, never stop talking about their positive experiences of the care and support they receive.
- ✓ Integrated health and social care services are the norm.
- ✓ The services we commission are increasingly more outcome-based, offering care and support tailored to the needs of individual people.

For partners...

- ✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day.
- ✓ We have even more provider collaboration and alliances operating as part of joined-up provision.
- ✓ We are an active, effective and valued partner in the Integrated Care System.

For the council...

- ✓ Digital innovation is embraced and welcomed by the people who use services, their carers, staff and providers.
- ✓ Resources are managed as efficiently as possible, built on robust use of data and analysis to make informed decisions.
- ✓ Performance in key areas is sustained in line with the targets we have set ourselves.
- ✓ We are proud to report on what we are doing through internal and external reviews and reports.

**Royal Borough of Windsor and Maidenhead
Adult Social Care Transformation Programme
2019-2024**

“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

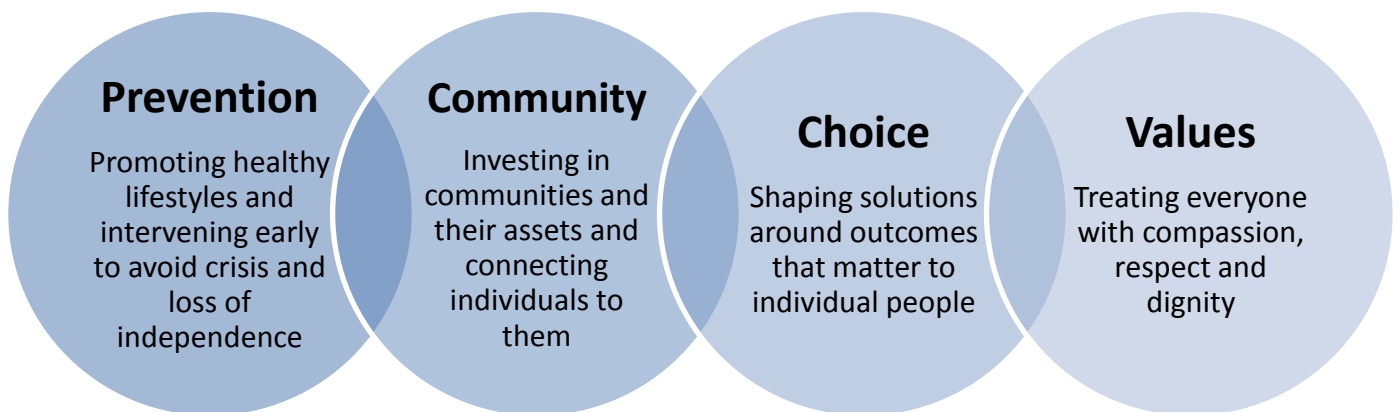
Well-managed resources delivering value for money

Our **vision** for adult social care is

To enable people in the Royal Borough of Windsor and Maidenhead to live independent and fulfilled lives.

We recognise that our vision is about people and its **delivery** depends on people – carers, both informal and formal, staff, providers, partners and leaders....

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For the council...

- ✓ Digital innovation is embraced and welcomed by the people who use services, their carers, staff and providers.
- ✓ Resources are managed as efficiently as possible, built on robust use of data and analysis to make informed decisions.
- ✓ Performance in key areas is sustained in line with the targets we have set ourselves.
- ✓ We are proud to report on what we are doing through internal and external reviews and reports.

ADULT SOCIAL CARE TRANSFORMATION PROGRAMME

To deliver this vision and strategy will require an ambitious programme of transformation. The activities and projects described against each of the six workstreams make up the initial two years of this programme – activities will be reset and reshaped annually based on evaluation of impact and performance.

Overarching outcomes for each workstream have been identified but the effectiveness of individual activities/projects will be assessed and evaluated against metrics in three key areas which will be agreed at the start of each activity:

Demand management	Process and cost efficiency	Quality provision
-------------------	-----------------------------	-------------------

In addition to the overarching outcomes, performance against these metrics will be routinely monitored by the Programme Board.

