

NOTICE
OF
MEETING

**CABINET TRANSFORMATION SUB
COMMITTEE**

will meet on

TUESDAY, 2ND NOVEMBER, 2021

At 7.00 pm

by

VIRTUAL MEETING - ONLINE ACCESS, ON [RBWM YOUTUBE](#)

TO: MEMBERS OF THE CABINET TRANSFORMATION SUB COMMITTEE

COUNCILLOR JOHNSON, LEADER OF THE COUNCIL AND CHAIRMAN OF CABINET,
BUSINESS, ECONOMIC DEVELOPMENT AND PROPERTY

COUNCILLOR CARROLL, DEPUTY CHAIRMAN OF CABINET, ADULT SOCIAL CARE,
CHILDREN'S SERVICES, HEALTH AND MENTAL HEALTH (CHAIRMAN)

COUNCILLOR CLARK, TRANSPORT AND INFRASTRUCTURE

COUNCILLOR HILTON, FINANCE AND ASCOT

COUNCILLOR MCWILLIAMS, HOUSING, COMMUNICATIONS AND YOUTH
ENGAGEMENT

COUNCILLOR STIMSON, CLIMATE CHANGE, SUSTAINABILITY, PARKS AND
COUNTRYSIDE

Karen Shepherd – Head of Governance - Issued: 25/10/2021

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 or contact the Panel Administrator **David Cook** 01628 796560

Recording of Meetings – In line with the council's commitment to transparency the Part I (public) section of the virtual meeting will be streamed live and recorded via Zoom. By participating in the meeting by audio and/or video, you are giving consent to being recorded and acknowledge that the recording will be in the public domain. If you have any questions regarding the council's policy, please speak to Democratic Services or Legal representative at the meeting.

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence.	-
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	3 - 4
3.	<u>MINUTES</u> To consider the minutes of the meeting held on 22 September 2021.	5 - 8
4.	<u>PRESENTATION ON THE CURRENT TRANSFORMATION PRIORITIES</u>	9 - 20
5.	<u>UPDATE ON COMMUNITY FOCUS</u>	Verbal Report
6.	<u>UPDATE ON CORPORATE FOCUS</u>	Verbal Report
7.	<u>LYON CASE MANAGEMENT DEMO</u>	Verbal Report
8.	<u>TRANSFORMATION PLAN</u>	To Follow

MEMBERS' GUIDE TO DECLARING INTERESTS AT 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 Disclosable Pecuniary Interest (DPI) or Other Registerable 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.

Any Member with concerns about the nature of their interest should consult the Monitoring Officer in advance of the meeting.

Non-participation in case of Disclosable Pecuniary Interest (DPI)

Where a matter arises at a meeting which directly relates to one of your DPIs (summary below, further details set out in Table 1 of the Members' Code of Conduct) you must disclose the interest, **not participate in any discussion or vote on the matter and must not remain in the room** unless you have been granted a dispensation. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted by the Monitoring Officer in limited circumstances, to enable you to participate and vote on a matter in which you have a DPI.

Where you have a DPI on a matter to be considered or is being considered by you as a Cabinet Member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

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 (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her 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 council.*
- *Any licence to occupy land in the area of the council for a month or longer.*
- *Any tenancy where the landlord is the council, and the tenant is a body in which the relevant person has a beneficial interest in the securities of.*
- *Any beneficial interest in securities of a body where:*
 - a) *that body has a place of business or land in the area of the council, 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.

Disclosure of Other Registerable Interests

Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (summary below and as set out in Table 2 of the Members Code of Conduct), you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest.

Other Registerable Interests (relating to the Member or their partner):

You have an interest in any business of your authority where it relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority*
- b) any body*
 - (i) exercising functions of a public nature*
 - (ii) directed to charitable purposes or*

one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

Disclosure of Non- Registerable Interests

Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a DPI) or a financial interest or well-being of a relative or close associate, you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer) you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which **affects** –

- a. your own financial interest or well-being;
- b. a financial interest or well-being of a friend, relative, close associate; or
- c. a body included in those you need to disclose under DPIs as set out in Table 1 of the Members' code of Conduct

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied.

