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NOTICE OF MEETING

CABINET

will meet on

THURSDAY, 23RD FEBRUARY, 2017

At 7.30 pm

in the

COUNCIL CHAMBER - GUILDHALL, WINDSOR

TO: MEMBERS OF CABINET

COUNCILLORS SIMON DUDLEY, CHAIRMAN (CHAIRMAN)
DAVID COPPINGER, (ADULT SERVICES & HEALTH INCLUDING SUSTAINABILITY)
PHILLIP BICKNELL, (HIGHWAYS AND TRANSPORT)
CARWYN COX, (ENVIRONMENTAL SERVICES INCLUDING PARKING)
GEOFF HILL, (CUSTOMER AND BUSINESS SERVICES, INCLUDING IT)
DEREK WILSON, (PLANNING)
NATASHA AIREY, (CHILDREN'S SERVICES)
MJ SAUNDERS, (FINANCE)
SAMANTHA RAYNER, (CULTURE & COMMUNITIES)
JACK RANKIN, (ECONOMIC DEVELOPMENT AND PROPERTY)

PRINCIPAL MEMBERS ALSO ATTENDING: COUNCILLORS CHRISTINE BATESON (NEIGHBOURHOOD PLANNING AND ASCOT & SUNNINGS), LISA TARGOWSKA (HR & LEGAL), DAVID EVANS (MAIDENHEAD REGENERATION AND MAIDENHEAD) AND STUART CARROLL (PUBLIC HEALTH AND COMMUNICATIONS)

DEPUTY LEAD MEMBERS: Councillors Ross McWilliams (Policy & Affordable Housing), Malcolm Alexander (Streetcare & Windsor), Hari Sharma (Bus Champion), Marius Gilmore (Manifesto Delivery), Mike Airey (Conservation), David Evans (School Improvement), Jack Rankin (Finance), David Hilton (Ascot Regeneration)

Karen Shepherd - Democratic Services Manager - Issued: Wednesday, 15 February 2017

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 **Karen Shepherd** 01628 796529

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence	
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest	7 - 8
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 9 February 2017 To note the Part I minutes of the meeting of the Cabinet Local Authority Governors Sub Committee held on 6 February 2017	9 - 26
4.	<u>APPOINTMENTS</u>	
5.	<u>FORWARD PLAN</u> To consider the Forward Plan for the period March 2017 – June 2017	27 - 38
6.	<u>CABINET MEMBERS' REPORTS</u> <u>Chairman / Policy and Affordable Housing</u> i. Council Performance Management Framework Quarter 3 2016/17	39 - 68
	<u>Children's Services</u> ii. School Admission Arrangements	69 - 100
	<u>Children's Services</u> iii. Kings Court First School	101 - 120
	<u>Economic Development and Property</u> iv. Apprenticeships in the Royal Borough	121 - 136
	<u>Finance</u> v. Financial Update	137 - 152

Chairman

vi. Future Royal Borough Service Model for Residents

153 - 168

7. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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 items 8-9 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"

PART II

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p><u>MINUTES</u></p> <p>To consider the Part II minutes of the meeting held on 9 February 2017</p> <p>To note the Part II minutes of the meeting of the Cabinet Local Authority Governors Sub Committee held on 6 February 2017</p> <p><i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p>	169 - 176
9.	<p><u>CABINET MEMBERS' REPORTS</u></p> <p><u>Chairman</u></p> <p>i. Future Royal Borough Service Model for Residents (Appendices)</p> <p><i>(Not for publication by virtue of Paragraph 1, 2 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> <p><u>Details of representations received on reports listed above for discussion in the Private Meeting:</u></p> <p>None received</p>	177 - 178

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MEMBERS' GUIDANCE NOTE

DECLARING INTERESTS IN MEETINGS

DISCLOSABLE PECUNIARY INTERESTS (DPIs)

DPIs include:

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

PREJUDICIAL INTERESTS

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

DECLARING INTERESTS

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

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

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

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Agenda Item 3

CABINET

THURSDAY, 9 FEBRUARY 2017

PRESENT: Councillors Simon Dudley (Chairman), Phillip Bicknell, David Coppinger, Carwyn Cox, Geoff Hill, MJ Saunders, Natasha Airey, Derek Wilson, Samantha Rayner and Jack Rankin

Principal Members also in attendance: Christine Bateson, Stuart Carroll, Lisa Targowska and David Evans

Deputy Lead Members also in attendance: Councillors David Hilton and Ross McWilliams

Also in attendance: Councillor Jones

Officers: Mary Kilner, Rob Stubbs, Alison Alexander, Louisa Dean, Russell O'Keefe, David Scott, Karen Shepherd and Andy Jeffs

APOLOGIES FOR ABSENCE

None received

DECLARATIONS OF INTEREST

None received.

MINUTES

RESOLVED UNANIMOUSLY: That:

- i) The Part I minutes of the meeting held on 26 January 2017 be approved.**
- ii) The Part I minutes of the meeting of the Cabinet Prioritisation Sub Committee held on 18 January 2017 be noted**

APPOINTMENTS

None

QUESTIONS FROM COX GREEN PUPILS

Cabinet received questions from pupils at Cox Green School.

Matthew Mundy, joint Head Boy, asked the following question:

More than 50,000 teachers left the profession before retirement last year, with the government failing to meet its targets for recruitment levels of teachers in the past five years. Maidenhead is an area that struggles with the competition from London schools and the extra pay these schools provide; are there any plans to try and encourage more teachers to the secondary schools in the area?

The Lead Member for Children's Services responded that there were all types of schools in the borough, from Maintained schools to Academies and Faith schools to Independent schools, and there was competition from the London area. Individual schools make local choices to make their roles more attractive, for example some Academies offered support with transport costs for staff who commuted while the council had a manifesto commitment to recognise great teachers which it did through a pay policy which rewarded the top performing teachers each year.

The borough was an expensive place to live which made it hard for teachers and other public sector workers to settle into the area. In response to this the local authority had set up a property company, called RBWM Property Services, which offered affordable rents to public sector workers. Therefore a number of different sectors contributed to help the situation.

The Chairman commented on the recent successful recruitment of an A-level Chemistry teacher at Holyport College; however there had only been one applicant. The council was looking to increase the amount of housing available in the borough including more affordable housing.

Matthew Munday asked what the council could do to help young people get on the housing ladder?

The Chairman commented that house prices in the south east had taken off in the last 15 years. The council's policy position was to ensure more new houses would be built, to help stop the inexorable rise in house prices.

Oliver Clements asked the following question:

The local council is providing extra funding for the expansion of secondary schools in the area, including Cox Green. Are there plans in place to help schools deal with the services these extra students will need, e.g. alternative provision, CAHMS, etc?

The Lead Member for Children's Services responded that expanding schools came with additional needs, including infrastructure impacts. The council was providing almost half of the £30m capital investment in secondary school expansions which would create great spaces for young people to learn and grow. There were different streams of funding. The schools themselves would receive more money each year as the pupils took up places in the school. In addition the government also provided resources through other sources, such the High Needs grant and funding for the NHS to provide support services for young people in the borough. The local authority worked closely with the Health service to strengthen and grow the specialist support services such as CAMHS. This year there has been an increase in CCG funding to respond to the increase number of young people needing support. There continued to be a waiting list for CAMHS but the local health service was working hard on reducing this.

Jessica Arnold asked the following question:

The Government is advocating the expansion of grammar schools, with a particular focus on the Maidenhead area. If this is a good way of supporting the top students, how are lower income students supported, where will all the lowest performers go and how does this support the schools they attend?

The Lead Member for Children's Services responded that it was important to separate the concept of income and academic performance. The local authority had prioritised school improvement resources to help all schools, maintained or Academy, focus on the success of lower income pupils to overcome obstacles, regardless of the school they attended. The council was really ambitious for the young people of the borough and had clearly set out the expectation that any selective school that wished to open in the borough would have to have a concrete plan to support the success of lower income pupils to get a place at the school and to achieve academically.

Pupils of all abilities chose the comprehensive system and these schools were an essential and valued part of the education system. There would be no return to the old grammar/secondary modern split. The council was investing heavily in the expansion of these schools so that every pupil could make the progress they were capable of and have the best chance to secure a successful future.

The Chairman commented on the change in tone by the current Prime Minister in relation to grammar schools. The previous Prime Minister had focussed on pupil premium, whereas the focus now was on a broader concept of those 'just about managing' (JAMs). It was estimated that 30% of families in the borough could be defined as JAMs.

Seran Yucel asked the following question:

The new housing development on the golf course area means that the town of Maidenhead is going to expand, how does the council plan to deal with the increased number of young people both in terms of facilities and school placements that does not lead to segregation?