PRINCIPLES

The key principles that underpin the delivery of this transformation programme and its individual activities/projects are:

- Co-design and co-production with residents, providers, staff and partners.
- Focus on outcomes, performance and delivery.
- Zero tolerance of poor practice.
- Innovation and agility.

GOVERNANCE

The Adult Social Care Transformation Programme will be led by the Director of Adults, Health and Commissioning and overseen by a Programme Board.

The Programme Board will review progress against activity and ensure that the benefits of individual projects are realised.

The Programme Board will comprise:

- Managing Director (Chair).
- Lead Member for Adult Social Care, Children's Services, Health and Mental Health.
- Director of Resources.
- Director of Adults, Health and Commissioning.
- Chief Executive – Optalis.
- Chief Operating Officer – Optalis.
- Accountable Officer – CCG (or place based Director/lead once appointed).

The programme will be managed by the Transformation and Systems Manager, supported by two Transformation Project Managers.

A risk log for the programme will be maintained which will be reviewed quarterly by the Programme Board.

EXTERNAL VALIDATION

There is no overarching inspection regime for adult social care and therefore external validation of the impact of this transformation programme will be measured through:

- Those individual regulated services which are subject to inspection by the Care Quality Commission will be expected to achieve and maintain a rating of at least Good by March 2020, moving to, and then maintaining, a rating of Outstanding by March 2022.
- Every year, in September, we will produce a local account of adult social care services and in particular, the impact of this transformation programme on managing demand and promoting independence. This will be subject to public scrutiny by the council's Overview and Scrutiny Panel, as well as by residents, providers and partners.
- Independent scrutiny through the multi-agency safeguarding arrangements will provide assurance around the quality of adult social care delivery in the borough, including the extent to which learning from safeguarding adult reviews and serious incidents has been disseminated to all staff and has impacted positively on practice.
- Enhanced independent quality assurance of adult social care practice delivered through Optalis will be introduced from May 2020 to support commissioners in managing the contract.
- A reduction in the number of complaints that are escalated to the Local Government and Social Care Ombudsman, with a target of no more than three each year, will be achieved together with an increase in the number of complaints that are not upheld through the council's complaints process.
- Aspects of social care delivery will be independently peer reviewed throughout the lifetime of the programme, through the sector-led improvement support of ADASS.



✓ We are proud to report on what we are doing through internal and external reviews and reports.

Objective 1: Promote a strengths based approach to working with individual people

- Intended outcomes:**
- ✓ More people are enabled to live independently for longer in their communities.
 - ✓ Services are designed and delivered in partnership with residents and communities.



Activity	Timescale	Owner	Resources
Implement strengths based approach to working with all service users across the whole workforce.	March 2020 (review)	Assistant Director – Statutory Services	Heads of Service HR team
Evaluate the Each Step Together implementation and implement agreed amendments	November 2019	Assistant Director – Statutory Services	Transformation Manager – Optalis Systems Team
Reshape the Supported Employment Service to provide a service that maximises independence.	April 2020	Head of Commissioning – People	Commissioning Manager Procurement team
Complete and launch Know Your Neighbourhood2 to support signposting to community capacity	January 2020	Healthy Ageing Lead	Transformation and Systems Manager IT
Update the Royal Borough and Optalis websites to provide clear signposting to information, advice and guidance	January 2020	Customer Experience Champion	Communications and Marketing Team Digital Team
Explore the feasibility of implementing Brain in Hand as a personalised support system for people with learning disabilities	April 2020	Transformation and Systems Manager	Brain in Hand Systems Team Optalis
Implement an integrated “whole life” approach to physical and learning disability focused on promoting independence	March 2024	Director of Adults, Health and Commissioning	Director of Children's Services Achieving for Children Optalis
Undertake a review of supported living block contracts, spot placements and day opportunities for people with a learning disability to ensure that there is sufficient, good quality and personalised support available in the borough	March 2021	Head of Commissioning – People	Commissioning team Optalis Project resource
Explore opportunities for supporting community based support services, as an alternative to domiciliary care.	March 2020	Head of Commissioning – People	Commissioning team Optalis Project resource
Identify and deliver appropriate supported accommodation for people with learning disabilities and those with mental health challenges	March 2024	Director of Adults, Health and Commissioning	Head of Housing RBWM Property Company and other developers

