

NOTICE  
OF  
MEETING

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

will meet on

**TUESDAY, 17TH MARCH, 2020**

**At 6.30 pm**

in the

**ASCOT AND BRAY - 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: 9<sup>th</sup> March 2020

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

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## **AGENDA**

### **PART I**

<b><u>ITEM</u></b>	<b><u>SUBJECT</u></b>	<b><u>PAGE NO</u></b>
1.	<b><u>APOLOGIES FOR ABSENCE</u></b>  To receive any apologies for absence.	-
2.	<b><u>DECLARATIONS OF INTEREST</u></b>  To receive any declarations of interest.	5 - 6
3.	<b><u>MINUTES</u></b>  To approve the minutes of the meeting held on January 29 <sup>th</sup> 2020.	7 - 12
4.	<b><u>Q2 PERFORMANCE REPORT</u></b>  To analyse the contents of the report.	13 - 30
5.	<b><u>ANNUAL SCRUTINY REPORT</u></b>  To discuss and make recommendations for items to include in the Annual Scrutiny Report.	31 - 40
6.	<b><u>WORK PROGRAMME</u></b>  To review and update the ongoing work programme.	41 - 42
7.	<b><u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u></b>  To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"	-

## **PART II - PRIVATE MEETING**

<b><u>ITEM</u></b>	<b><u>SUBJECT</u></b>	<b><u>PAGE NO</u></b>
	<p>i. <u>BERKSHIRE HEALTHCARE QUALITY ACCOUNT</u></p> <p>To consider the contents of the Quality Account and make any suggestions on feedback.</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Governmet Act 1972)</i></b></p>	43 - 120



## 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

WEDNESDAY, 29 JANUARY 2020

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

Also in attendance: Councillors Gurpreet Bhangra, Catherine Del Campo, Stuart Carroll, Geoffrey Hill, David Hilton, Lynne Jones, Amy Tisi and Simon Werner

Officers: Mark Beeley, Hilary Hall, Lynne Lidster, Kevin McDaniel and Duncan Sharkey

### APOLOGIES FOR ABSENCE

Apologies for absence were received from Mark Jervis, Tony Wilson and Councillor Johnson.

### DECLARATIONS OF INTEREST

The Chairman declared an interest that he was a trustee of an organisation that would let some of its rooms to a college that was mentioned in the Ofsted report.

### MINUTES

**RESOLVED UNANIMOUSLY; That the minutes of the meeting held on 19<sup>th</sup> September 2019 be approved an accurate record.**

### ADULT SOCIAL CARE TRANSFORMATION PROGRAMME

**RESOLVED UNANIMOUSLY; The Panel agreed to amend the order of items, with the first item to be considered being Item 7. It was also agreed that Item 5 – Budget 2020/21 would then be the next item considered before proceeding with the rest of the items on the agenda.**

Councillor Carroll, Lead Member for Adult Social Care, Children's Services, Health and Mental Health, said that the report was looking at how to transform the Adult Social Care service. There were some pressures that had to be considered, particularly as there was an ageing population. There was a greater focus on prevention and community, especially with regard to isolation and mental health.

Hilary Hall, Director of Adults, Health and Commissioning, said that the programme was structured around six work streams. The focus was on delivering strengths based practise and harnessing technology to utilise it in the best way possible.

Councillor Story asked for clarity on the residents and communities that were mentioned as part of the outcomes for the programme. Hilary Hall said that it involved a wide variety of groups, including parish councils, and underlined that listening to the community was vital as partnership was important to delivering services.

Councillor Story asked if the integrated care system was a formal structure. Hilary Hall explained that it was and that the Royal Borough was a key partner in the Frimley Integrated Care System along with the other East Berkshire local authorities and health organisations.

The Chairman asked if people were slipping through the net. He was told that it was always a challenge to ensure that no one was left behind but it was anticipated that the strategy would meet the challenge. A further question asked about the timescale for the programme. Hilary

Hall said that it was a transformation and therefore things would change over time. It was unlikely the programme would have a 'final stage'.

Councillor Hunt queried the recruitment and training of staff, and asked if the programme was using agency workers. Hilary Hall said that there was not a huge number of agency staff, but in other areas they were struggling to recruit, for example in care homes.

Councillor Da Costa agreed that recruiting could often prove to be challenging but that it was good that the programme was using providers that use the living wage. She asked if there would be an external evaluation of the programme. Hilary Hall said that some evaluation would be done by the programme board and some by the Panel.

Councillor Da Costa asked a further question about dementia and what the future plan was. Hilary Hall said that it was a real issue and as part of future proofing they had an ambition to ensure that residents were living healthier for longer.

Councillor Carroll said that there was a prevention theme in the programme and that the government had recently passed a green paper about prevention, which would soon be moving to white paper, showing that there was a significant focus on prevention activities. In terms of financing, things like the Better Care Fund should be utilised, but more dedicated policy thinking was needed.

The Panel noted the report.

## BUDGET 2020/21

Councillor Story said that the Panel had a direct responsibility for vulnerable people and that two of the changes that had been made in the proposed budget were applicable to the directorate.

Before the main debate on the item, the Chairman invited two members of the public to speak on the item. Janet Hayes-Brown explained that her son had a disability but had benefitted from 'Ways into Work' which had helped him gain a job. The service provided ongoing support for those that were part of the scheme, and there was concern that the budget cuts would affect the level and quality of the service that Ways into Work provided.

Becky Beechen, who was representing Ways into Work, explained to the Panel that funding was needed to continue to provide employment opportunities. RBWM had been closing the disability employment gap and support had been provided to over 90 participants on the programme. A reduced workforce would not be able to provide the same level of support and service as before and this would directly affect the opportunities available.

Councillor Carroll, Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health, said that the council was not looking to remove things that were already there and was looking instead to transform and change existing services. He said that it was important to still deliver a good quality of service to residents but to also gain value for money.

Councillor C Da Costa asked if the changes that had been made would therefore have been made anyway. Councillor Carroll said that they would have due to the financial pressure that the council currently found itself in. He passed on his gratitude for the work that Ways into Work had done but said that the strategy was to consider which services needed to be outsourced. By working with Opatlis, RBWM could save money while still providing the same high level of service as Ways into Work.

Hilary Hall said that they wanted to work with Ways into Work and form a close partnership.

Councillor Story stated that he would like to know more about the youth and early services that the council provided, as well as placements for children.



Kevin McDaniel, Director of Children's Services, said that placements are covered by third party providers to look after children in care. They were focussing on work which would help to promote independent living and they were optimistic that the amount of money spent could be streamlined.

Councillor C Da Costa said that it was important that young children in care were ready and well equipped to live independent lives.

Kevin McDaniel confirmed that Ofsted had recently undertaken a standard inspection to ensure that children were achieving the expected levels and the result of this inspection would be available towards the end of February. He also told Members that a Cabinet paper would be created which would be a consultation on how RBWM could combine services into a 'family hub'. This would enable more efficient targeting in services for the most vulnerable in society and a reduction in the number of duplicated services that were being offered.

Councillor Tisi said that by already making the saving in the budget, the process of holding a consultation was pointless as the decision had already been made.

Kevin McDaniel said that all services were open between set times and that they were not closing down any routes which would enable access to these services for the most vulnerable in society.