The Lead Member for Children's Services responded that the local authority had a duty to ensure that there were sufficient school places for the children and young people that lived in the borough now as well as those that would live in the borough through housing growth. To ensure choice the council was committed to have additional capacity in the school sector of 10% extra in school places so that pupil choice had a reasonable chance of operating effectively.

The golf course development was expected to require both a new primary and secondary school and the council was planning the space needed into the overall development plan. The Lead Member commented that she would like to hear feedback from young people as to how they would like the borough to look when they were adults.

Jed Thirlby asked the following question:

The town has undergone some recent development, however a growing concern amongst younger people is the lack of activities for young people to engage with or activities which are affordable. For example, the cost of cinema tickets is extremely high. Are there any plans to provide greater leisure activities for younger people in the town?

The Lead Member for Culture and Communities responded that there were a number of activities currently on offer to all young people including:

- The youth centre on Marlow Road was open three evenings a week with a specialist evening dedicated to music production and a range of activities on offer with entry at only 50p.
- The youth centres located in Larchfield and Pinkneys Green were now providing a range of activities for young people from 8 to 18 years.
- The vibrant holiday programme on offer.

There were many discounts available to residents through the Advantage card and this would continue to grow, taking into account what had been said. The Lead Member had visited both the leisure centre and library on the Cox Green site and had been impressed with the student volunteers. The council was investing £29m in a new leisure centre, which was a great opportunity to revamp the sports offer. In addition, the council had purchased Thriftwood Farm in 2016 which would be a fantastic asset. A new cultural and leisure hub was planned as part of the town centre regeneration.

The Principal Member for Maidenhead and Maidenhead Regeneration highlighted that for only £2 young people could learn to fly a Spitfire in a simulator at the Maidenhead Heritage Centre. The Lead Member for Highways and Transport commented that the council gave grant funding to numerous organisations in the borough that provided services for young people.

Jed Thirlby asked what facilities would be available in the new leisure centre?

The Lead Member for Culture and Communities responded that the new leisure centre was expected to open in March 2019 and would be much bigger than the Magnet, with facilities for different sports and a bigger pool.

Megan Scott asked the following question:

The council has recently discussed the CCTV usage in the town. This led us to discuss issues about safety within Maidenhead. There are several areas of the town which students feel threatened by, in particular by the area around the local McDonalds. Much of this threatening behaviour comes from young people, is there any provision for these young people which could get them 'off the streets' aside from the leisure activities previously discussed?

The Lead Member for Environmental Services responded that he would ask that the Community Wardens paid particular focus to this area when they were undertaking patrols of the town centre, and talk to the young people to direct them to meaningful activities. The youth service ran targeted groups such as Esteem and worked with particular young people when referrals come through to the service.

Megan Scott stated that she did not feel CCTV did not make her feel safe or more comfortable.

Rayan Akkache asked the following question:

Will there be the possibility of an increase in CCTV/Police presence to make young people feel safer in the town? Are there any initiatives to promote further engagement between the police and young people in Maidenhead?

The Lead Member for Environmental Services responded that the council was undertaking a full technological review of its entire CCTV estate. This would explore options for using modern technology including digital and wireless cameras with a view to ensuring CCTV was used in the appropriate places to protect residents.

The council had little control over Thames Valley Police operations, however, it understood that the Police were actively recruiting Police Cadets at the moment. The borough's Community Wardens had worked with Police Cadets on a number of occasions to deliver community based projects or initiatives.

Previous consultations with young people had not identified this as an area to address, however given safety was a large focus for Youth Services and the council was always looking for ideas that supported better ways of working together it would revisit this with young people.

The Lead Member for Children's Services suggested the issue be discussed with the Youth Ambassadors to consider further consultation.

Isaac McCann asked the following question:

Council tax is reported in the cabinet papers as increasing in cost. For some families, this will come as a burden and in some cases inhibit their ability to provide for their families. Are there any plans in place now or in the future to help these lower income families as one third were considered 'JAMs'?

The Lead Member for Finance responded that councils had some freedom to set the level of contribution for those on low incomes. The minimum was generally 10% but could be as high as 25%. The council had chosen to continue to set its level at 10%, which represented a very small pence increase per week. Over the last eight years there had been a real term cut in council tax of 32.6%. This was a result of consistently delivering efficient services, allowing council tax in the borough to be significantly lower than it's neighbours.

The Chairman explained that council tax was a regressive tax; there was an argument that funding for adult social care should be undertaken at the national level where taxes were progressive.

Isaac McCann commented that with Crossrail, there would be great development and an impact on services, along with the ageing population. How could the council guarantee costs would not increase?

The Lead Member for Finance responded that the council had to keep an eye on how demographics were likely to evolve and to seek to ensure the dynamics remained in balance so capacity remained to fund ever increasing demands. This would only be possible by building more houses. The Chairman commented that the amount of additional council tax from a new property was on average greater than the cost of council services, therefore a broader range of services could be supported.

Vlad Teisanu asked the following question:

£170,000 was recently spent on the removal of a travelling community. What plans are there to support young people and their education from these travelling communities

now they have been removed, and how can the council combat future costs with such community problems?

The Lead Member for Planning responded that over the last seven years the council had spent £160,000 on legal fees to take action in relation to an unauthorised development site. On 18 January 2017 the Cabinet Prioritisation Sub Committee agreed to give the travellers 14 days to leave the site; they had since done so voluntarily therefore the cost of direct action was zero. The council had a responsibility to ensure adequate site provision in the borough. The current sites were located in Waltham St Lawrence and Datchet. A separate local plan for the gypsy and traveller community would be developed due to changes in legislation.

The Lead Member for Children's Services explained that the council undertook welfare assessments for any traveller group that encamped on public or council owned land. Checks identified educational and health requirements of individuals. Many traveller families chose to home educate their children, therefore the local authority had limited involvement unless there was a wellbeing issue. Traveller children were allowed more time out of school to enable them to travel for cultural development.

The Principal Member for Maidenhead and Maidenhead Regeneration commented that he had been impressed with the way colleagues at the Cabinet Prioritisation Sub committee had spent a great deal of time going through the detail of each family on the site and their particular circumstances. Members had insisted that if children were moved off the site, they should still be able to attend their current school. The council would therefore have paid for home to school transport. The Lead Member for Environmental Services also commented on the council's focus on the welfare needs of the travelling community during the 8 years they had been on the site.

Matthew Bourner, joint Head Boy, asked the following question:

In addition to the rise in council tax fees, does the council provide assurances that there is a sufficient budget to cope with the increased pressure on services and facilities that the planned redevelopment will bring to the town?

The Lead Member for Planning responded that discussion had already taken place about the need to replace the leisure centre. A continuous approach would be taken so that the new leisure centre would open before the old one closed. There were a number of ways that facilities could be increased through redevelopment for example a new community centre funded by developers.

The Chairman commented that the Eton College Holyport College investment club, which raised real money and invested in the finance markets, would welcome Cox Green pupils from September 2017 when Holyport College opened its 6th form.

Matthew Bourner asked Members to explain the recent headline in the Maidenhead Advertiser that related to a £13m 'black hole' in core budgets.

The Lead Member for Finance commented that he believed he had presented a prudent, balanced budget and would welcome a discussion with the journalist so he could understand why it was thought £13m was missing.

CABINET MEMBERS' REPORTS

A) BUDGET 2017/18

Members considered the council's budget for 2017/18, for recommendation to Full Council.

The Lead Member explained that the majority of councils were opting for the default position of increasing council tax by 4.99% (3% adult social care precept and 1.99%, the highest increase without the requirement for a referendum). The borough was proposing an increase of 3.95% (3% adult social care precept and 0.95% increase in core council tax). The Lead Member highlighted that 0.95% was broadly half of the reference inflation figure for September 2016.

The council was committing to substantial and meaningful investment in areas of importance to residents, including:

- £1m for adult social care additional demand
- Meeting increased costs such as National Minimum Wage: £350,000
- Increasing costs in residential care homes: £200,000
- More children's social workers to reduce work loads: £180,000
- Rising home to school transport for special needs pupils: £330,000
- Increasing early years pupil premium spend: £120,000 over 3 years
- Expanding the practical support for homeless Residents: £400,000
- Expanding the planning team's expertise and capacity: £196,000
- Increasing the care and maintenance of public trees: £100,000
- More grants for voluntary organisations: £160,000

Band D council tax would be set at £961.46. In 16/17 this was £373 less than the average unitary, £213 less than any other Berkshire unitary and £189 less than any other unitary. The 3% adult social care precept at band D of £27.75, added to the 2% in 16/17 of £18.14. The 0.95% increase in council tax at band D, added £8.62 to the £906.95 which did not increase from 15/16 to 16/17. Fees and charges were either not increased, or were increased at or below 2.0%, or were aligned to other councils.