Objective 2: Deliver in partnership with our staff, our communities, our providers, and other council and health services

Intended outcomes:

- ✓ Integrated health and social care services are the norm.
- ✓ We have even more provider collaboration and alliances operating as part of joined-up provision.
- ✓ We are an active, effective and valued partner in the Integrated Care System.



Activity	Timescale	Owner	Resources
Deliver the Frimley Integrated Care System Strategy through the Royal Borough as “place”	March 2024	Director of Adults, Health and Commissioning	Optalis Commissioning team Whole Council
Support implementation of CCG restructure – place based commissioning	March 2020	Accountable Officer – CCG	Director of Adults, Health and Commissioning
Set up and run regular provider forums in the borough	From January 2020	Head of Commissioning - People	Commissioning team Safeguarding development and support team
Embed co-production approach to working with users, carers, partners and providers	From October 2019	Director of Adults, Health and Commissioning	Optalis Commissioning team Partners
Implement the Integrated Care Decision Making model in the borough in partnership with health	From September 2019	Head of Commissioning – People	Commissioning Team Optalis Integration Board
Work with providers to optimise the provision of carers support services in the borough	April 2020	Head of Commissioning – People	Commissioning team Integration Board
Develop and deliver a voluntary and community sector strategy for the borough that support capacity building in communities	April 2020	Director of Adults, Health and Commissioning	Whole council Optalis Achieving for Children
Work with partners to identify opportunities for co-location, focused around neighbourhoods	April 2021	Director of Adults, Health and Commissioning	Clinical Commissioning Group Berkshire Healthcare Foundation Trust Optalis
Secure staff engagement around new ways of working through regular communications and “meet and greets”.	From September 2019	Director of Adults, Health and Commissioning	Managing Director Optalis Commissioning team Communications team

Objective 3: Focus on quality and continuous improvement and celebrate success

Intended outcomes:

- ✓ People with care and support needs, and their carers, never stop talking about their positive experiences of the care and support they receive.
- ✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day.



Activity	Timescale	Owner	Resources
Implement the Quality Assurance Framework for statutory services	From September 2019 (quarterly reports)	Principal Social Worker	All teams in Optalis
Implement bi-monthly liaison between Principal Social Worker and Director of Adults, Health and Commissioning in order to get feedback from the front line	From September 2019	Director of Adults, Health and Commissioning	Principal Social Worker
Promote the work of adult social care in Borough Bulletin, Around the Royal Borough and other media, including social media.	From October 2019	Director of Adults, Health and Commissioning	Customer Experience Champion Optalis
Implement unified care governance approach across East Berkshire	January 2020	Assistant Director – Statutory Services	Bracknell Forest and Slough care governance teams Transformation Manager - Optalis Optalis
Identify funding to secure independent quality assurance, for commissioners, of adults and children’s provision	January 2020	Director of Adults, Health and Commissioning	Human Resources Finance

Objective 4: Keep people safe from abuse and neglect



Intended outcomes: ✓ The services we commission are increasingly more outcome-based, offering care and support tailored to the needs of individual people.

Activity	Timescale	Owner	Resources
Implement the new multi-agency safeguarding adults arrangements	From September 2019 (Review September 2020)	Director of Adults, Health and Commissioning	Safeguarding development and support team Commissioning team Optalis
Contribute to Liberty Protection Safeguards pilot work with CC2i	From July 2019 (Review March 2020)	Transformation and Systems Manager	Optalis
Implement new requirements for Liberty Protection Safeguards	October 2020	Assistant Director – Statutory Services	Optalis
Undertake contract management with all suppliers contracted to the borough in a timely manner, focussing on improving quality	From July 2019 (Review April 2020)	Head of Commissioning – People	Commissioning team Optalis
Retender the Local Healthwatch contract across East Berkshire to ensure a quality service that is value for money and reflects the partnership approach across the Integrated Care System	March 2020	Head of Commissioning – People	Commissioning team Bracknell Forest and Slough councils

Objective 5: Invest in digital innovation and technology enabled care



Intended outcomes: ✓ Digital innovation is embraced and welcomed by the people who use services, their carers, staff and providers.