Councillor Werner commented that he believed the consultation to be pointless as the savings had already been agreed. Councillor Carroll reiterated his commitment to holding a consultation.

Councillor Del Campo asked about those children that 'slipped through the net' and were not picked up their families, and what support they would now be getting. Kevin McDaniel said that there was a wide degree of training in order to spot any signs at sessions.

Councillor Tisi asked what would happen to parent led groups at children's centres. She was told that children centre buildings were well used but did not know which services were valued.

Councillor Jones expressed concern about the area that would be invested, saying that in 2012 there was a cut of £400,000 but this was not built back into the Budget.

Hilary Hall said that there would be investment in prevention and ensuring that residents in the borough were stay healthier for longer. Councillor Carroll said that he thought the savings were achievable.

Councillor Werner said that Optalis had not yet confirmed what their proposals would be regarding Ways into Work. He said that he would need to see the plans before he could support the Budget.

Councillor Carroll responded by saying that there would be investment in the service through Optalis and the new service would be operational from 1<sup>st</sup> May 2020.

Duncan Sharkey, Managing Director, said that the council needed to continue to deliver excellent services and that additional resources would be needed to deliver on the change.

Councillor Tisi asked if there was sufficient incentives offered that would encourage social workers to come and work in the borough. Kevin McDaniel said that it was a high priority and that they needed an organisation where it was safe for social workers to practise.

Councillor Jones said the council needed to ensure that the terms and conditions of contracts were attractive, as it was the conditions rather than the money which were important in retaining social workers to a particular area.

At the end of item, the Panel noted the recommendation and agreed that comments made in the debate on the item would be passed on to Cabinet for consideration.

### ASCOT MEDICAL CENTRE

Hilary Hall informed the Panel that she would provide an update on the Ascot Medical Centre. Construction started in January, with a 25 week build scheduled. There was going to be significant investment in technology at the site and it would be aligned with the Ascot Plan. Hilary Hall said that Alex Tilley from the Clinical Commissioning Group was happy to meet with Members to discuss the centre further.

Councillor Hilton, Lead Member for Finance, said that in this ward there were two GP surgeries in the same building which could create savings and be more cost efficient. Hilary Hall said that occupation was not for a while after construction had finished and therefore there was scope to influence what services were provided in the centre, including creating a hub for the people of Ascot.

The Panel decided that an update on the Lynwood Clinic would be put on the work programme and considered at a future meeting.

### Q2 PERFORMANCE UPDATE REPORT

Hilary Hall introduced the report and explained that most of the indicators were on track. One was red, four were orange and the rest were green. In Q3, the results had significantly improved, this included things like the performance on delayed transfers of care where performance had dipped due to the loss of a domiciliary care provider, but was now back on track.

The Chairman asked if there was anything that had not been highlighted that the Panel should be aware of. Kevin McDaniel said that there was nothing that he would draw the Panel's attention to but they looked at a huge amount of data in the creation of the report.

Councillor Bond asked if all areas of public health were covered in the report. Hilary Hall said that it covered public health in its entirety but a few key themes had been picked out. They were measured by Public Health England.

The Chairman suggested that it could be possible to organise an extra meeting to analyse the content of the report, particularly areas of public health. Councillor Carroll said that it could be done in collaboration with the NHS and members of the Health and Wellbeing Board could be invited.

The Panel noted the report.

### OFSTED AND CQC INSPECTION REPORT

Kevin McDaniel explained to the Panel that the last Ofsted report was in 2017 which had discovered significant weaknesses in certain areas. In the 2019 report, 6 of the 8 areas that had been identified as weaknesses had made significant progress. The leadership at the school had now tackled the issues that they had previously faced. The Department of Education would take over checking progress, which would happen every six months.

The Chairman said that it was pleasing to see that progress had been made between the two Ofsted reports.

WORK PROGRAMME

The Panel agreed that the following item would be added to the work programme:

- Update on Lynwood Clinic

It was agreed that the Annual Scrutiny Report would be discussed in a separate working group, which would be arranged in due course.

The resident suggested scrutiny topic was deferred to a future meeting.

The meeting, which began at 6.30 pm, finished at 8.55 pm

CHAIRMAN.....

DATE.....

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Report Title:	<b>Q2 Performance Report</b>
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

1. 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
2. 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:

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

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

- 2.1 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
- 2.2 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. <b>This is the recommended option</b>	The council's focus on continuous performance improvement provides residents and the council with more timely, accurate and relevant information; evolving the council's performance management framework using performance information and business intelligence ensures it reflects the council's ongoing priorities.
Failure to use performance information to understand the council, improve and maintain performance of council services and develop reporting to members and residents.	Without using the information available to the council to better understand its activity, it is not possible to make informed decisions and is more difficult to seek continuous improvement and understand delivery against the council's strategic priorities.

### 3. KEY IMPLICATIONS

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

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver all 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**

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

## **7. POTENTIAL IMPACTS**

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

## **8. CONSULTATION**

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

## **9. TIMETABLE FOR IMPLEMENTATION**

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

**Table 4: Implementation timetable**

<b>Date</b>	<b>Details</b>
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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<b>2. Key activities and milestones achieved</b>	<b>3</b>
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<b>4. Healthy, skilled and independent residents</b>	
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<b>5. Safe and vibrant communities</b>	
5.1 Detailed Trends and Commentary: Adults' Services	12
5.2 Detailed Trends and Commentary: Children's Services	13

**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:

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

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.

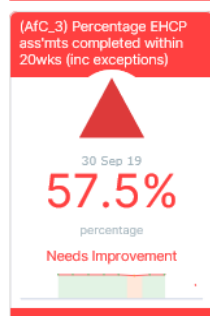
## 2. Key activities and milestones achieved

Strategic Priority	Item	Q2 Achievements and key milestones
<b>Healthy, skilled and independent residents</b>	<b>Joint Strategic Needs Assessment</b>	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.
	<b>Integrated Care System</b>	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.
	<b>Commissioning</b>	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.
<b>Safe and vibrant communities</b>	<b>New safeguarding arrangements</b>	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.
	<b>Inspection ratings</b>	Following inspections by the Care Quality Commission earlier in the year, all care homes where the council commissions block bed provision (residential and nursing) are rated either Good or Outstanding. All but one of the council's domiciliary care providers are now rated Good or Outstanding.