The Lead Member explained that over recent years the council had chosen to fund capital projects from cash balances avoiding £200,000 in interest fees. However, cash reserves were not a bottomless pit. In anticipation of substantial capital receipts from the five development sites in which the council had a controlling interest, the council would borrow up to £73m in the short term to fund capital projects including:

- Consolidating the St Clouds Way development site: £4.5m
- Stage one expansion Broadway Car Park: £9.4m net: total £17.8m
- Stage one new leisure centre: £14.5m: total £29.0m
- Other property and parking improvements: £8.3m

The Lead Member thanked all officers and Members involved in putting the budget together.

The Lead Member for Highways and Transport highlighted details of spending in his area, totalling £5.438m:

- £1,65m - resurfacing roads

- £1.6m - replacement LED street lights
- £450,000 - bridge works
- £400,000 - flood prevention and drainage
- £400,000 - traffic management and road safety
- £285,000 – cycling, reducing congestion and the Thames Flood Alleviation Scheme.
- £60,000 – public transport
- £80,000 – Pave Dedworth scheme.

The Lead Member proposed an additional recommendation to agree the final element in relation to 'Pave Dedworth'.

The Lead Member for Adult Services and Health highlighted that the 3% precept for 17/18, combined with the 2% the previous year enabled him to confirm that there would be no cut to services in his area. The increase equated to less than £1 per week for a Band D property. He highlighted the imminent move to a shared adult social care services company with Wokingham. This had been embarked upon, not to save money but to get better services through scale.

The Head of Finance confirmed that it was not legally possible to set a deficit budget.

The Lead Member for Economic Development and Regeneration highlighted that the council had some discretion in setting business rates discounts. The successful retail re-occupation relief scheme would be extended to commercial and industrial premises in 17/18.

The Principal Member for Maidenhead and Maidenhead Regeneration commented that he was pleased to see that charges at the Nicholson's car park had not been increased; the council had listened to local businesses. A Development Manager had been appointed so plans to redevelop the car park could get underway.

The Lead Member for Environmental Services highlighted that he had taken a report on parking provision to Cabinet the previous month, which demonstrated that the council was looking at parking provision across the borough, but in particular the need for parking during the regeneration phase.

The Lead Member for Culture and Communities highlighted the extension of the car park at Ockwells park, investment in Datchet, Eton and Old Windsor libraries and the delivering differently programme that would include £50,000 investment to put service hubs in the three main libraries. The new leisure centre at Braywick had already been referred to; in addition £400,000 had been allocated for the borough's other leisure centres. The amount of funding available for grants to voluntary organisations had also been increased.

The Lead Member for Customer and Business Services highlighted that the council was number one in the country for the processing of new benefits, which helped the most vulnerable residents. Council tax collection rates were above 99%; debt had been reduced by £10m in the last 18 months. There was continued investment in IT security and the digital channel.

The Principal Member for Neighbourhood Planning and Sunning & the Ascots commented on the roundabout that had been put in after 20 years at the Berystede crossroads, which had been welcomed by all. The regeneration of Ascot high street

was a key issue. The delivering differently project would see increased services at Ascot library. Following the Cabinet meeting at Charters where issues of road safety were highlighted, she was pleased to see funding included for a footbridge over the Windle stream and pedestrian lights at a narrow bridge.

The Lead Member for Planning highlighted continued investment in the planning function which would be important as new developments were brought forward.

The Lead Member for Children's Services explained that every single recipient of home to school transport for Special Educational Needs had been reviewed to ensure appropriate provision was in place. An additional £330,000 had been added to the budget for 17/18 as a result. The Lead Member highlighted that £762,000 of savings had been identified and approved at Cabinet in 2016; she assured Members that there was no cut to frontline services. In the main the savings had been achieved through the deletion of vacant posts and better value commissioning.

The Deputy Lead Member for Ascot Regeneration he highlighted that the council collected council tax and business rates totalling £160m. The cost of collection was £500,000 supported by government grant, totalling £1.3-1.5m, which represented less than 1% of the amount collected. This was indicative of the efficient and effective services lead by the Lead Member for customer and Business Services.

Councillor Jones welcomed the investment in toilets at Old Windsor library.

In response to questions, it was confirmed that the £80,000 for the Pave Dedworth project would be an addition to the capital programme. The Lead Member also confirmed that the proposed budget covered all known estimated costs for service provision.

Councillor Jones commented that she had asked at several of the Overview & Scrutiny Panels for sight of the trend evidence over the last five years for the 3% adult social care precept. She requested this be provided before full Council on 21 February 2017. The Lead Member responded that he had received the data himself earlier that evening and intended to forward it to Councillor Jones in the next few hours. If Councillor Jones had any questions as a result, she was directed to contact the Managing Director.

Councillor Jones registered her concern about some of the operations savings. She had been looking for comparative cost data per team, including lot 1, to enable analysis of the savings and future monitoring. She had not yet received this information and requested it be provided to her prior to Full Council on 21 February 2017. Councillor Jones also raised a concern about resourcing at the Customer Service Centre as she had recently had to wait some time on the phone, in some cases up to 10 minutes.

The Interim Strategic Director for Operations and Customer Services agreed to provide the information requested in relation to lot 1. He confirmed that the staffing in the CSC was sufficient for the call coverage. Details of phase 2 of the new Customer Experience model would be reported to Cabinet in early autumn.

The Chairman commented that the proposed budget protected the vulnerable, particularly in a time of growth in demand. The council had no wish to increase council tax and it had in fact been reduced in real terms over the previous seven years. The

change in direction was a result in a reduction in government grant funding and growth in the needs of the most vulnerable. He highlighted that the borough had the lowest council tax outside London. He thanked officers and Lead Members for their work on the budget.

The Lead Member for Finance commented that he had been involved in numerous big budgetary processes in his professional life; this budget had been one of the most competent and focussed experiences of his career. In a BBC Radio Berkshire interview it had been commented that the council had only increased council tax because it had not charged enough in the past. The Lead Member questioned why the council would take money off people in the past when it did not need to do so? Tax should only be taken when it was truly needed. The fact it had been increased this year by 3.95% was a direct and legitimate response to service needs in the current year.

RESOLVED UNANIMOUSLY: That Cabinet recommend to Council that they note the report and approve the:

- i) Detailed recommendations contained in Appendix A which includes a Council Tax at band D of £915.57, including a 0.95% increase of £8.62.**
- ii) Adult Social Care Precept of 3% (an increase of £27.75 on the £18.14 precept included in the 2016/17 budget) to be included in the Council's budget proposals, making this levy the equivalent of £45.89 at band D.**
- iii) Fees and Charges contained in Appendix D are approved.**
- iv) Capital Programme, shown in appendices F and G, for the financial year commencing April 2017.**
- v) Prudential borrowing limits set out in Appendix L.**
- vi) Business rate tax base calculation, detailed in Appendix O, and its use in the calculation of the Council Tax Requirement in Appendix A.**
- vii) Head of Finance in consultation with the Lead Members for Finance and Children's Services is authorised to amend the total schools budget to reflect actual Dedicated School Grant levels.**
- viii) Head of Finance in consultation with the Lead Member for Finance is authorised to make appropriate changes to the budget to reflect the impact of the transfer of services to Achieving for Children and Optalis.**
- ix) Responsibility to include the precept from the Berkshire Fire and Rescue Authority in the overall Council Tax charges is delegated to the Lead Member for Finance and Head of Finance once the precept is announced.**
- x) £80,000 to be added to the capital programme for the 'Pave Dedworth' project**

COUNCIL FUNDING FOR LOCAL ORGANISATIONS 2017/18

Cabinet considered approval of recommendations from the Grants Panel for grants to voluntary organisations. Although the discussion took place in Part II, it was agreed that the decision should be minuted in Part I.

RESOLVED UNANIMOUSLY: That the applications listed below for the allocation of RBWM / '3' Grassroots Funding be approved and the decisions be minuted in Part I following Cabinet's confirmation of the Panel's recommended awards.

Organisation	£
1st Maidenhead Sea Scout Group	1,000
2nd Ascot Guides	800
4th Ascot Brownies	150
Berkshire Credit Union	3,000
Electric Eels	2,000
Family Friends in Windsor & Maidenhead	2,000
Maidenhead Sports and Social Club	550
Oldfield School Association	1,000
Re:Charge R&R	6,000
Smartworks	3,000
SportsAble	3,000
Windsor Boys' School Boat Club	2,500

The Chairman supported the proposal for a report to be presented to a future Panel meeting on the wider work of the Berkshire Community Fund in the Borough.