Activity	Timescale	Owner	Resources
Working in partnership with Hampshire County Council, undertake a feasibility study to work with Argenti to deliver technology enabled care.	April 2020	Director of Adults, Health and Commissioning	Transformation and Systems Manager Systems Team Optalis
Explore the use of Amazon Connect to manage first line customer contact.	April 2020	Transformation and Systems Manager	AWS Optalis
Implement online financial assessment (BetterCare)	April 2020	Transformation and Systems Manager	Systems Team Revenue and Benefits Team Optalis
Engage with local technology companies to explore what support they could provide as part of their corporate social responsibility impact.	December 2020	Director of Adults, Health and Commissioning	Head of Economic Growth Transformation and Systems Manager
Review the current approach to commissioning spot and block placements and explore opportunities for e-brokerage to streamline and improve the process	October 2020	Transformation and Systems Manager	Systems Team Optalis
Develop and implement staff engagement programme around digital skills transformation	September 2020	Transformation and Systems Manager	Learning and development Systems Team Optalis
Implement MySense for the early onset dementia cohort as a prevention route and to secure predictive analytics to inform future demand planning	From January 2020	Transformation and Systems Manager	Systems Team Optalis
Implement new customer relationship management system as part of a whole council approach to automation and digital transformation	From August 2020	Communications and Marketing Manager	All teams

Objective 6: Maximise the use of financial resources to secure efficiency and value for money

Intended outcomes:

- ✓ Resources are managed as efficiently as possible, built on robust use of data and analysis to make informed decisions.
- ✓ Performance in key areas is sustained in line with the targets we have set ourselves.



Activity	Timescale	Owner	Resources
Publish a Market Position Statement to raise awareness in the market of commissioning opportunities in the borough	September 2019	Head of Commissioning - People	Commissioning team Communications team
Deliver domiciliary care recovery plan	March 2020	Head of Commissioning - People	Optalis Commissioning team
Deliver Optalis recovery plan	March 2020	Assistant Director – Statutory Services	Optalis Commissioning team
Recommission domiciliary care provision	August 2020	Head of Commissioning – People	Commissioning team Procurement team
Model future years' savings based on trend analysis	January 2020	Director of Adults, Health and Commissioning	Commissioning team Optalis
Implement approach to demand management based on <i>Six Steps to managing demand in adult social care</i> , and incorporating clear performance indicators	From November 2019	Director of Adults, Health and Commissioning	Optalis Commissioning team
Carry out service review of older people's day opportunities and implement recommendations	March 2021	Head of Commissioning – People	Commissioning team Procurement team Project resource
Carry out service review of older people's residential and nursing block provision and implement recommendations	March 2021	Head of Commissioning – People	Commissioning team Procurement team Project resource
Continue to manage the bad debt provision to limit the council's exposure	From July 2019 (Review March 2020)	Head of Commissioning – People	Optalis Revenue and Benefits team
Implement monthly performance and quality meetings to provide assurance around statutory delivery of adult social care services	From September 2019	Director of Adults, Health and Commissioning	Optalis Assistant Director and Heads of Service

Document name	Adult Social Care Transformation Programme 2019-2024		
Document author	Director of Adults, Health and Commissioning		
Document owner	Director of Adults, Health and Commissioning		
Accessibility	This document can be made available in other formats on request.		
File location	Website / RBWM Cabinet papers		
Destruction date	Not applicable		
How this document was created	Version 1	Author	August 2019
	Version 2	Final	September 2019
Circulation restrictions	None		
Review date	October 2020		