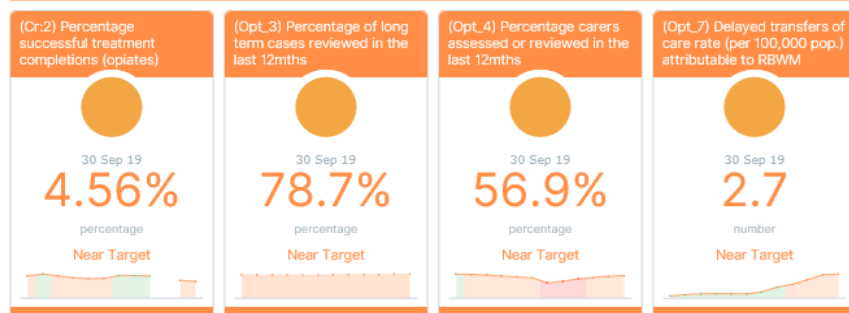
# Adults, Children and Health Overview and Scrutiny Panel: Q2 2019-20 Performance Report

## 3. Performance Summary Report (YTD)

### Needs Improvement



### Near Target



### Succeeding

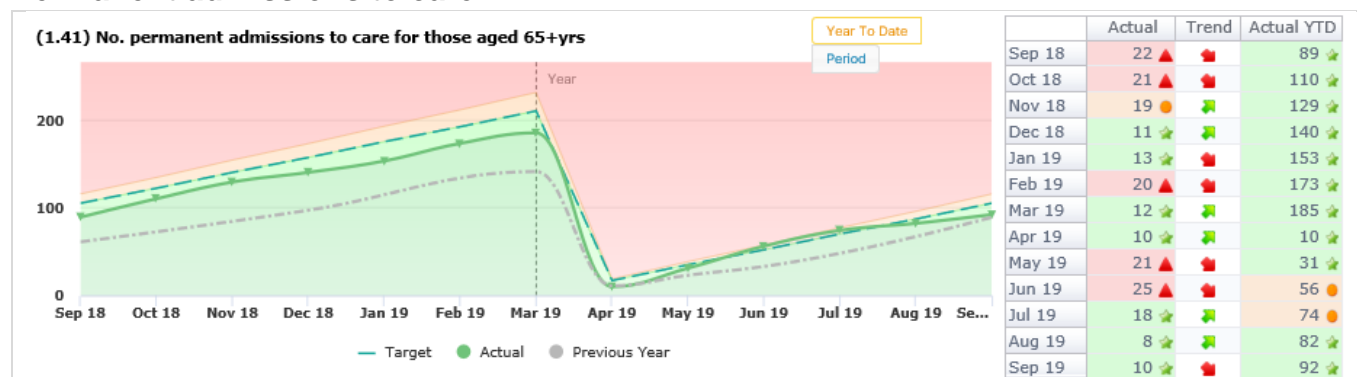


## Adults, Children and Health Overview and Scrutiny Panel: Q2 2019-20 Performance Report

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

#### 4.1 Adults Services

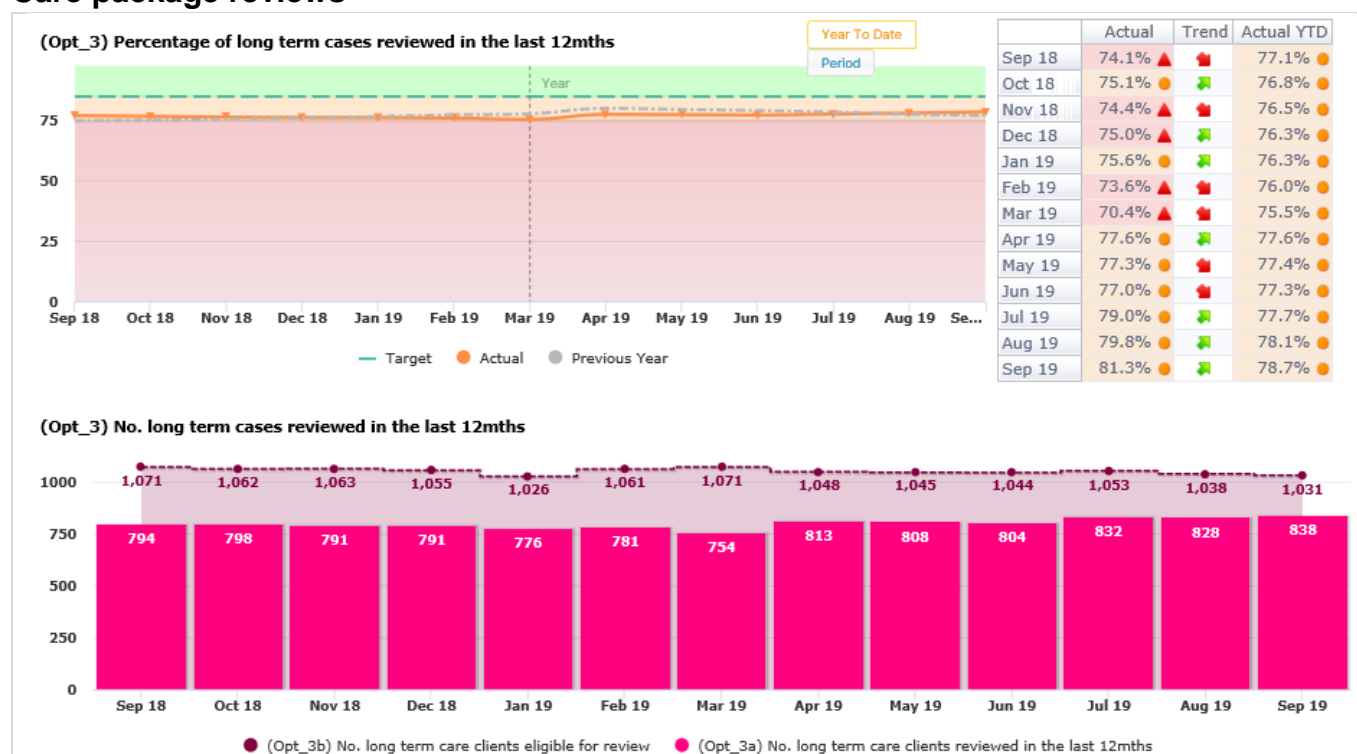