Where a matter **affects** your financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer, you do not have to disclose the nature of the interest.

Other declarations

Members may wish to declare at the beginning of the meeting any other information they feel should be in the public domain in relation to an item on the agenda; such Member statements will be included in the minutes for transparency.

Agenda Item 3

CABINET TRANSFORMATION SUB COMMITTEE

TUESDAY, 22 SEPTEMBER 2020

PRESENT: Councillors Stuart Carroll (Chairman), Gerry Clark, David Hilton, Andrew Johnson, Ross McWilliams and Donna Stimson

Also in attendance: Councillors Davey, Price, Werner, Rayner, Bhangra, Singh, Cannon, and Taylor.

Officers: Duncan Sharkey, Hillary Hall, Louisa Dean, Dan Brookhman, Nikki Craig, Shilpa Manek and David Cook.

APOLOGIES FOR ABSENCE

No apologies of absence received.

DECLARATIONS OF INTEREST

None received.

TERMS OF REFERENCE

The Chairman introduced the item and read out the terms of reference of the Cabinet Transformation Sub Committee.

Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property said that in his view transformation is the fundamental engine of innovation in terms of improving service deliver, engagement and given the current financial climate how further savings and commercial opportunities could be achieved. It was decided with the chairman of this subcommittee to get it established to provide focus on this work stream outside main Cabinet to provide a borough of opportunity and innovation. Looking to imbed excellent progress already made and see it accelerated. Looking how we deliver public services and also engage the 3rd sector.

The Chairman agreed with the vision and allow the subcommittee look at how we can deliver better outcomes, be more accessible and better use of technology.

Cllr Davey asked why a quorum of 2 had been chosen and was informed that given the size of the panel it was a standard number given it was a committee of five. It was also noted that it did not have to be politically balances as a committee of Cabinet and any Cabinet member could substitute.

The terms of reference were noted.

CASE STUDY - ADULT SOCIAL CARE

The subcommittee received a presentation on the Adult Social Care Transformation Programme 2019-2024 as a case study of transformation within the Royal Borough.

The Director of Adults, Health and Commissioning gave an overview of the work undertaken and what was learnt via the process. When appointed she looked at what work was undertaken and what the authority wanted to deliver through adult social care, with the main driver was being able to allow residents to live independently with fulfilled lives. Promoting independence was core to the Care Act.

The national position was explained with savings being made and a reliance on grants. Locally services had been transferred to Optalis with improved service delivery and better joint working with Health and other partners. There had been real opportunities to deliver differently and focus on reablement and independence.

The Transformation Strategy was developed with underlying principals such as working with residents, staff and partners to deliver vision. The main focus was on outcomes and delivery. The 6 main objectives to the strategy were shown. Looked at what people could do rather than what they cannot do and there was more technology enabled care.

The impact of Covid-19 in March 202 resulted in the need for transformation now. We focused on community support volunteering and shielding. Work was done with 53 community groups, staff were enabled to work from home and a case management system and application was developed for the future. Examples of where we are now were given.

The final part of the picture was looking at what we have learnt so far. Such as having quick wins to help have a positive engagement, continued communication about the plan, staff engagement and being willing to try new things and being able to say it may not be working and move on.

The Chairman mentioned that the things they had been pushing in Adult Social Care was prevention, enablement and increased independence with compassion. Through the transformation they have had better delivery and innovation. Our strategic and operational partnership with the NHS was also important.

The Lead Member for Finance and Ascot said that he agreed that we do not celebrate success as much as we should especially for staff. He was also amazed at how many charitable organizations were there and willing to work with the community; it's important to help facilitate bringing them together.

The Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property thanked the director and staff for their work on this especially front line staff and volunteers during the pandemic. He saw this work as a genuine empowerment of organisations and volunteers to have a greater role in shaping the services and benefits going forward.