Agenda Item 9

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

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

MEETING: 23 APRIL 2020

ITEM	RESPONSIBLE OFFICER
Annual Scrutiny Report (Final version for approval and submission to Full Council)	Chairman & Lead Officers
Refresh of the Joint Health and Wellbeing Strategy	Hilary Hall, <i>Director of Adults, Health & Commissioning</i>
Joint Strategic Needs Assessment	Lead Officers
Children's Social Care & Education Provision	Lin Ferguson, <i>Director of Children's Social Care</i>
Changes to Universal Services	Kevin McDaniel, <i>Director of Children's Services</i>
Q3 Performance Report	
Work Programme	Panel clerk
TASK AND FINISH	
Streams of funding to support care leavers and children in care	Terms of reference to be drafted by Kevin McDaniel

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

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

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Report Title:	Suggested Scrutiny Topic – Respite Care Provision for Carers
Contains Confidential or Exempt Information?	No - Part I
Meeting and Date:	Adults, Children & Health Overview & Scrutiny Panel – 29 th January 2020
Responsible Officer(s):	David Cook, Scrutiny Officer
Wards affected:	All

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REPORT SUMMARY

1. The report outlines a suggested topic received by a resident for onward consideration by the relevant Overview and Scrutiny Panel. Topics can be suggested by residents and then considered by the relevant Overview and Scrutiny Panel for further consideration (criteria outlined in paragraph 1.1.) Residents are able to access the criteria on the [council's website](#).
2. Details of the resident who has submitted this topic have been anonymised.
3. The suggested topic received as follows: “Is the council fulfilling its duties in providing respite to Carers of people with disability? Is this true by age and type of disability?”
4. This suggested topic has been submitted to the Adults, Children & Health Overview & Scrutiny Panel for further consideration.
5. It is recommended that no further scrutiny is required given the services already in place (see details in section 2.1 of the report).

Criteria of assessment for suggested topics received by residents

- 1.1 Residents should only submit topics that relate to **a service, event or issue** which affects the social, environmental or economic wellbeing of a group or community of people in the Borough.
- 1.2 What makes a good scrutiny topic?
 - **Scope** – is it an issue of concern to our local communities and other associated organisations?
 - **Significance**– could a review of this issue improve the Council’s (or other organisations) processes or performance and make a positive difference to the lives of our residents?
 - **Appropriate**– is this review timely and does it avoid duplicating other work?
- 1.3 Items that will not be considered include:
 - Individual service complaints for which there is a corporate complaints procedure (please click [here](#) for more details)
 - Topics outside of the remit of the council or where the council has no powers or influence to change an outcome

- Issues which scrutiny has considered in the last 12 months
- Areas relating to quasi-judicial functions e.g. planning, licensing and standards

2.1 Initial assessment of suggested topic:

Scope - Currently services are available to provide respite to carers of all type of disability and age. Carers can use their direct payments to pay for respite or Optalis will arrange on their behalf. Contracts are in place to provide both day and overnight care for all carers who are eligible.

Significance - Review of this item would result in a duplication of workload, where good service area improvements have already been made.

Appropriate - Unnecessary duplication of workload as there is a range of respite provision that carers can access.

Current RBWM service provision includes (but is not exhaustive) as follows:

1. Carers can request an assessment of their needs. If eligible for support, Optalis can arrange respite care or provide a direct payment for the carer to arrange the care themselves.
2. Run by Optalis, Allenby Road provides respite accommodation for adults with a learning disability.
3. Family Action is a local charity that the borough commissions to provide activities and other support for young carers.
4. Respite provision for children – Achieving for Children commissions services to provide respite for carers.
5. The council funds Alzheimer’s Dementia Support to provide a range of activities and support for carers and former carers.
6. Crossroads is commissioned to provide both day and overnight respite for adults. The service is accessed via any of the G.P. practices within the borough, the social prescribing service or Optalis.
7. Commissioned through the Better Care Fund, the Social Prescribing service provides signposting, support and other practical help to carers. People can be referred to a wellbeing prescriber by a member of staff at their GP surgery. They help identify activities and services which offer emotional and practical support while improving health. The wellbeing prescriber might suggest activities such as SMILE (So Much Improvement with a Little Exercise) sessions, creative groups like art and music or other services within the borough.