##### Permanent admissions to care



#### 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

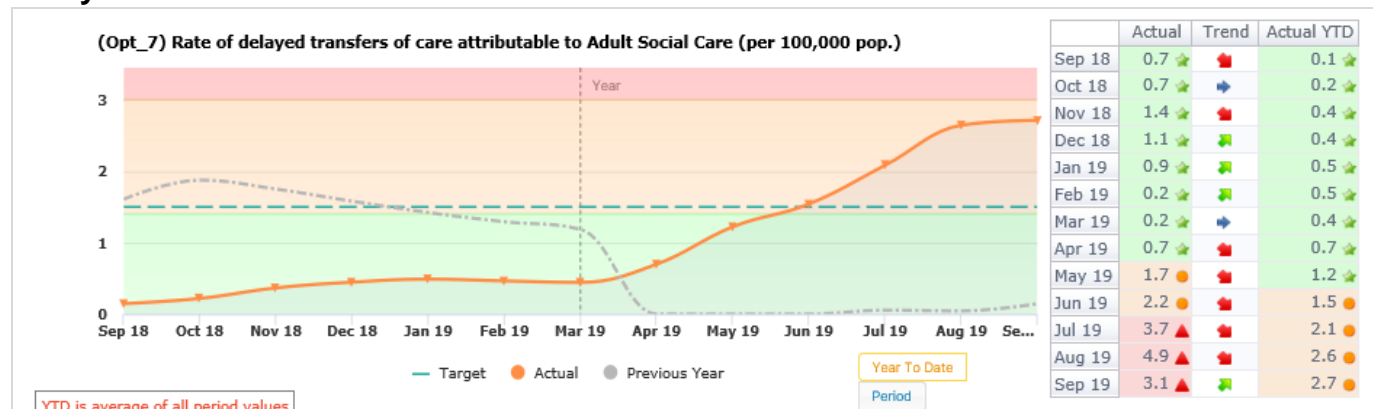


#### Q2 Commentary

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

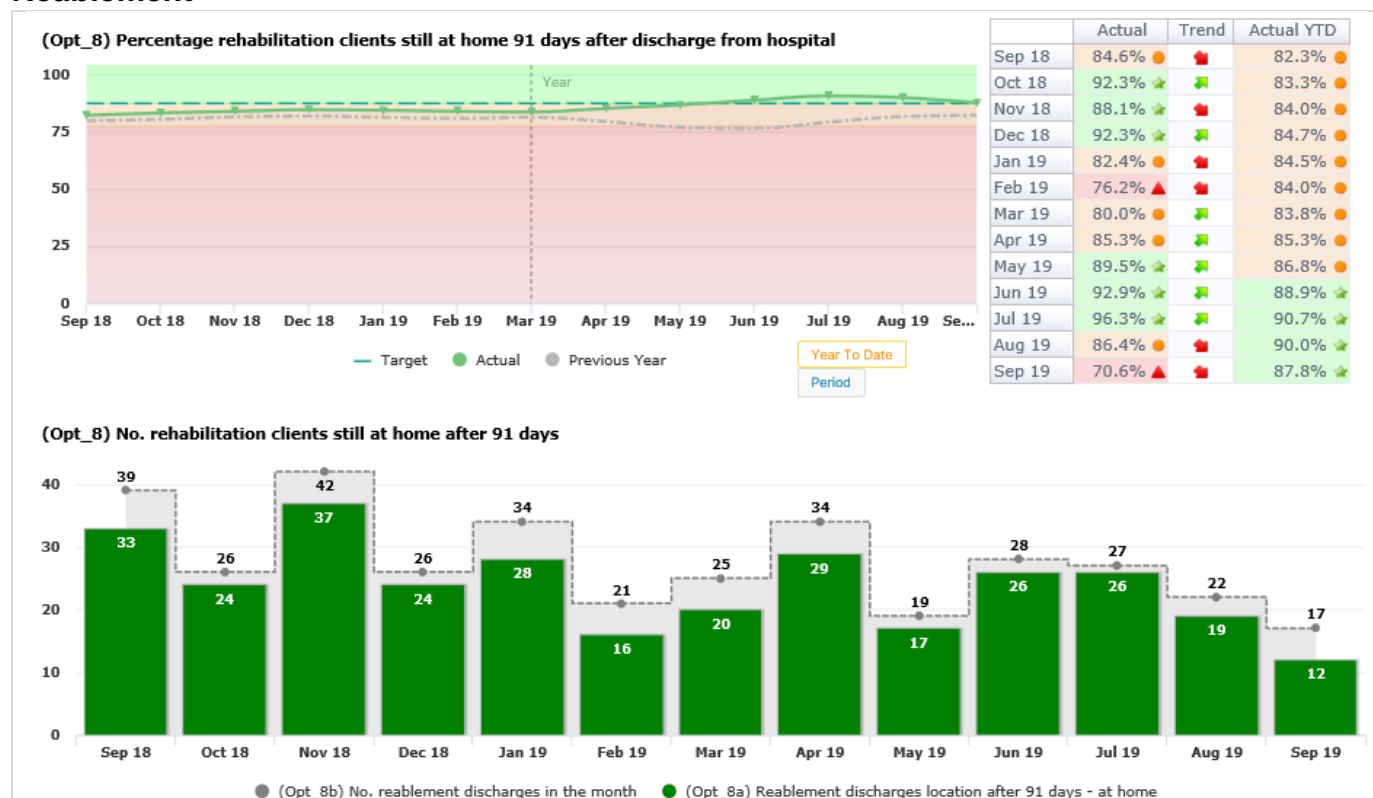
### Delayed transfers of care



### 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



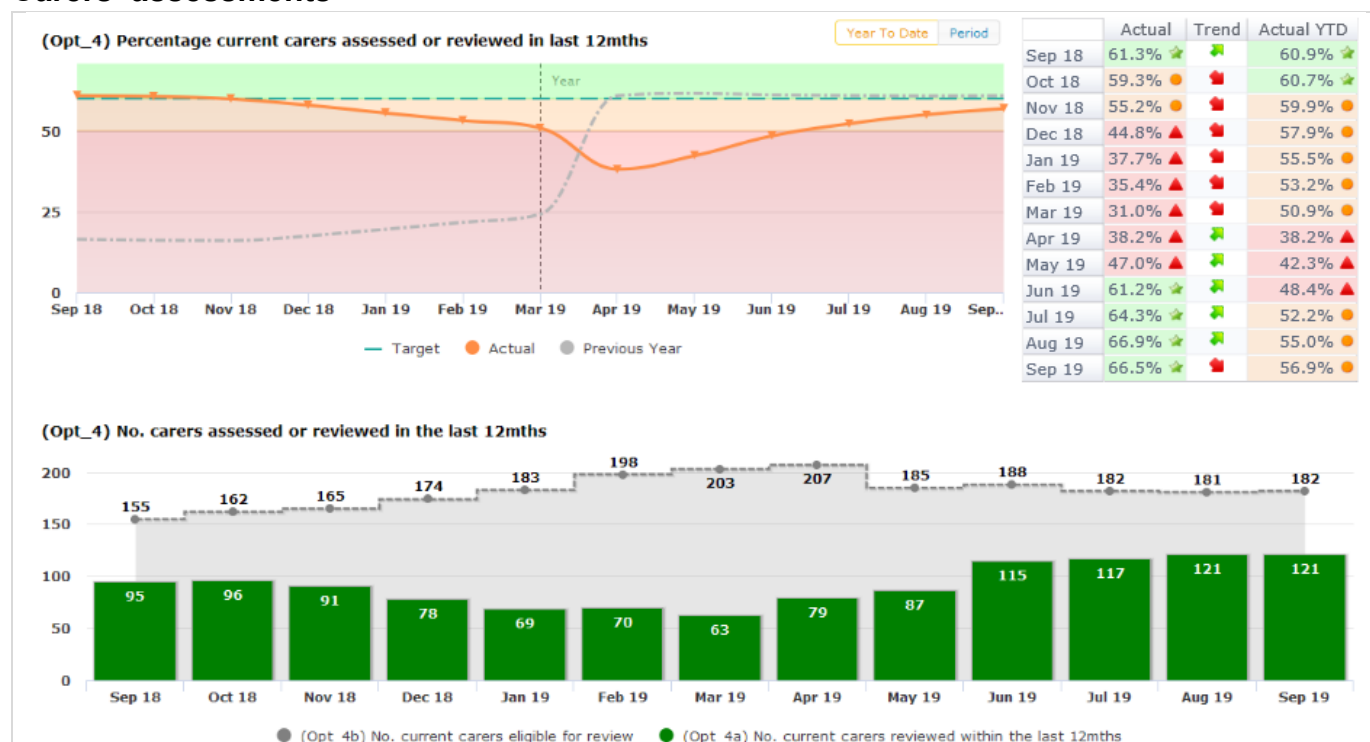
### Q2 Commentary

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

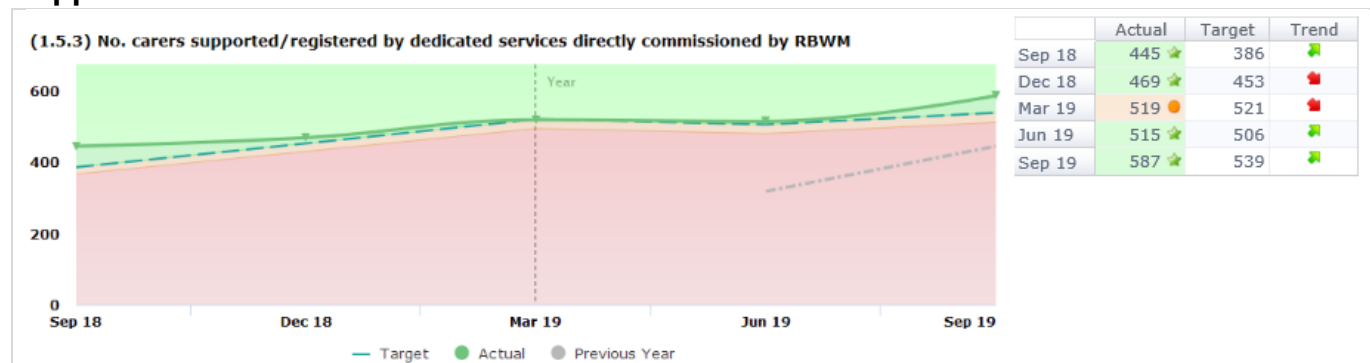
#### Carers' assessments



#### 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



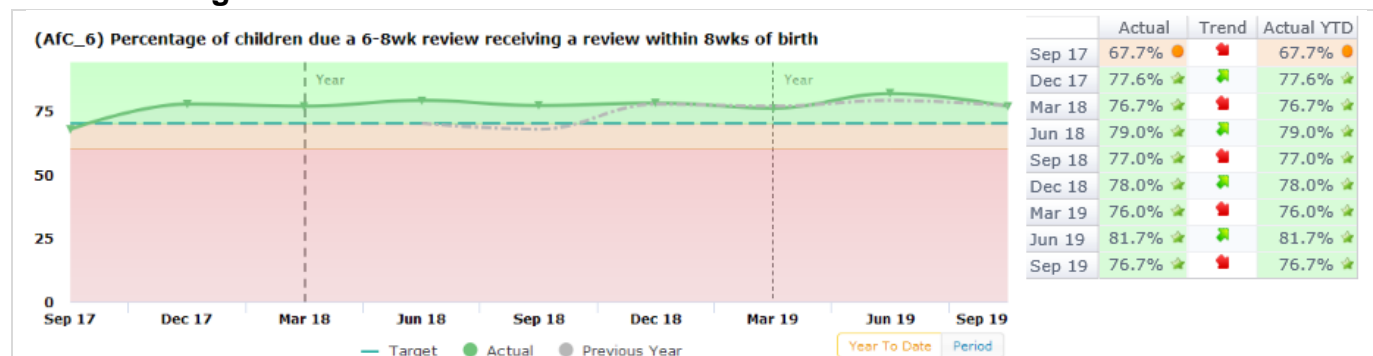