RESOLVED UNANIMOUSLY: That:

- i) The grants as detailed below be approved, subject to:-**
 - a) The approval of the budget.**
 - b) The organisations receiving Capital Grants obtaining any requisite planning or building regulations consents and producing copies of audited accounts and evidence of the availability of finance for the remainder of the schemes.**
 - c) The organisations receiving Kidwells Trust Grants:-**
 - i) Providing suitable acknowledgement for the grant assistance in all publicity material.**
 - ii) Ensuring that there is adequate insurance cover for items purchased with grant assistance. Continuing to look for other forms of sponsorship for special events.**
 - d) Organisations in receipt of Revenue and SLA Grants being required to complete an Annual Return Form which should demonstrate written evidence that the money had been spent according to their application and to identify the specific outcomes achieved as a result of the grant awarded.**
 - e) Organisations should, wherever possible, seek funding from other sources to ensure that they were not solely reliant on funding through the Royal Borough and it be noted that those organisations would not necessarily be automatically awarded funding year on year.**

ii) That the following decisions be minuted in Part I following Cabinet's agreement of the budget:

Revenue Grants

Organisation	£
3M Residents Association	1,500
ABC to Read	1,500
Ascot Area Alzheimer's Support (Triple A)	4,000
Ascot Volunteer Bureau	800
Autism Berkshire	5,000
BCF	5,000*
CHIME	3,800
Colne Valley CIC	1,000
The Conservation Volunteers	4,200
Cruse Bereavement	1,000
Family Action	1,000
Friends of Maidenhead	4,000
Guru Nanak Sat Sang Sabha	1,200
Honeypot Children's Charity	1,000
Maidenhead & District Stroke Club	780
Maidenhead Festival	7,000
Maidenhead Heritage Centre	10,000
Maidenhead Music Society	500
Old Windsor Carnival	3,000
Revitalise	1,000
Thames Valley Mediation Service	3,000
WAMCF	4,500
Windsor & Maidenhead Symphony Orchestra**	4,000
Woodlands Park Youth Club	2,000
Windsor & Maidenhead CAB	15,700

*The Chairman requested that the remainder of the grant funding applied for (£9500 for the Mentoring Scheme) be deferred for consideration in a second round of Grants, date to be confirmed.

** The Chairman commented that the borough would be keen to work with the organisation to promote classical music to a wider audience

That with regret, the following applications were refused:

Beehive Pre-School (to be referred to Community Enterprise and WAM Get Involved)
Berkshire MS Therapy Centre (to be referred to CCG funding)
Crossroads Care (to be referred to Carers Strategy, Carers Partnership Board and Carers Payments)
Homestart Slough
Sequela Foundation

The following applications were deferred for consideration in a second round of Grants, date to be confirmed, for the following reasons:

Alexander Devine Children’s Hospice Service – The Chairman requested more information on which other Local Authorities were supporting the Children’s Hospice Service financially.

Art Beyond Belief – The Chairman requested information regarding the percentage of residents within the Borough that would receive help through this organisation and also the viability of the activity if the award was less than applied for.

Maidenhead Cycle Hub – The Chairman requested information relating to any increased level of activity being undertaken by the organisation compared to that originally anticipated in the Social Enterprise Grant application and subsequent award.

Sebastians Action Trust – The Chairman requested more information on which other Local Authorities were supporting the Children’s Hospice Service financially and if their finances were sustainable.

N.B: Out of a total budget of £100,000, £86,480 was allocated which left £13,520 unallocated from the Revenue budget. The Panel agreed that this funding should be made available for allocation at future Grants Panels during 2017/18, and will identify the opportunities for grants made at future Panels to make full use of unallocated balances from either the Revenue and Capital budgets.

Capital Grants

Organisation	Description	£
Ascot District Day Centre	For works to prevent their driveway flooding during torrential rain.	10,440
Cordes Hall	To go towards replacing their flooring	14,000
Maidenhead Heritage Centre	To replace fluorescent light fittings with LED equivalents	739
Clewer Non Ecclesiastical Charities	To go towards the building of a sensory garden	4,500
Windsor & Eton District Scout Council (Bears Rails Campsite)	To go towards the demolition of the existing building and rebuilding of new building	15,000
Windsor Theatre Guild	To go towards equipment to improve the efficiency of running their shows	532*
Furze Platt Scouts	To go towards the total refurbishment and modernisation of their HQ building.	2,000
Maidenhead United FC Community Trust	To go towards the purchase of essential equipment and volunteering training	3,442
Norden Farm Centre for the Arts	To go towards the purchase of IT, studio sound desk, LED lighting, and refurbishment of toilets	15,750

*** The equipment must be made available for hire by other groups when**

not in use

That with regret, the following applications were refused:

**Beehive Pre-School
Windsor Horse Rangers**

The following applications be deferred for consideration in a second round of Grants, date to be confirmed, for the following reasons:

**Alexander Devine – The Panel agreed to defer this application in line with the deferral of the organisation’s revenue grant application.
Sawyers Close Residents – this was deferred pending information relating to the future of the site.**

N.B: Out of a total budget of £180,000, £66,403 was allocated which left £113,597 unallocated from the Capital budget. The Panel agreed that this funding should be made available for allocation at future Grants Panels during 2017/18, and will identify the opportunities for grants made at future Panels to make full use of unallocated balances from either the Revenue and Capital budgets

Service Funded Grants

Organisation	£
<u>Libraries, Arts & Heritage</u>	
Windsor Festival Society	15,000
Windsor Fringe	2,500
<u>Adult & Community</u>	
Maidenhead Mencap	6,000
Thames Valley Positive Support	13,500
Windsor Mencap Buddy Scheme	8,000
<u>Community Services</u>	
Bracknell CAB	8,000
Windsor & Maidenhead CAB	116,300

The Panel agreed that there would be no need for the SLAs to be presented to the Grants Panel for approval in future years; they would be agreed between Grants Officers and relevant Lead Members. Instead, a summary of all SLAs and any changes to the SLAs would be presented to the Grants Panel for noting.

Kidwells Trust Grants

Organisation	Description	£
Maidenhead Festival	To fund one of the attractions at the Maidenhead Festival	1,500

Organisation	Description	£
Norden Farm	To go towards their Jump In! event	2,000
Maidenhead Music Society	To engage more well-known artists for and for a broader advertising strategy.	400
Windsor Fringe	To promote the ever-expanding "Exhibition and Artists Open House".	250
Windsor & Maidenhead Symphony Orchestra	To cover the cost of hire of Eton College School Hall	1,850

N.B. Out of a total budget of £10,000, £6,000 was allocated which left £4,000 unallocated. The Panel agreed that this funding should be made available for allocation at future Grants Panels during 2017/18.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

CHAIRMAN.....

DATE.....

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CABINET LOCAL AUTHORITY GOVERNORS APPOINTMENTS SUB COMMITTEE

MONDAY, 6 FEBRUARY 2017

PRESENT: Councillors Natasha Airey (Chairman), Samantha Rayner, Jack Rankin, and David Coppinger

Principal Member also in attendance: Councillor Christien Bateson

Also in attendance: Councillor Simon Dudley

Officers: Karen Shepherd

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Saunders.

DECLARATIONS OF INTEREST

None received

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 24 November 2016 be approved.

APPOINTMENT OF LOCAL AUTHORITY REPRESENTATIVES TO GOVERNING BODIES OF SCHOOLS IN THE ROYAL BOROUGH

The Sub Committee considered the latest list of vacancies and candidates for LA representatives to Governing Bodies of Schools in the Royal Borough, as detailed in section 2.1 the report, and a number of re-appointments as detailed in section 2.2.

The Chairman requested that for long-term vacancies, Ward Councillors be asked to recommend suitable individuals for the role.

RESOLVED UNANIMOUSLY: That:

- i) Tommy Lau be recommended for appointment to Cheapside C of E Primary School.**
- ii) Karin Taylor be recommended for appointment to Wraysbury Primary School.**
- iii) Matthew Wall be recommended for re-appointment to Holy Trinity CE Primary School, Cookham.**
- iv) Nigel Smith be recommended for re-appointment to Larchfield Primary and Nursery School**
- v) Clive Baskerville be recommended for re-appointment to Alwyn Infant School; the school be offered support where appropriate in encouraging individual governors to take a more pro-active role**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion took place on items 6-7 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 1-7 of part I of Schedule 12A of the Act.

The meeting, which began at 4.30 pm, finished at 4.42 pm

CHAIRMAN.....

DATE.....