The Lead Member for Climate Change, Sustainability, Parks and Countryside mentioned that when you volunteered it also made yourself feel better and your state of wellbeing improved. For her area of responsibility she would need community support to make climate changes.

Cllr Davey asked if the Lion 2.0 application was owned by RBWM, he was informed that the council did own the intellectual rights as we developed it ourselves.

Cllr Price said that as an exciting and challenging vision it important to take our residents with us. She asked if Cabinet had read the equalities impact assessment, which they confirmed they had. She also raised a concern about older residents who may not be as able to use modern technology and asked how we can make sure they are not left behind. She was informed that technology was to complement services and not replace them for example with dementia technology can be used to try and slow down dementia and help living from home longer. This would not replace personal care. Digital solutions would also free up resources to support the most vulnerable.

With regards to the process Cllr Price asked if Council and individual councillors would be involved in approving different projects. She was informed that the appropriate decision making route would be used for each project.

With regards to the third sector as they currently faced difficulties what would be the backstop if they were not able to support initiatives, for example the CAB were concerned about funding. It was agreed that we needed to support the 3rd sector by maximising funding streams that we have.

The presentation was noted.

RBWM TRANSFORMATION STRATEGY 2020-25

The Cabinet Transformation Sub Committee considered the report regarding the RBWM Transformation Strategy 2020-25.

The Director of Adults, Health and Commissioning informed that the draft strategy built upon a lot of the principles presented in the case study and set out the long term vision of a borough of opportunity and innovation. It linked to existing strategies and three enablers; communities, resources and working in partnership. The strategy itself was built around seven elements. With community at the centre, they were finance; culture; environment, prevention; digital and process redesign. If approved a detailed action plan would be brought forward to deliver the Strategy.

For clarity on page three with regards to a CIPFA review of the RBWM Property Company this review would be undertaken but had not yet been done. This would be made clear in the strategy.

The Lead Member for Transport and Infrastructure said that this paper showed the tools required to undertake transformation discussed earlier. It identified the key drivers and factors to be considered and provide a framework for each directorate.

The Lead Member for Climate Change, Sustainability, Parks and Countryside said this paper proposed both opportunity and difficulties as we have to be careful to prioritise so things do not get lost. We need to look at how we enable people, look at skill sets and how others could be taught on a community level.

The Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property reiterated that this was an opportunity to move away from the orthodox and gives a platform to build upon a borough of opportunity and innovation. This is about empowering communities and using all tools at our disposal and working in partnership. We need to deliver better outcomes, opportunities and the ability to help shape services.

Cllr Price mentioned that the report said that action plans would be completed in two months and asked if this was realistic. She also mentioned that it was a huge cultural change from having this done for residents to having them being the drivers and the challenge should not be underestimated with support required. In reply she was informed that it was important to have due consideration on any proposed changes and implementation for residents. The timescale for the action plan was reasonable as officers had already been working on it and was rooted in existing strategies. We will bring forward a detailed action plan for year one if not longer.

Cllr Davey questioned the quorum of two and that it said that wherever possible existing procurement process would be used. He supported the use of local companies. His questioned if it was right that a couple of Cabinet Members could potentially approve large contracts as part of the strategy. The Chairman said that this was a subcommittee of Cabinet and the larger decisions would be reported back to Cabinet this meeting was to be used as a focus point to dive forward the strategy. Formal decision making channels would be used.

The Lead Member for Finance and Ascot mentioned that page 24 showed a lot of things had changed for the better by doing things differently.

Cllr Davey mentioned that there was a lot of talk about data being critical to transformation and he asked if data would be sold to third parties. He was informed that we complied with data protection and GDPR and have strict controls and privacy notices.

The Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property reiterated that Cabinet and Council would be the authoritative decision making bodies and that due process would be followed.

(Cllr McWilliams had left the meeting and did not vote)

Resolved unanimously: that Cabinet Transformation Sub Committee notes the report and:

- i) Approves the RBWM Transformation Strategy 2020-25**
- ii) Requests officers to develop and bring forward an action plan to deliver the strategy.**

INNOVATION MANDATE

The Cabinet Transformation Sub Committee considered the report regarding the proposed Innovation Mandate.