#### Q2 Commentary

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

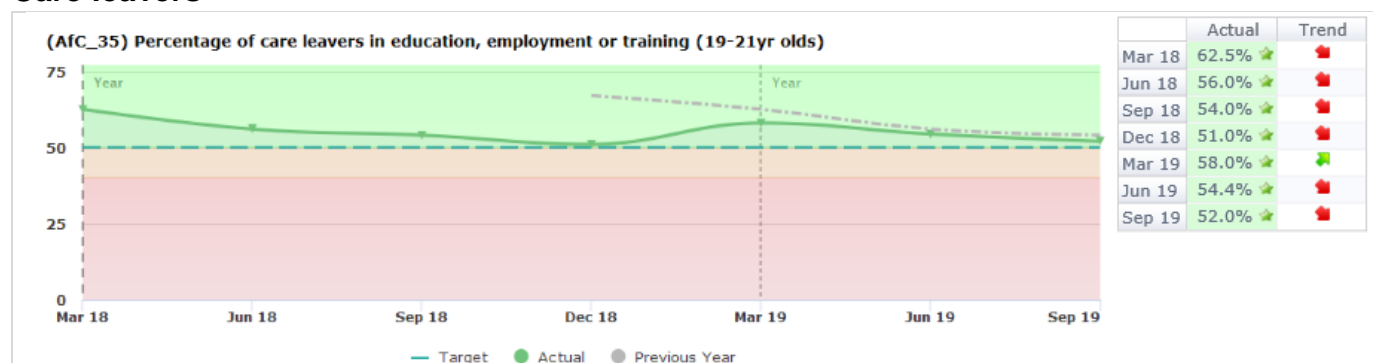
#### Health visiting



#### 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



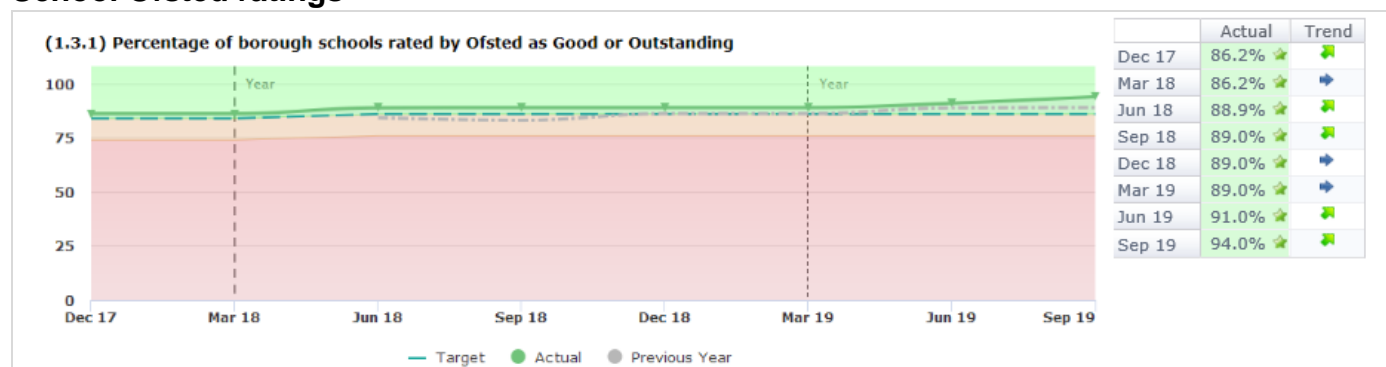
#### Q2 Commentary

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

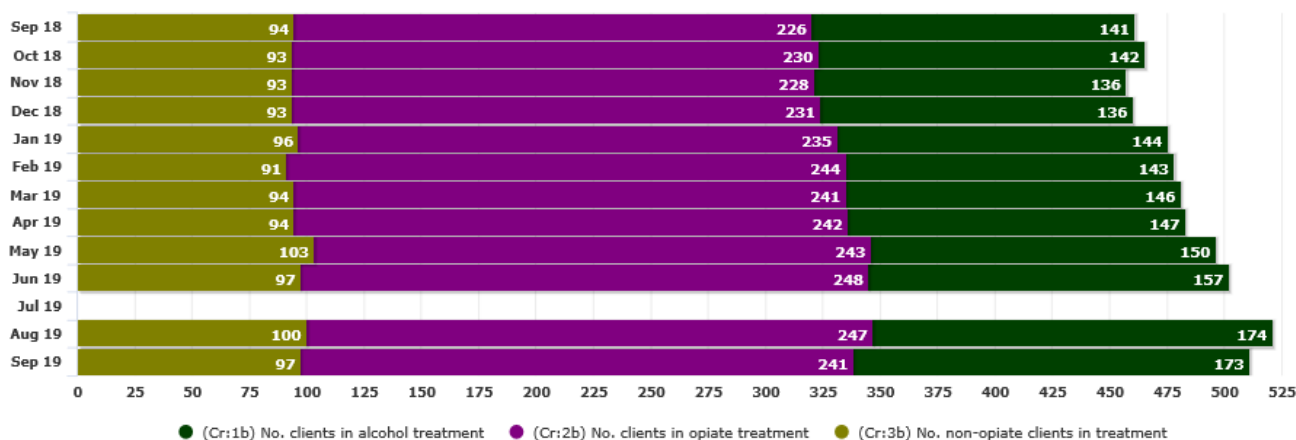
Performance for Q2 (94%) is above target (86%) and includes reports published by the end of September 2019. There are no schools considered to be inadequate.