Agenda Item 5

CABINET: 23 FEBRUARY 2017

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Shared Lives Options Update	26/3/17	September 2017	To allow for development of options
Community Housing Fund (CHF)	-	16/3/17 (Cabinet Regeneration Sub Committee)	New Item
Award of Council Grants 2017/18 (Round 2)	-	26/3/17	New Item
Adult Services Business Plan 2017-2018	-	26/3/17	New Item
Emergency Planning – Proposed Shared Berkshire Service	-	26/3/17	New Item
Forest Bridge Special School	-	26/3/17	New Item
Tender Award for the Clara Court and Queens Court Care Contracts	-	27/4/17	New Item
Parking Provision	-	25/5/17	New Item

FORWARD PLAN OF CABINET AND COUNCIL DECISIONS

NB: The Cabinet is comprised of the following Members: Councillors Dudley (Leader of the Council and Chairman of Cabinet, incl. Housing), Coppinger (Deputy Chairman of Cabinet, Adult Services and Health, including Sustainability), Bicknell (Deputy Leader of the Council and Highways & Transport), Cox (Environmental Services incl. Parking), Hill (Customer and Business Services, incl. IT), D Wilson (Planning), Mrs N Airey (Children's Services), Saunders (Finance), S Rayner (Culture & Communities), Rankin (Economic Development and Property). Also in attendance (non-Executive): Councillors Bateson (Principal Member Neighbourhood Planning, Ascot & the Sunnings), Targowska (Principal Member HR and Legal), D. Evans (Maidenhead Regeneration and Maidenhead) and Carroll (Principal Member Public Health and Communications)

The Council is comprised of all the elected Members

All enquiries, including representations, about any of the items listed below should be made in the first instance to Democratic Services, Town Hall, St Ives Road, Maidenhead. Tel (01628) 796529. Email: democratic.services@rbwm.gov.uk

FORWARD PLAN

ITEM 28	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
1. Maidenhead Station Opportunity Area – Options	Fully exempt - 3	Options on the proposed redevelopment of the Station Opportunity Area and delivery of a transport interchange	No	Principal Member for Maidenhead Regeneration and Maidenhead (Councillor David Evans)	Chris Hilton	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet Regeneration Sub Committee 16 Mar 2017	
2. Selection of Joint Venture Development Partner Maidenhead Town Centre	Fully exempt - 3,4	A report for Members detailing the proposed outcome of the OJEU process to select a joint	Yes	Lead Member for Finance (Councillor MJ Saunders), Lead Member for Economic Development	Chris Hilton	Internal process	n/a	Cabinet Regeneration Sub Committee 16 Mar 2017 - <i>for noting as</i>	Full Council 30 Mar 2017

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		venture development partner		and Property (Councillor Jack Rankin)				<i>Full Council decision</i>	
29 3. Community Housing Fund (CHF)	Open -	The purpose of this report is to: • note that the Council has been awarded a CHF grant from Government of £103,375 for the year 2016 / 17. This funding is to help the Council bring forward community led housing development in the Borough aimed at first time buyers in response to the problems second homes can cause in reducing supply. • seek approval for the use of this year's grant allocation to appoint specialist consultants to undertake feasibility work to support the development of a	Yes	Lead Member for Economic Development and Property (Councillor Jack Rankin), Deputy Lead Member for Policy and Affordable Housing (Councillor Ross McWilliams)	Chris Hilton, Russell O'Keefe	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet Regeneration Sub Committee 16 Mar 2017	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		Community Land Trust who can then deliver affordable housing units to meet local needs on a long term basis.							
30 1. Standards and Quality of Education in Royal Borough schools – A Review of the Academic Year	Open -	The report outlines the achievements of schools in the Royal Borough and identifies areas where further development is required	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 22 Mar 2017	Cabinet 23 Mar 2017	
2. Council funding for Voluntary Organisations 2017/18 (Round 2)	Fully exempt - 3	To consider the award of grants to voluntary organisations	Yes	Lead Member for Culture and Communities (Councillor Samantha Rayner)	David Scott	Grants Panel 10 March 2017	n/a	Cabinet 23 Mar 2017	
3. Forest Bridge Special School	Open -	Update on the progress of finding a home for the Forest Bridge Special School.	No	Lead Member for Children's Services (Councillor Natasha Airey)	Chris Hilton, Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 22 Mar 2017	Cabinet 23 Mar 2017	
4. Emergency Planning – Proposed Shared Berkshire Service	Part exempt - 3,4	The report proposes the creation of a shared emergency planning service in collaboration with the five other	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox)	Andy Jeffs	Internal process	Highways, Transport and Environment Overview and Scrutiny Panel 14 Mar 2017	Cabinet 23 Mar 2017	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		Berkshire local authorities							
5. Council Manifesto Tracker	Open -	An outline of performance against the Council's manifesto Commitments	Yes	Chairman of Cabinet (Councillor Simon Dudley)	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 23 Mar 2017	
6. Children's Services Business Plan 2017-2018	Open -	To agree the Children's Services Business Plan 2017-2018 to be delivered through Achieving for Children	No	Lead Member for Children's Services (Councillor Natasha Airey)	Alison Alexander	Internal process	Children's Services Overview and Scrutiny Panel 22 Mar 2017	Cabinet 23 Mar 2017	
7. Additional Library – Report of Consultation & Feasibility Studies	Part exempt - 3	Following agreement in February to undertake feasibility studies into options for a new library this report provides an indication of likely costs for the potential new library	Yes	Lead Member for Culture and Communities (Councillor Samantha Rayner)	Jacqui Hurd	Public & Parish consultation in Bray & Sunningdale Wards	Culture and Communities Overview and Scrutiny Panel 21 Mar 2017	Cabinet 23 Mar 2017	
8. Financial Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 23 Mar 2017	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
9. Adult Services Business Plan 2017-2018	Open -	To agree the business plan for 2017-2018 for adult services, delivered through Optalis	No	Lead Member for Adult Services and Health (Councillor David Coppinger)	Hilary Hall	Internal process	Adult Services and Health Overview and Scrutiny Panel 16 Mar 2017	Cabinet 23 Mar 2017	
32 1. Appointment of Local Authority Governors	Part exempt - 1	To consider the appointment of LA Governor Representatives to Governing Bodies of Schools in the Borough	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Karen Shepherd	Consultation with schools	n/a	Cabinet Local Authority Governors Appointments Subcommittee 23 Mar 2017	
1. Home to School Transport - Post 16 Policy (Annual)	Open -	The Council's policy on providing Home to School transport is subject to annual review	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 20 Apr 2017	Cabinet 27 Apr 2017	
2. Financial Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel 18 Apr 2017	Cabinet 27 Apr 2017	
3. Intensive Family Support Project Annual Review	Open -	Review performance of the Intensive Family Support Project including payment by results information, case	No	Lead Member for Children's Services (Councillor Natasha Airey)	Alison Alexander	Internal process	Children's Services Overview and Scrutiny Panel 20 Apr 2017	Cabinet 27 Apr 2017	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		level information in relation to progress/outcomes and areas for improvement							
4. Options to Meet School Place Demand from 2020 Across the Borough 33	Open -	The report sets out a forecast of likely demand for school places and the impact on choice and availability before outlining a range of proposals to ensure residents can continue to access high quality schools from 2020.	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 20 Apr 2017	Cabinet 27 Apr 2017	
RBWM Trading Activities Update	Open -	A regular update to Cabinet on the activities of the two trading companies – RBWM Property Company Ltd and RBWM Commercial Services.	No	Lead Member for Economic Development and Property (Councillor Jack Rankin)	Alison Alexander	Internal process	Corporate Services Overview and Scrutiny Panel 18 Apr 2017	Cabinet 27 Apr 2017	
5. Delivering Differently in Operations & Customer Services – Civil Enforcement Officer	Fully exempt - 4	The report will provide an options appraisal for future delivery of Civil Enforcement services	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox)	Craig Miller	Internal process	Crime & Disorder Overview & Scrutiny Panel 20 Apr 2017 Corporate	Cabinet 27 Apr 2017	