The Director of Adults, Health and Commissioning informed that the report requests agreement for Cabinet members and Directors to attend a series of three workshops led by iESE Ltd. The objective of the workshops will be to bring a common language and concepts for transformation against an established framework, to get a common view.

(Cllr McWilliams had left the meeting and did not vote)

Resolved unanimously: that Cabinet Transformation sub-committee notes the report and:

- iii) Approves for the Innovation Mandate to take place at the earliest opportunity.**

The meeting, which began at 6.15 pm, finished at 7.40 pm

CHAIRMAN.....

DATE.....



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Children's Services Transformation: Focus for 2022-2024

November 2021



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Developing trends

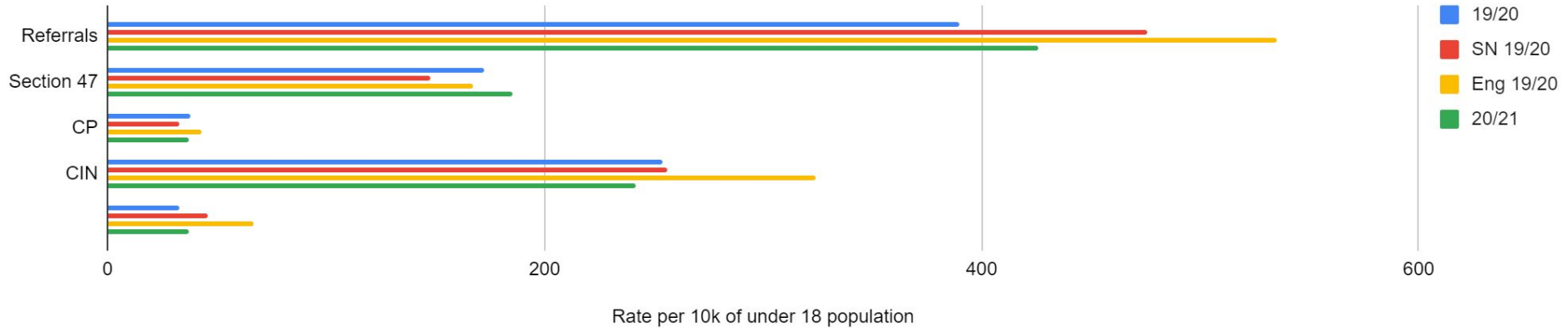
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Key demand data Apr 2019-Mar 2021

Rate comparisons with last published year



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Children in need trends

	18/19	19/20	20/21
Referrals	1135	1356	1481
CIN @ 31 Mar	737	883	839
Unique CIN	1711	1883	2074
CP @ 31 Mar	90	131	127
Unique CP	92	213	228
Initial CP Conf	121	259	245
CiC @ 31 Mar	124	116	130
Total CiC	170	173	167
Care Leavers (19-21)	60	62	68

Volume changes

Referrals	30.5%
Section 47	23.2%
CIN	21.2%
CP	147.8%
Initial CP Conf	102.5%
CiC	4.8%
Care Leavers (19-21)	13.3%

Increased complexity

More families

Statutory workforce position

Volume changes	
Referrals	30.5%
Section 47	23.2%
CIN	21.2%
CP	147.8%
Initial CP Conf	102.5%
CiC	4.8%
Care Leavers (19-21)	13.3%

Target Caseload 15-18

Duty & Assessment - 22
Safeguarding - 20
CIC/CYPDS - 16

England Average 16.9

Three additional Covid posts
(all agency)
£180,000
+
maintained DA support workers
£180,000

As of 31 March 2021 there were 25 agency workers covering 62 social work posts.

Agency "uplift" at current level costs us £340,000 a year compared to a permanent workforce.