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

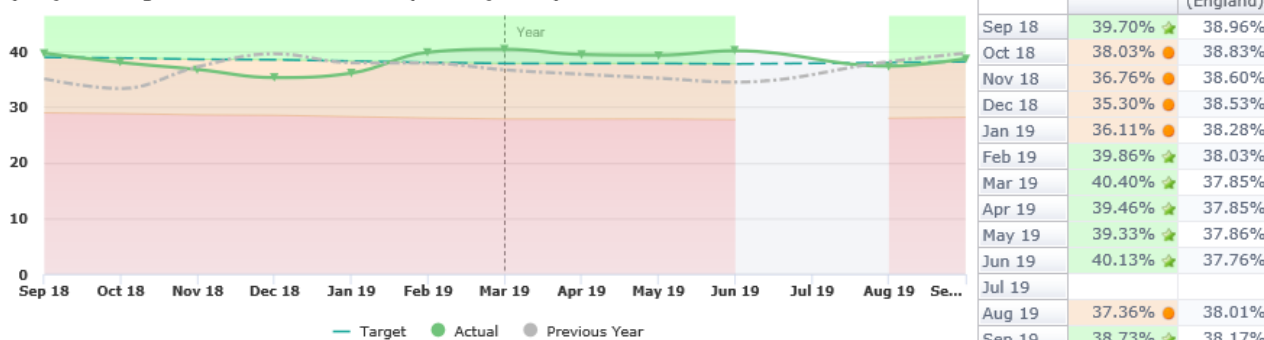
### 4.4 Public Health

#### Drug and alcohol services

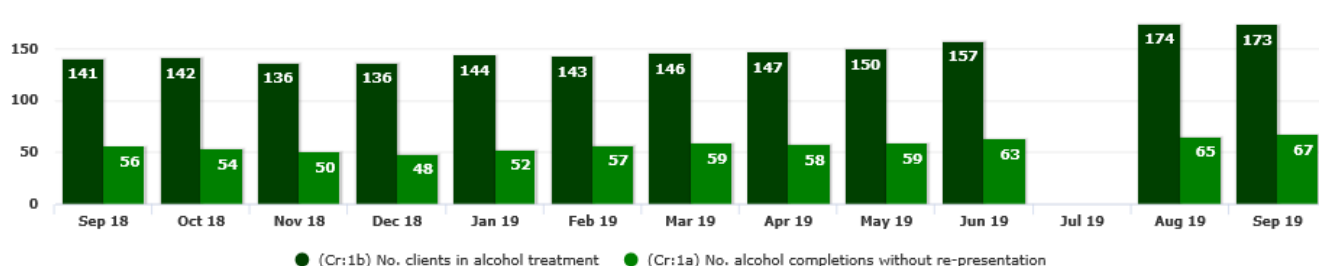
(Cr:1-3) Total number of clients in treatment for alcohol / opiates / non-opiates



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



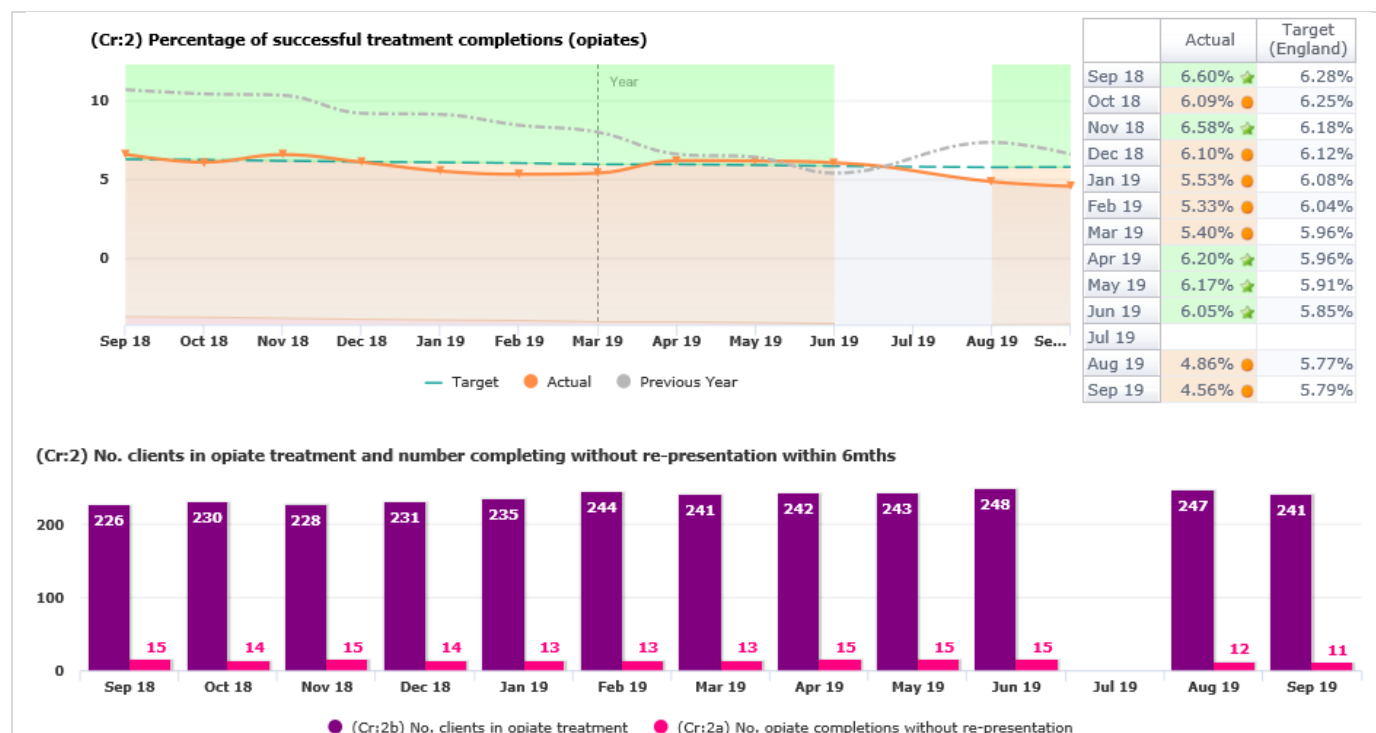
(Cr:1) No. clients in alcohol treatment and number completing without re-presentation within 6mths