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							Services Overview and Scrutiny Panel 18 Apr 2017 Highways, Transport and Environment Overview and Scrutiny Panel tbc		
1. Council Performance Management Framework Quarter 4 G4	Open -	Report detailing performance of the Council against the corporate scorecard for quarter 4 2016/17	Yes	Chairman of Cabinet (Councillor Simon Dudley), Councillor Ross McWilliams	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel tbc Culture and Communities Overview and Scrutiny Panel 16 May 2017	Cabinet 25 May 2017	
2. Parking Provision	Part exempt - 3	This report details the findings of detailed feasibility assessments for additional parking provision across the Royal Borough. Recommendations and an investment case for new permanent and temporary car parking will be provided.	Yes	Principal Member for Maidenhead Regeneration and Maidenhead (Councillor David Evans), Lead Member for Environmental Services (Councillor Carwyn Cox)	Russell O'Keefe	Internal process	Highways, Transport and Environment Overview and Scrutiny Panel 18 May 2017	Cabinet 25 May 2017	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
3. Financial Update	Open -	Latest finance update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 25 May 2017	
4. Flooding Monitoring	Open -	An update on national and local developments relating to flooding.	Yes	Lead Member for Highways and Transport (Councillor Phillip Bicknell)	Ben Smith	Internal process	Highways, Transport and Environment Overview and Scrutiny Panel 18 May 2017	Cabinet 25 May 2017	
5. Shared Services Update	Open -	To provide an update to Cabinet on the progress of the corporate shared services initiative	No	Chairman of Cabinet (Councillor Simon Dudley)	Alison Alexander	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 25 May 2017	
1. Appointment of Local Authority Governors	Part exempt - 1	To consider the appointment of LA Governor Representatives to Governing Bodies of Schools in the Borough	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	David Scott	Relevant schools and governing bodies	n/a	Cabinet Local Authority Governor's Appointments Subcommittee 25 May 2017	
1. Appointment to Outside and Associated Bodies (including annual report from representatives)	Open -	To make appointments of Council representatives on Outside and	No	Chairman of Cabinet (Councillor Simon Dudley)	Mary Kilner	Internal process	n/a	Cabinet Jun 2017	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		Associated Bodies							
2. Finance Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet Jun 2017	

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
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DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	<p>Information which reveals that the authority proposes</p> <p>(a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</p> <p>(b) to make an order or direction under any enactment.</p>
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

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Report Title:	Council Performance Management Framework Quarter 3 2016/17
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Dudley, Leader of the Council and Chairman of Cabinet. Councillor McWilliams, Deputy Lead Member for Policy and Affordable Housing
Meeting and Date:	23 February 2017
Responsible Officer(s):	Russell O'Keefe, Strategic Director – Corporate and Community Services David Scott, Head of Governance, Partnerships, Performance and Policy
Wards affected:	All

REPORT SUMMARY

1. Performance as of Q3 2016/17 against the new Performance Management Framework (PMF) demonstrates that two of the strategic priorities are on target (Value for Money and Delivering Together) and two are just short (Residents First and Equipping Ourselves for the Future).
2. The progress towards delivering the fourteen strategic outcomes within the adopted four year Council Strategic Plan 2016-2020 are detailed in Appendix A and summarised in Table 2. There are eleven on target, two just short of target, and one that is off target.
3. Overall performance against the Council's key performance indicators has improved since the last quarter with 68% of measure now on target, an improvement of 14%.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Notes the progress towards meeting the council's strategic priorities and objectives.**
- ii) **Requests Strategic Directors in conjunction with the relevant Lead Member(s) progress improvement actions for indicators that are off target.**

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

Improving performance management

- 2.1 Good performance management ensures the effective delivery of Council services. The Performance Management Framework (PMF), introduced in Quarter 2, has been further refined to ensure key performance indicators are measurable and comparable with other local authorities. Consequently Quarter 3 report includes benchmarking comparison data for 24 key performance indicators (compared to 10 in Q2). Some local measures can not be benchmarked; relevant indicators are marked in Appendix A. In addition Infographic Summary has been produced, see Appendix B.
- 2.2 Further improvement of our monitoring system will occur during quarter 4 to secure an automation system for use across the council and with our partners for monitoring performance. Implementation of an automated system will help the council to achieve its ambition for performance management to not only provide a retrospective view of ‘how we have done’ but provide business intelligence, insight and enable enhanced forecasting.
- 2.3 The first improvement plans for measures off target have also been produced and published on the council’s website on its Transparency pages (see section 11 for link). This work will continue in Q4 to further embed effective performance management across the organisation.

Quarter 3 2016/2017 summary of performance

- 2.4 The Council has 72 KPIs. This provides a similarly comprehensive view of the council’s performance compared to previous years. Each indicator’s inclusion demonstrates its contribution towards the specific council’s strategic objective; therefore some KPIs are included more than once as they contribute to more than one of the council’s strategic objectives which is why in some cases the total is read as 85.
- 2.5 The Council’s strategy sets out the four strategic priorities and 14 outcomes see Table 1 for current performance. In summary there are eleven on target, two just short and one that is off target.

2.6 **Table 1: Outcome performance against Four Strategic Priorities**

Strategic Priority	Outcomes				Total
	On Target	Just Short	Off Target	N/A*	
Residents First	2	2	0	0	4
Value for Money	4	0	0	0	4
Delivering Together	3	0	0	0	3
Equipping Ourselves for the Future	2	0	1	0	3
Q3 Total	11	2	1	0	14
Q2 Total	9	1	3	1	14

* Data for some KPIs (including baselines and targets) is unavailable in some cases

2.7 **Table 2: KPI performance against four Strategic Priorities**

Strategic Priority	Objectives				Total
	On Target	Just Short	Off Target	N/A*	
Residents First	26	7	7	3	43
Value for Money	15	1	0	2	18
Delivering Together	9	2	1	1	13
Equipping Ourselves for the Future	7	1	2	1	11
Q3 Total	57 (67%)	11 (13%)	10 (12%)	7 (8%)	85
Q2 Total	46 (54%)	12 (14%)	15 (18%)	12 (14%)	85

* Data for some KPIs (including baselines and targets) is unavailable in some cases

2.8 The framework demonstrates that when overall performance of the council's outcomes are considered for each of the strategic priorities (Residents First, Value for Money, Delivering Together, Equipping Ourselves for the Future), two of the priorities are on target (Value for Money and Delivering Together) and two are just short (Residents First and Equipping Ourselves for the Future). Table 3 looks at the performance of the KPIs against the Strategic Priorities.

2.9 Table 3 and 4 summarises performance by Directorate and by Lead Member portfolio. Percentages for Q3 are calculated based on known performance data only. In some cases data is not available until the end of the financial year/is an annual indicator.

2.10 **Table 3: Performance of KPIs by Directorate**

Directorate	On Target	Just Short	Off Target	Data not yet available*	Total
Adults, Children's and Health Services	15 (56%)	5 (18%)	7 (26%)	5	32
Corporate & Community Services	13 (87%)	1 (6.5%)	1 (6.5%)	0	15
Operations & Customer Services	17 (61%)	5 (22%)	2 (17%)	1	25
Total for Q3	45 (68%)	11 (17%)	10 (15%)	6	72
Total for Q2	31 (54%)	14 (25%)	12 (12%)	12	69

2.11 Table 4: Performance of KPIs by Lead Member / Principal Member

Lead Member / Principal Member	KPIs				Total
	On Target	Just Short	Off Target	Data not yet available*	
Cllr N Airey	9	1	4	1	15
Cllr Bicknell	2	1	0	1	4
Cllr Carroll	1	3	1	0	5
Cllr Coppinger	2	0	1	1	4
Cllr Cox	3	1	0	0	4
Cllr Dudley	3	0	0	0	3
Cllr Hill	7	3	2	0	12
Cllr Rankin	3	0	0	0	3
Cllr S Rayner	7	0	0	0	7
Cllr Saunders	2	0	0	0	2
Cllr Targowska	3	1	1	3	8
Cllr D Wilson	3	1	1	0	5
Q3 Total	45	11	10	6	72

Qualitative analysis of Q3 performance by Strategic Priority / Outcomes (Table 1):

RESIDENTS FIRST

2.12 There are four outcomes contributing to our priority to put residents first, these are:

- To ensure every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education.
- To maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy.
- To continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough.
- To ensure our residents are safe and supported by a skilled workforce.

2.13 Of these four outcomes, two are on target and two are just short. Those just falling short are maintaining excellent parks and leisure facilities to encourage healthy living and ensuring residents are safe and supported by a skilled workforce.

ON TARGET: Ensuring every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education (p1 – 2 Appendix A)

2.14 There are 14 KPIs for this outcome. Nine are on target, one is just short and four are off target. Since Q2 significant progress has been made in gathering the data for this measure to enable a clearer picture of performance. Two of the off target measures relate to the council's performance in educational attainment for disadvantaged children at Early Years Foundation Stage and Key Stage Two. These are also new indicators since this quarter. Work is underway in the council to address performance in these areas and will be reported back to Cabinet in March in the annual report on standards and quality of education in the borough. Encouragingly, the council's performance at Key Stage 4 is in

the top 17% of the country for disadvantageded pupils making good progress. Other measures off target include ACH10 % of care leavers in education, employment or training which has declined since the last quarter and ACH4 % of Children in Care with personal education plans which has also declined this quarter. More detailed commentary on these measures is in Appendix A.