National pay and conditions

Berkshire choice

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2020-21 placement cost trends

Area	Plan		Actual		Changes	
	£m	#	£m	#	Ave Rate /pw	Impact £m
Adoption	£0.1m		£0.1m		unchanged	+ £0m
Family payments	£1.2m		£1.1m		unchanged	- £0.1m
In-house fostering	£1.6m		£1.8m		unchanged	+ £0.2m
External IFA	£1.6m		£1.4m		+£16 ave	- £0.2m
Typical Residential	£1.6m	11	£0.7m	4	£2.9k to £3.5k	- £0.9m
High Cost Residential	£1.4m	4	£2.7m	8	£5.2k to £6.4k	+ £1.3m
Leaving Care	£2.0m	35	£2.4m	47	£0.9k to £1.0k	+ £0.4m

Placement supply

Case Study 1: £10,500 per week

Very high risk of child sexual exploitation.

Hundreds of providers contacted, with 11 other young people competing for the placement.

Annual forecast cost: £546,000 with review at 12 weeks

Case Study 2: £10,500 per week

Very complex family situation. Beyond parental control and violent to self and others

8 months to source a suitable placement for her, with 13 other young people competing

Annual forecast cost: £546,000 with review at 12 weeks (unlikely to change)

Case Study 3: £3,800 per week; originally £5,500 per week

Adoption breakdown. High risk of child sexual exploitation, substance misuse, self harm/suicidal thoughts.

Placed in a specialist CSE placement.

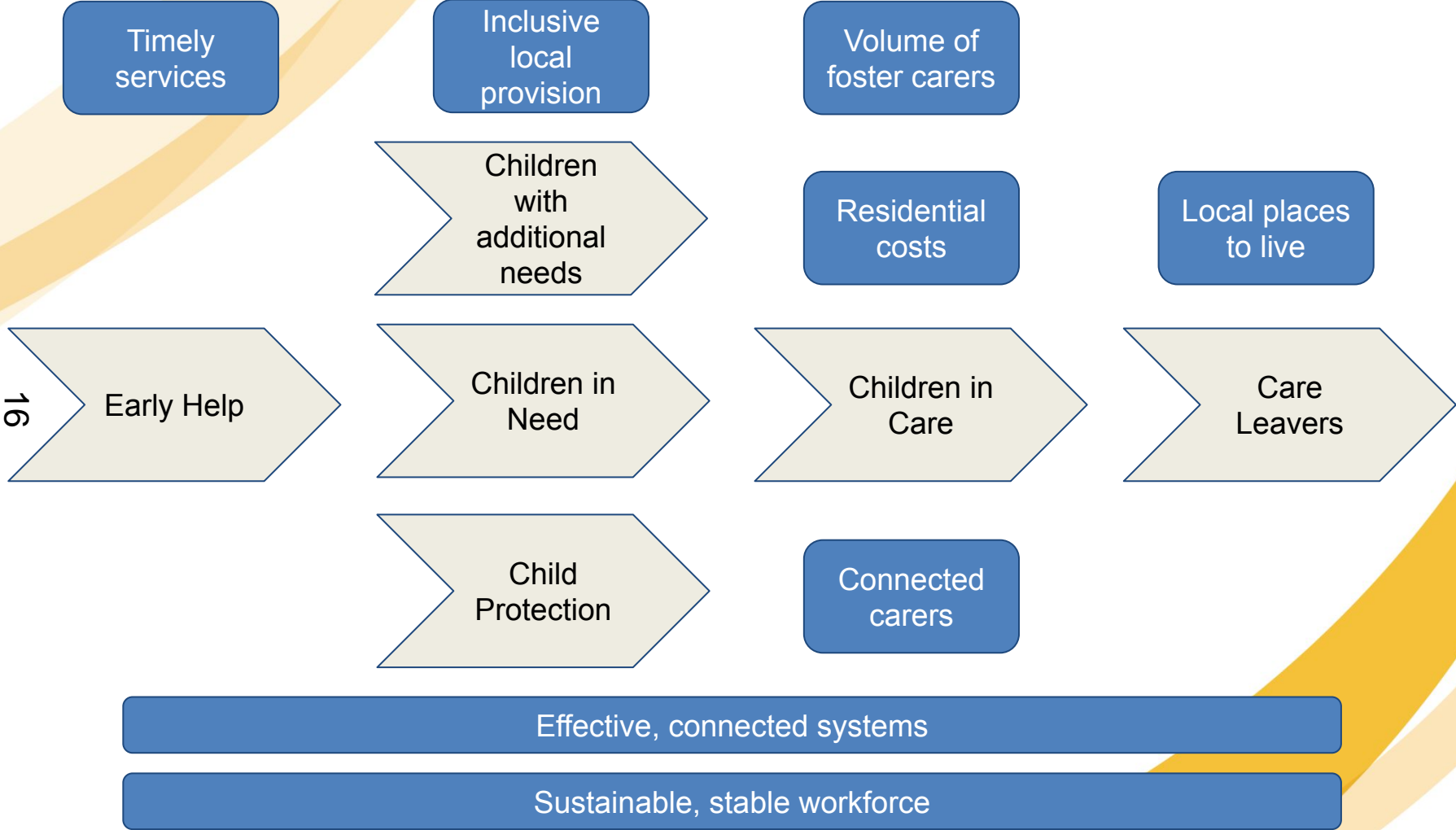
Annual forecast cost: £198,000, down from £286,000 during first weeks of work