8. Respite provision for adults is also available through day centres that are provided within the Borough either by Optalis or the voluntary sector providers.

2.3 Further consideration of suggested topic:

A review of the service is not needed as service changes have been made in the last six months. Carers can contact Optalis who will arrange an assessment of the individual's needs and work with them to look at the best and most appropriate provision to meet their outcomes.

2.4 Corporate Priority Areas

When assessing a topic it is important to understand whether this item would fall under one of the Council's six key priority areas. It has been assessed that this topic would fall under the following priorities:

- Healthy, Skilled and independent residents
- Safe and vibrant communities
- An excellent customer experience
- Well managed resources delivering value for money

2.6 Consultation and Comments

The following officers have provided input into this assessment:

Hilary Hall, Director of Adults, Health and Commissioning

Lynne Lidster, Head of Commissioning - People

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Report Title:	xxx Overview and Scrutiny Panel - Annual Report
Contains Confidential or Exempt Information?	No - Part I or Yes - Part II delete as appropriate. If yes, state which paragraph(s) of the Access to Information Rules the exemption relates to e.g. 'Not for publication by virtue of paragraph X of Part 1 of Schedule 12A of the Local Government Act 1972.'
Member reporting:	Councillor xxx , Chairman of the Panel
Lead Officers:	Xxx , Executive Director, xxx , Head of xxx
Meeting and Date:	Full Council June 2020

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REPORT SUMMARY

Part 9A B4 of the [council constitution](#) requires an Overview and Scrutiny Panel to report annually to full Council on *'its workings and make recommendations for future work programmes and amended working methods if appropriate'*.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That full Council notes the annual report of the **xxx** Overview and Scrutiny Panel

2. CHAIRMAN'S INTRODUCTION

2.1

3. TOPICS SCRUTINISED DURING THE MUNICIPAL YEAR 2019/20

3.1 *Include details of issues called-in and any findings/outcomes including recommendations to Cabinet.*

3.2

4. CALL-INS CONSIDERED DURING THE MUNICIPAL YEAR 2019/20

4.1 *Include details of issues considered and any findings/outcomes.*

4.2

5. RESIDENT SUGGESTIONS CONSIDERED DURING THE MUNICIPAL YEAR 2019/20

5.1 *Include details of issues considered and any findings/outcomes*

5.2

6. TASK AND FINISH GROUPS ESTABLISHED DURING THE MUNICIPAL YEAR 2019/20

6.1 *Include details of issues considered and any findings/outcomes*

6.2

7. PROPOSALS FOR IMPROVED WORKING METHODS

7.1 *Panels can consider the outcome of the 2019 Member survey on Overview and Scrutiny (attached as an appendix)*

7.2

8. THANKS

8.1 The Panel would like to thank the following individuals and organisations for their involvement in the scrutiny process this year:

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9. PROPOSED WORK PROGRAMME FOR THE MUNICIPAL YEAR 2020/21

9.1 The Panel proposes to consider the following topic areas for scrutiny in the coming municipal year:

Topics already in progress/carried over from 2019/20:

-

New topics:

-

10. APPENDICES

10.1 This report is supported by xxx appendices:

- Appendix A - 2019 Member Survey on Overview and Scrutiny - analysis

REPORT HISTORY

Decision type: For information	Urgency item? No	To Follow item? No
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Overview and Scrutiny – Analysis of responses to Member Survey

Respondents

The survey was open to Councillors from 18 November 2019 – 9 December 2019. All Members were notified by an initial email and a subsequent reminder, alongside articles in the weekly Members' Update message.

Responses were received from 15 councillors from across the political spectrum, each of whom have attended at least one panel meeting since the start of the 2019-20 municipal year. The majority of respondents have attended between 1-3 panel meetings.