- 2.15 Areas of good performance for this outcome include ACH8 % of all RBWM schools inspected by Ofsted receiving an 'Outstanding' or 'Good' judgment which has improved since Q2 with 86% now achieving the expected standard. Also of note is the performance of CCS11 Number of apprenticeships offered within the council; Q3 has seen a large recruitment drive on apprenticeships with 12 posts being offered to date. 90 applications were received across 10 posts which was the highest volume of applications we have seen in recent months.

JUST SHORT: Maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy (p3 Appendix A)

- 2.16 There are nine indicators for this outcome. Five are on target, three are just short and one is off target. This outcome is amber in this quarter due to the performance of the Public Health indicators ACH18, ACH19, ACH20 and ACH21. Three of these have improved since last quarter, though are still not on target. Our successful drug completions (opiate and non opiate) are in the top quartile for comparator local authorities but our benchmarking of successful alcohol completions indicate we are less effective hence the combined performance being just short for ACH20.
- 2.17 Despite the outcome overall being amber, OCS15 and OCS16 Numbers of physical and virtual visits to museums and libraries are performing very well; evidence of the value residents place on these services. For libraries per 1,000 population our physical visits see the Royal Borough as the best performer in its comparator group.

ON TARGET: Continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough (p4 Appendix A)

- 2.18 There are 10 indicators for this outcome. Seven are on target, two are just short and one is off target. This outcome was off target in the last quarter but is now performing well. Only one measure is off target CCS31 % of planning appeals lost, though an improvement plan for this is in place. Performance in planning otherwise has improved with two measures relating to processing planning applications being on target and one only just short.
- 2.19 Of continued note is the residents' satisfaction with the roads which has increased this quarter from 56.1% to 61% as measured by customer satisfaction surveys. Current actual performance is taken from the CSC's quarterly Customer Satisfaction service focus questions. 315 of 518 residents surveyed during Q3 were satisfied or very satisfied with the condition of local roads.

JUST SHORT: Ensure our residents are safe and supported by a skilled workforce (p5 Appendix A)

- 2.20 There are 10 indicators for this outcome. Five are on target, one is just short, one is off target and there are three for which data is not available until the end of the financial year. This outcome is also amber though performance of time taken to process housing / council tax benefit new claims and change events (OCS36) continues to be exemplary.
- 2.21 There is one indicator just short of target OCS37 Reduction in non-compliant food premises – priority based inspections focusing on premises with a one or zero rating out of five, and one measure which is off target ACH34 % of care homes rated good or better by the CQC. There are 47 care homes and 51% are inspected as good or better against a target of 75%. In 2017/2018, the target will be based on an analysis of inspections due.
- 2.22 Of the three measures for which data is not available; two of these relate to staff training and will not be available until the next quarter. This measure may therefore be back on target by Q4.

VALUE FOR MONEY

- 2.23 The Value for Money strategic priority has four objectives from the corporate strategy from which its performance has been assessed. These are:
- To keep Council Tax low and reduce our high cost placements in social care.
 - To deliver improved customer services and outcomes for residents through the use of existing and emerging technology.
 - To intelligently use the borough's assets to increase income and maximise our ability to collect Business Rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources.
 - To develop innovative services that will help to meet future challenges and demand and to launch a home ownership plan through shared equity and other models, where the resident has a stake in their property.
- 2.24 Of these four objectives all are on target which is improved on last quarter.
- ON TARGET: Keeping Council Tax low and reduce our high cost placements in social care (p6 Appendix A)**
- 2.25 Of the 10 KPIs used to assess the council's performance against this strategic objective, seven are on target, one just short and there are two for which data is not available (ACH44 and ACH49). Whilst ACH44 does not have a target set to enable a RAG rating, ACH44b is now on target (working days lost by headcount) and in 2017/18 will replace ACH44.
- 2.26 ACH44b does have a revised target compared to last quarter. This is not to say expectations of high performance have been lowered. Q3 performance at 6.55 days is better than CIPD average of 6.9 days per employee, which is significantly better than the public sector average of 8 days per employee. Private sector average is 5.8 days per employee. There continues to be high focus on the HR measures within the framework and performance improvement plans are viewable on the council website.
- 2.27 Good performance also continues for the new indicator to measure the in-house occupancy rate of the borough's foster carers with only three out of 43 foster

placements 'vacant' in this quarter demonstrating effective use of its approved foster arrangements.

- 2.28 The sole amber KPI is a new measure in the framework (OCS69) looking at council's overall success rate in completing projects to the right quality, timescale and budget, though no projects have been completed in this quarter so this measure is unchanged from Q2.

ON TARGET: Intelligent use of the borough's assets to increase income and to maximise our ability to collect Business Rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources (p7 Appendix A)

- 2.29 This outcome has moved from just short to on target this quarter with all three indicators demonstrating good performance. Just short of target in Q2, the council's performance in collecting business rates (OCS57) is now back on target.

ON TARGET: Deliver improved customer services and outcomes for residents through the use of existing and emerging technology (p7 Appendix A)

- 2.30 There are four indicators for this outcome; all of which are on target. Of note is performance for KPI OCS51 % of digital transactions carried out through the borough's website. 316,536 contacts have been received to date in 2016-17. This includes phone, face-to-face, email, online forms, online payments and digital channel transactions. 97,665 of these have been digital transactions, i.e. online form/payment, email or digital channel. Target to date should be 22.5% and is already at 30%.
- 2.31 In Q2 OCS52 Number of people signed up to 'My Account' was off target. Given that this was a new measure with no baseline, some consideration has been given to the target in light of services available and marketing activity. There are 6508 signed up as at Q3 and the 16/17 activity figure will be used to more accurately baseline next year's target. It is now deemed to be on target, though. Last quarter results were 4,315 so there has been growth this quarter.

ON TARGET: Develop innovative services that will help to meet future challenges and demand and to launch a home ownership plan through shared equity and other models, where the resident has a stake in their property (p8 Appendix A)

- 2.32 There is only one indicator to determine this outcome given its specific nature so is vulnerable to fluctuations within the overall framework. This outcome was not measured last quarter but is on track for good performance at the end of the year. CCS58 combines both the council's ability to build or create housing through its land, as well as its advice and support. A target of two units (11 bed spaces) will be directly delivered using council assets by year end. It is expected that two units will be provided in Q4 - Unit 5 (7 bed spaces) and Cemetery Lodge in Braywick (4 bed spaces).

DELIVERING TOGETHER

- 2.33 There are three objectives for this strategic priority. These are:

- To bring customer services close to the resident by make greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services.
- To improve service delivery by implementing, and benchmarking against, best practice learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents.
- To work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals.

2.34 Of these three objectives all are on target.

ON TARGET: Bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services (p9 Appendix A)

2.35 There are eight indicators for this outcome; five are on target, two are just short and one is off target. This was the most variable performing outcome last quarter but is now on target for Q3.

2.36 The target for performance of OCS59 Reduction in avoidable contact with the council has been considered this quarter and adjusted as performance is currently 2% better than last year. This is a continued area of focus for the council and the Customer Service Centre is focused on working with services to further reduce this.

2.37 CCS50 Resident Satisfaction with the council remains strong this quarter. Of 518 residents surveyed in Q3, 375 were fairly satisfied or very satisfied with the way RBWM run things indicating an overall good level of customer service.

ON TARGET: Improve service delivery by implementing and benchmarking against, best practice learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents (p10 Appendix A)

2.38 There are two indicators used to determine our services benchmarked against others, both of which are on target. The indicator CCS42 Council unit cost compared to other unitary councils is an annual measure; though the recent announcements about the council's budget for 2017/18 indicate that the borough is well placed to continue its strong performance next year.

ON TARGET: Work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals (p10 Appendix A)

2.39 There are three indicators for this objective, two for which the data is available are both on target (one is an annual measure which will be provided in Q4). The council continues to evidence success in its ability to work with volunteers in supporting council services (CCS65), with over 4,400 volunteers in Q3 compared to 4150 for the same period last year.

EQUIPPING OURSELVES FOR THE FUTURE

2.40 There are three strategic objectives for this priority. These are:

- To invest in learning and development for our staff and ensure our workforce is multi-skilled.
- To progress the digitalisation of the council's systems to further develop the ambitions for a 24/7 council as well as promote joined-up working across the council to help engender a "tell us once" ethos, improving outcomes for residents.
- To better use digital and mobile technology and deliver against the council's Transformation Programme.

2.41 Of these three objectives, two are on target but the first outcome is off target. Overall this priority is therefore deemed to be just short to ensure appropriate focus on the remaining off target outcome.

OFF TARGET: Investing in learning and development for our staff and ensure our workforce is multi-skilled (p11 Appendix A)

2.42 There are four indicators for this outcome. One is on target, one is just short, one is off target and one with data not yet available. The one measure off target is an annual measure so has not changed in this quarter (relating to the staff survey). Despite this, good progress is demonstrated in the final two measures regarding staff turnover (ACH68 and ACH68b) one of which is on target, one just short with improved performance in the quarter.