Transformation opportunities



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Pressure Points / Opportunities



The transformation elements

Timely Services	Review edge of care approach to divert some children from time in care	Transform therapy service delivery with the NHS	
Inclusive local provision	Inclusion Mark for mainstream schools	Increased focus and number of “resource units”	Provision for site for further state-funded special school
Volume of foster carers	High quality service via AfC as independent fostering agency (IFA)	Increased support and benefits for all fostering families	
17 Residential costs	Increased use of frameworks, electronic brokerage system and local commissioning	Increased focus on the impact and timings of transition for all young people	Development of local property to create additional capacity in the market
Local places to live	Increase supply of “supported accommodation” provision within 20 miles	Develop “supported lodging” offer for care leavers	Establish local living and learning pathway for those 19-15 with additional needs
Connected carers	Engage wider family as early as possible to prevent initial family breakdown	Ensure support for Connected Carers to maximise placement success	
Effective, connected systems	Replace PARIS with proven, efficiency case management system	‘Always digital’ processes including secure data sharing	Simple, targeted tools for some roles to drive child-centred practice
Sustainable stable workforce	Low caseload design for permanent roles, with agency staff ‘safety net’	Career and professional development and recognition for social work	Short-term incentives to shift balance to 90%+ permanent staffing

What success looks like in 2024

Timely Services	Rate of children in care is in lowest 10% of England (ex UASC)	All service waiting times are better than the NHS national target (typically 16 weeks)	
Inclusive local provision	All state-funded schools have been assessed for the Inclusion Mark	Reduced percentage of EHCP's specify out of borough specialist provision	Special school need to 2035 is established and decision about timetable is made
Volume of foster carers	Foster caring families look after at least 70% of the children in our care	Foster carer satisfaction with services has grown year on year	
Residential costs 18	All placement contracts are through electronic system and routinely reviewed	Proportion of "spot purchases" is half of 2021 level	4-8 places available locally for children in care
Local places to live	One new supported living facility serves community of 16+ young people	"supported lodging" offer via the IFA has capacity for 10 young people	Three "case studies" of young people who are thriving with this support
Connected carers	Rate of children in care is in the lowest 10% of England (ex UASC)	At least half of children in care are placed with connected carers	
Effective, connected systems	PARIS application has been superseded	Families and young people have online access to shared documents and information	Social workers have mobile access to the key date timetable for all cases
Sustainable stable workforce	Permanent staffing roles at sufficiently high level that no agency staff are covering vacancies*	Staff retention rate has increased to at least 88%	Incentive programme has concluded as permanent staffing is above 90% of establishment

Questions

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