Respondents have attended Panel meetings in the following capacities: Chairman, Vice Chairman, Panel Member, Lead Member, call-in signatory and non-Panel member therefore providing a wide variety of viewpoints.

Member training

The training held in August 2019 was attended by 12 of the respondents.

The training, based on best practice in other councils, was seen as a good introduction, particularly for newly-elected councillors. Key learning points were the importance of cross-party scrutiny and collaborative working, including the option to appoint Opposition Members to Chairman/Vice Chairman positions, and the legal parameters of the Panel's remit.

Respondents made suggestions for additional training throughout the survey; these have been referred to in suggestions for improvement.

Panel meetings

Members identified numerous positives relating to Panel meetings under the new structure, brought in from the start of the 2019/20 municipal year.

The opportunity to present issues of concern and scrutinise evidence in public was greatly valued, along with the opportunity to identify issues and develop solutions, in partnership with Lead Members where appropriate. The ability for the panels to set their own work programme was a key benefit. Meetings were effective when the Chairman had a firm grasp of what they and the panel wanted to achieve.

Meetings, including special meetings, had provided time to enable in-depth scrutiny of specific issues. Reports had been made available in a timely manner with minutes acting as an audit trail. Lead Members had attended when appropriate. Meetings had provided the opportunity to engage with external agencies and partners, to get to know other councillors, to meet more officers, and to learn more about the work of the council.

The ability for panels to call officers to attend meetings was seen as very useful, to ensure Members made informed decisions. Officers were described as 'open', and were complimented on their professionalism and the depth of briefings provided.

Suggested improvements to make Panel meetings more effective

	Suggested improvement	Comments	Responsible party/parties
1.	Additional meetings to allow for more debate Ability of Panels to consider wide remits (particularly Adults, Children and Health)	Panels are able to agree additional meetings when discussing the 'Work Programme' item that is included in every Panel agenda Panels to consider additional meetings to ensure all issues can be addressed	Panel Members Panel Members (Full Council can amend terms of reference if it so wishes)
2.	Detailed information and briefings for Members before meetings Chairman to review the items prior to the meeting and highlight key questions to be asked/ key issues for scrutiny	Covering reports are provided for all items. Members to consider items as soon as the agenda is published and submit requests for further information in a timely manner	Panel Members /Chairman (officers to respond to requests)
3.	Task and Finish Groups to focus on policy creation rather than simply receiving briefings	Training on effective Task and Finish Groups to be arranged	Head of Governance to arrange training / Group Leaders to ensure Member attendance
4.	Create a facility for residents to be able to ask for matters to be scrutinised by the relevant panels	Residents are already able to do this via the website	-
5.	Removal of political balance	Not possible under current legislation	-
6.	Opposition Member to be appointed as Chairman Chairman to be elected based on skill set	Under the O&S Panel terms of reference in the constitution, the Panel is able to select its Chairman and Vice Chairman	Panel Members
7.	Improved Chairing Skills	Training on O&S chairing skills to be arranged	Head of Governance to arrange training / Group Leaders to ensure attendance of Chairman

8.	Increased panel sizes	Panel sizes were agreed following the 2018 constitution review in light of the reduced number of Councillors from May 2019	Full Council can amend panel memberships if it so wishes
9.	Scrutiny handbook for new Members	Best practice examples to be identified	Scrutiny Officer
10.	Training on local government / council finances	Training on local government / council finances to be arranged	Head of Governance to arrange training / Group Leaders to ensure attendance of Chairman
11.	<p>Clarity on the purpose, objectives, responsibilities and function of panels including resources available.</p> <p>Effective scrutiny rather than just information gathering</p> <p>Focus on the purpose of discussions</p> <p>Setting of clearer objectives</p> <p>More challenging questions to be asked</p> <p>Panels to reconsider their terms of reference to identify wider issues for scrutiny</p>	<p>Training on effective scrutiny skills to be arranged</p> <p>All Panel meeting agenda contain a link to the latest Cabinet Forward Plan. Panels to regularly review this and identify issues for consideration well in advance.</p>	<p>Head of Governance to arrange training / Group Leaders to ensure Member attendance</p> <p>Panel Members; Lead Officers</p>
12.	Clerks to be more proactive in advising on procedure and supporting the Chairman	Further training to be provided for all Panel clerks	Scrutiny Officer, Panel clerks

Call-ins

Respondents had attended Panel meetings considering call-ins in the following capacities: Chairman, Vice Chairman, Panel Member, Call-in signatory and non-Panel member.