#### Q2 Commentary

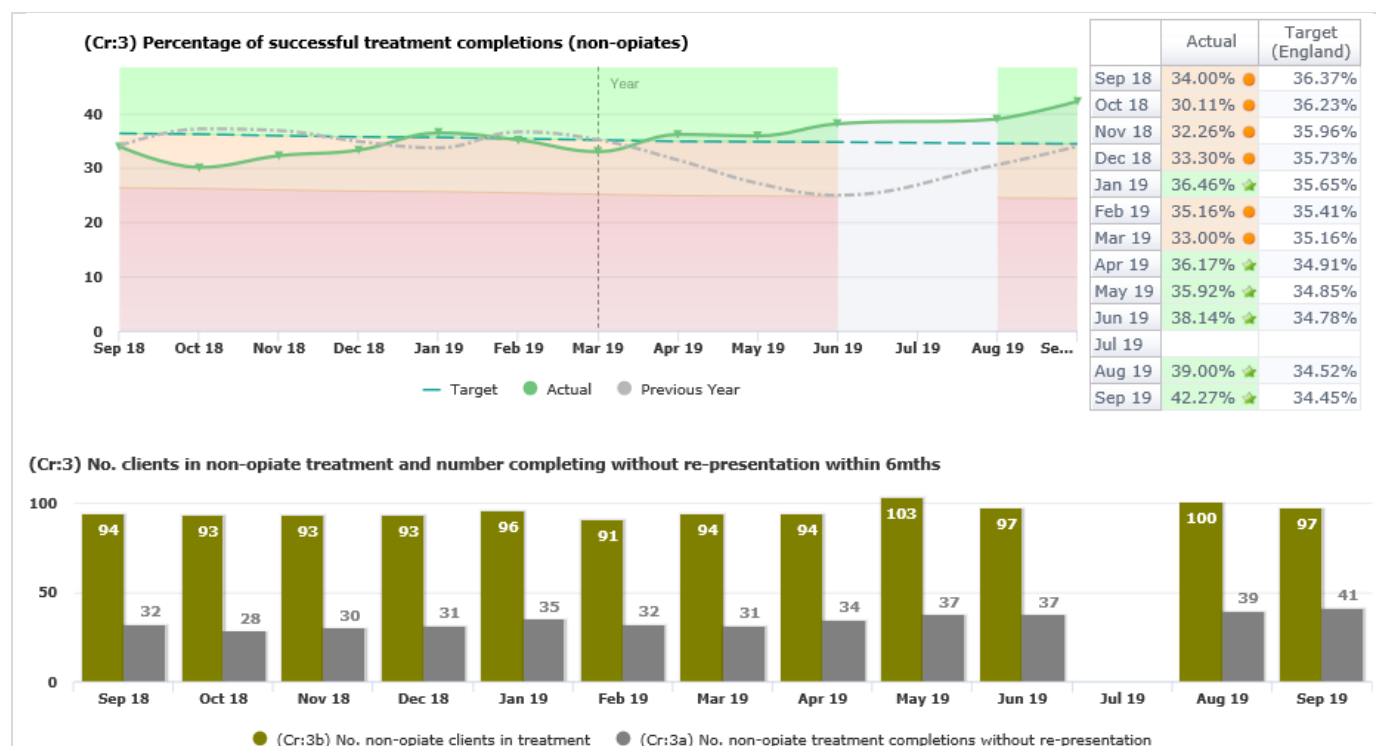
Local performance is tracked against the reported figure for England. The National Drug Treatment Management System is closed during July and whilst performance in August fell below target by 0.65 (37.36% against target of 38.01%), this was within tolerance for the measure. Local performance at the close 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



### 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.



### 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

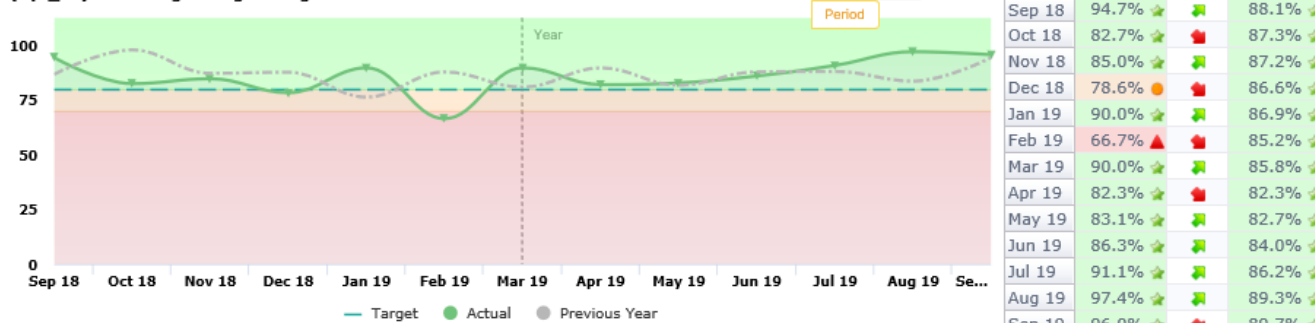
been a consistent upward trend in successful completions without re-presentation in each reported month since June 2019, and overall in 2019/20 local performance has consistently been above target.

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

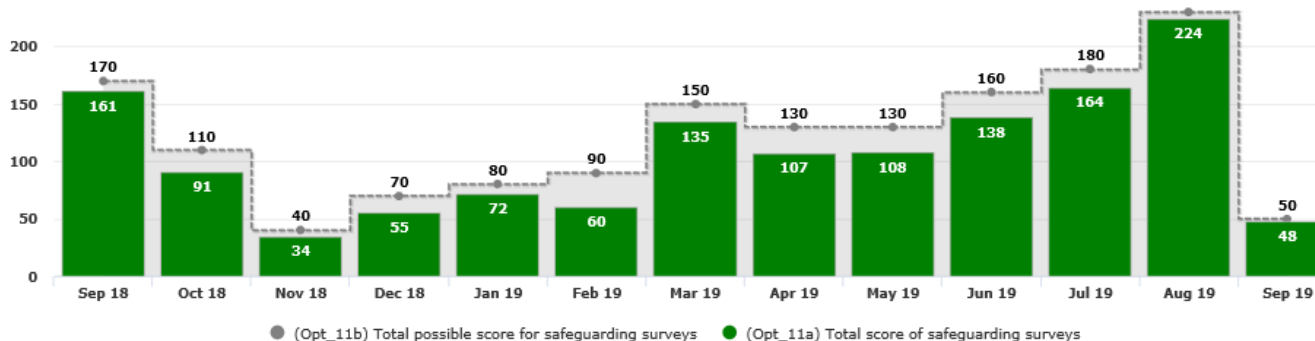
#### 5.1 Adults' Services

##### Adult safeguarding

(Opt\_11) Percentage safeguarding service-user satisfaction



(Opt\_11) Service-users reporting satisfaction scores



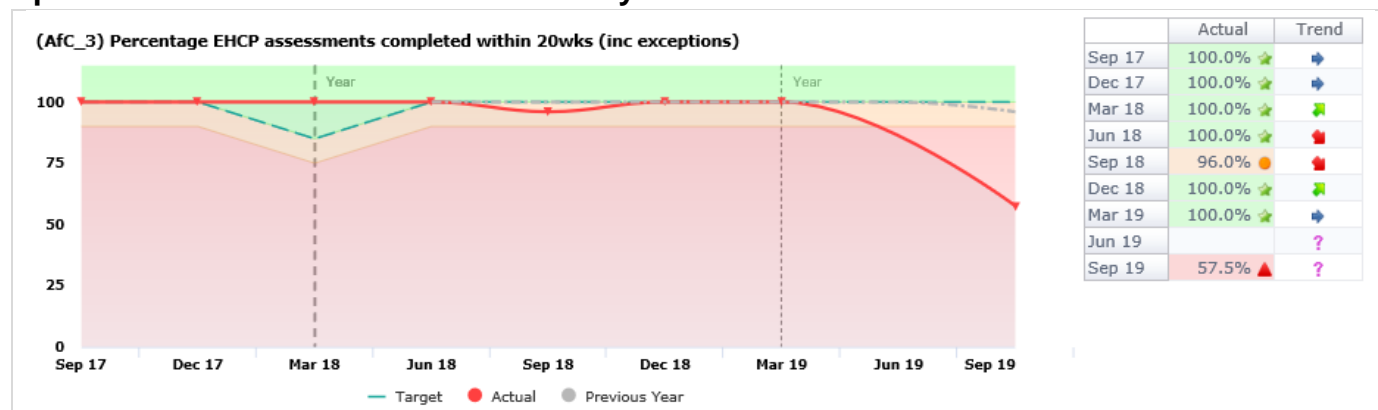
#### Q2 Commentary

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

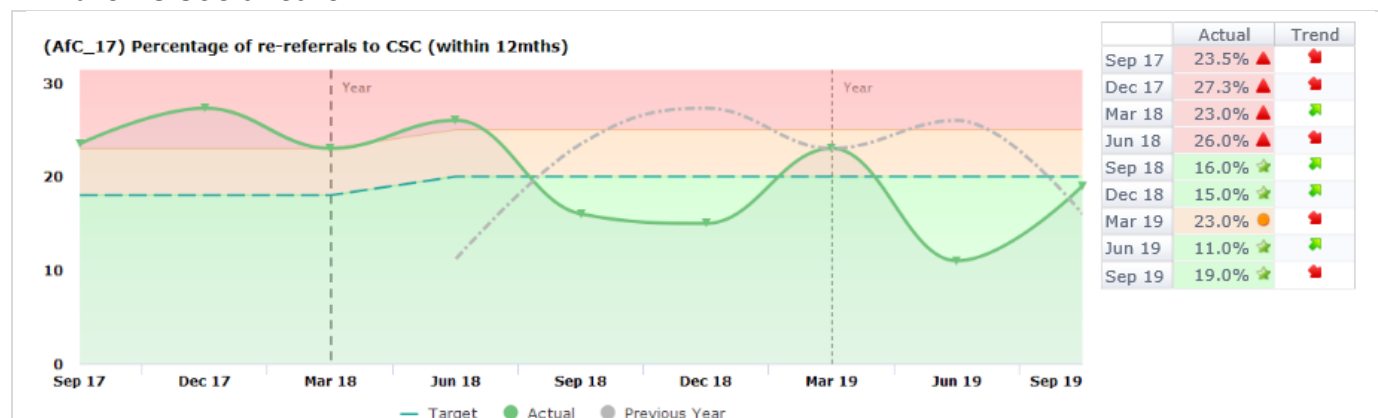
#### Special Educational Needs and Disability



#### 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, albeit 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.

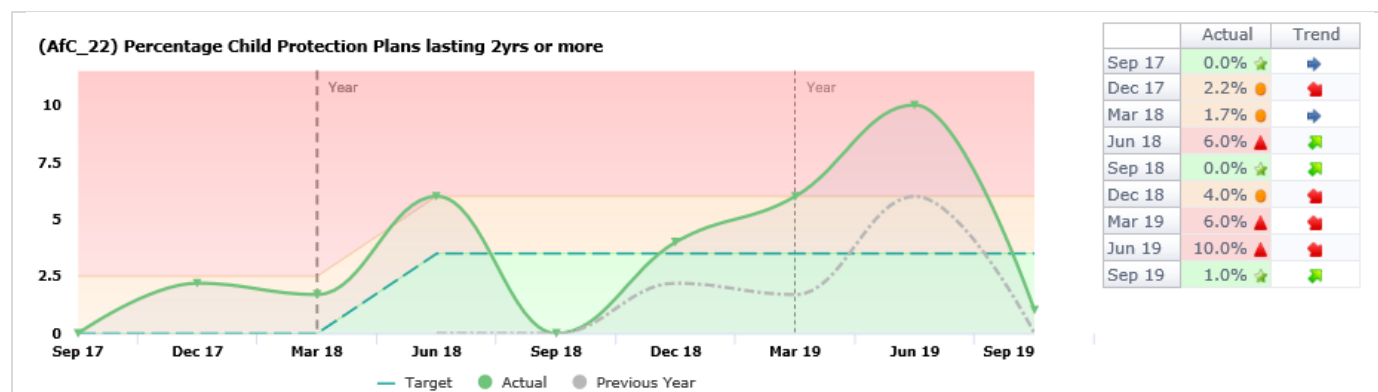
### Children's social care



#### 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.

Report Title:	<b>xxx Overview and Scrutiny Panel - Annual Report</b>
Contains Confidential or Exempt Information?	No - Part I or Yes - Part II <b>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.'</b>
Member reporting:	Councillor <b>xxx</b> , Chairman of the Panel
Lead Officers:	<b>Xxx</b> , Executive Director, <b>xxx</b> , Head of <b>xxx</b>
Meeting and Date:	Full Council June 2020

www.rbwm.gov.uk



## 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:

- .....

## **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**

<b>Decision type:</b> For information	<b>Urgency item?</b> No	<b>To Follow item?</b> 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 <a href="#">website</a>	-
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**

	<b>Suggested improvement</b>	<b>Comments</b>	<b>Responsible party/parties</b>
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 <a href="#">Part 4A 17</a> 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 <a href="#">Part 4A 18</a> 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

	<b>Suggested improvement</b>	<b>Comments</b>	<b>Responsible party/parties</b>
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



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

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

### 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	<b>Hilary Hall,</b> <i>Director of Adults, Health &amp; Commissioning</i>
Joint Strategic Needs Assessment	Lead Officers
Children's Social Care & Education Provision	<b>Lin Ferguson,</b> <i>Director of Children's Social Care</i>
Changes to Universal Services	<b>Kevin McDaniel,</b> <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
Update on Lynwood Clinic	
Residents' Scrutiny Topic - Respite for Carers	

### Future Meeting Dates:

11 June 2020  
 30 September 2020  
 21 January 2021  
 22 April 2021

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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