The opportunity to present issues of concern and scrutinise evidence in public was highlighted again as being good for transparency. Officers could be questioned to enable Panel Members to fully understand the reasoning behind decisions. Call-in debates allowed for a 'deep dive' into a particular policy area that could then draw out other elements, for example relating to financing of projects or the overall strategic approach.

Suggested improvements to make Call-in procedures at Panel meetings more effective

	Suggested improvement	Comments	Responsible party/parties
1.	Removal of the potential for Panel Members to be whipped to enable debates (and votes) not constrained by party politics	Legal advice is awaited on whether this is possible.	Full Council can amend terms of reference if it so wishes
2.	Councillors who have been whipped to ensure this is declared at the start of the meeting.	This is already a requirement under Part 4A 17 of the constitution.	Panel Members
3.	Increase the number of Members required to initiate a call-in	The current requirements are: 3 Members (1 from relevant O&S Panel) OR 5 Members	Full Council can amend the terms of reference if it so wishes
4.	Members to ensure they are fully informed on the topic before the debate including asking questions/seeking information before the meeting. Chairman should be proactive in monitoring this.	Covering reports detailing options available under the call in process are published in the agenda, along with details of the relevant Cabinet decision. Members to consider details as soon as the agenda is published and submit requests for further information in a timely manner	Panel Members /Chairman (officers to respond to requests)
5.	Members submitting call-ins to ensure their requests are supported by clear evidence	Training on effective scrutiny skills to be arranged	Head of Governance to arrange training / Group Leaders to ensure attendance of Member attendance Members in their capacity as signatories to call-ins
6.	Ensure rules relating to Lead Member speaking are adhered to	Detailed in Part 4A 18 of the constitution	Chairman / Panel Clerk

Task and Finish Groups

Respondents have attended Task and Finish Group meetings in the following capacities: Chairman, Lead Member, Task and Finish Group member, and non-Task and Finish Group member.

15 Councillors responded to the question 'Have the O&S Panels been effective in instigating Task and Finish Reviews?': 13.3% answered 'yes' and 33.3% answered 'no'. The remaining 53.3% did not know, reflecting the small number of Task and Finish Groups that have been established so far.

Members identified positive aspects of Task and Finish Group meetings, including when a clear agenda had been set, and the welcome attendance of experts and external partners where appropriate. Allocating time in already busy meeting schedules was identified as a concern.

However, overall responses demonstrated a lack of Member understanding of the role of Task and Finish Groups, in particular that they should be driven by the Chairman and Panel Members themselves. There was also a lack of clarity on the resources available to Panels. This has resulted in wide-ranging Task and Finish Group scopes that are lacking in focus, and a subsequent lack of momentum.

Suggested improvements to make Task and Finish Groups more effective

	Suggested improvement	Comments	Responsible party/parties
1.	Improved understanding of the role of Chairman and Member of a Task and Finish Group Improved O&S Chairing skills	Training on effective task and finish groups to be arranged	Head of Governance to arrange training / Group Leaders to ensure Member attendance
2.	Clear objectives / work plan	Training on effective task and finish groups to be arranged	Head of Governance to arrange training / Group Leaders to ensure Member attendance Chairman/ Panel Members

3.	Ensuring minutes include action points for individual members of the group	TFG notes should capture context of the debate plus action points with identified responsible parties	Panel clerk / Chairman
4.	Make Task and Finish Group findings enforceable	Task and Finish Group reports are submitted to the full Panel for approval, then to Cabinet for consideration	Task and Finish Group and Panel Members / Cabinet for consideration

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