ON TARGET: Progressing the digitalisation of the council's systems to further develop ambitions for a 24/7 council and promote joined-up working to help engender a "tell us once" ethos (p11 Appendix A)

2.43 There are four indicators for this objective; three are on target and one is off target. The KPI off target is % of complaints upheld. Despite below expected performance in this area, residents' satisfaction as discussed earlier remains high. Focus on the specific aspects within customer service to ensure the success of the 'tell us once' approach remains a priority and the council's revised complaints policy will continue to help deliver better performance. An improvement plan is published on the council's website (see section 11 for details) with details of the actions being taken and is being monitored regularly with support from the Strategy and Performance team.

ON TARGET: Better use digital and mobile technology and deliver against the council's Transformation Programme (p12 Appendix A)

2.44 This is the final objective for the Equipping Ourselves for the Future Strategic Priority and is on target. Currently there are three KPIs which demonstrate the council's performance against this objective all of which are performing well; two service focused examples ACH47 New people receiving Telecare and OCS52 Numbers of people signed up to 'My Account'. Telecare is on target and is expected to exceed the year end target. With residents' satisfaction still on target the council is satisfied that its use of digital and mobile technology and its Transformation plans are on track without significant evidence of adverse reaction from residents to date.

KPIs that have improved

2.45 Several KPIs have improved since Q2 and they are included in Table 5.

Table 5: KPIs that have improved performance since last quarter

Ref	Lead Member	KPI	Q2 2016/17 status	Q3 2016/17 status	Comment
ACH8	Cllr N Airey	% of all RBWM schools inspected by Ofsted receiving an 'Outstanding' or 'Good' judgement	Just Short	On Target	This is above the year-end target of 84% at the end of Q3.
CCS11	Cllr Rankin	Number of apprenticeships offered by the council	Just Short	On Target	This is back on target as a total of 12 has been offered apprenticeship up to end of December 2016.
ACH17	Cllr Carroll	% of 11 year olds (year 6) overweight or obese	Just Short	On Target	Q3 performance is back on target (25.8%) and is the lowest combined figure in the South East, closely followed by West Berkshire (26.6%). RBWM are performing better than the England average (34.2%) and the South East average (30.8%) which both saw a slight in 2015/16.
ACH44b	Cllr Targowska	Working days lost to sickness per headcount	Off Target	On Target	Q3 performance of 6.55 days has improved from red to green. This is better than CIPD average of 6.9 days per employee,

Ref	Lead Member	KPI	Q2 2016/17 status	Q3 2016/17 status	Comment
					which is significantly better than the public sector average of 8 days per employee.
OCS57	Cllr Hill	Collection rate for business rates	Just Short	On Target	Q3 performance is on track to meet the year-end target.

2.46 Table 6 below highlights the KPIs where performance was off target in Q2 and has not improved or KPIs which have declined when compared to the previous quarter. Improvement plans are produced for KPIs that are off target in a given quarter. There are

Table 6: KPIs where performance was off target last quarter and is still off target in Q3 or measures that were on target in Q2 and have declined

Ref	Lead Member	KPI	Q2 2016/17 status	Q3 2016/17 status	Improvement plan: Target date for expected improvement
ACH4	Cllr N Airey	% of Children in Care with personal education plans	Off target	Off target	31 January 2017
ACH10	Cllr N Airey	% of care leavers in education, employment or training	Off target	Off target	31 January 2017
ACH19	Cllr Carroll	Number of residents who quit smoking for at least four weeks in the three target cohorts	Off target	Off target	March 2017
CCS31	Cllr D Wilson	% of planning appeals lost	Off target	Off target	Actions ranging from Feb 2017 – Dec 2017

Ref	Lead Member	KPI	Q2 2016/17 status	Q3 2016/17 status	Improvement plan: Target date for expected improvement
OCS60	Cllr Hill	% of complaints upheld	Off target	Off target	Actions ranging from Oct 2016 – Feb 2017
ACH18	Cllr Carroll	Uptake of MMR2 vaccination	Just short	Just short	
ACH20	Cllr Carroll	% of successful drug and alcohol completions	Just Short	Just Short	
CCS29	Cllr D Wilson	Number of 'other' planning applications processed in time	Just short	Just short	
OCS24	Cllr Cox	Reduction in fly tipping in the borough	Just short	Just short	
OCS69	Cllr Hill	% of projects completed to the right quality, on time and to original budget	Just short	Just short	
OCS63	Cllr Hill	Calls answered in under one minute	Just short	Just short	
ACH34	Cllr Coppinger	% of care homes rated good or better by the CQC	Just short	Off target	
OCS37	Cllr Cox	Reduction in non-compliant food premises – priority based inspections focusing on premises with a one or zero rating out of five	On target	Just short	
ACH 21	Cllr Carroll	Number of people taking up health checks	On target	Just short	

Ref	Lead Member	KPI	Q2 2016/17 status	Q3 2016/17 status	Improvement plan: Target date for expected improvement
OCS64	Cllr Hill	Take up of Customer Service Centre (CSC) services out of hours	On Target	Just Short	

Final comments

- 2.47 Appendix A includes more detailed commentary against a number of the KPIs (including those not discussed within the body of this report) to enable residents to see even greater detail including highlights of actions in the improvement plans.

Table 7: Recommendation and Options

Option	Comments
<p>Endorse the continued evolution of the new performance management framework focused on continual improvement towards the council's strategic priorities.</p> <p>The recommended option.</p>	<p>The council's revised Performance Management Framework provides residents and the council with more timely, accurate and relevant information to secure continuous improvement in delivering quality, efficient, user-focused services for residents.</p>
<p>Continue with the old approach of performance management reporting.</p> <p>Not the recommended option.</p>	<p>This approach does not secure sufficient focus on how performance measures are assisting the council to achieve its strategic priorities which could result in lesser focus on service improvement and reduced transparency, accountability and clarity for residents.</p>

3. KEY IMPLICATIONS

- 3.1 More effective performance management performance overall should enable sharper, more timely focus on those measures that are off target.

Table 8: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its strategic priorities	The council is on target to deliver its	4 Strategic Priorities on target			01 April 2017

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
	strategic priorities				

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 No financial implications.

Table 9: Financial details

	2016/17	2017/18	2018/19
	Revenue	Revenue	Revenue
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

	2016/17	2017/18	2018/19
	Capital	Capital	Capital
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the report. Effective performance management will ensure the council is performing in line with its statutory duties.

6. RISK MANAGEMENT

6.1 **Table 10: Risk Management**

Risks	Uncontrolled Risk	Controls	Controlled Risk
Revised PMF does not identify detailed performance variations	Medium	Continued work and consultation with Strategic Directors to ensure relevant indicators are included and PMF modified as a 'live', working document	Low

7. POTENTIAL IMPACTS

7.1 An EQIA is not required for this report.

8. CONSULTATION

- 8.1 The report will be considered by Corporate Services Overview and Scrutiny Panel on 14 February 2017, comments will be reported to Cabinet.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Actions drawn from the recommendations.

Table 11: *Timetable for implementation*

Date	Details
From 23 February	Strategy and Performance team to confirm with Heads of Service the improvement actions for KPIs off target and monitor performance of these within Quarter 4.

10. APPENDICES

10.1

- Appendix A: Council's Q3 2016/2017 Performance Management Framework
- Appendix B: Performance Infographic Summary

11. BACKGROUND DOCUMENTS

11.1

- Council Strategic Plan 2016-20.
- Performance Management Framework Q2 Cabinet report, November 2016.
- Improvement Plans available online here:
https://www3.rbwm.gov.uk/info/200125/budgets_spending_and_performance/777/transparency/5

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Dudley	Leader of the Council	26/01/17	
Cllr McWilliams	Lead Member for Policy & Affordable Housing	23/01/17	
Alison Alexander	Managing Director	23/01/17	30/01/17
Russell O'Keefe	Strategic Director Corporate and Community Services	23/01/17	30/01/17
Andy Jeffs	Interim Strategic Director Operations and Customer Services	23 /01/17	
Rob Stubbs	Head of Finance	23 /01/17	

REPORT HISTORY

Decision type: For information	Urgency item? No
Report Author: Anna Trott, Strategy and Performance Manager 01628 796264	

Royal Borough of Windsor and Maidenhead

Q3 2016/17 Performance Management Framework



Key:									
RAG status =	<table border="0"> <tr> <td style="background-color: #00FF00; color: white; padding: 2px;">GREEN</td> <td>Performance is On Target</td> </tr> <tr> <td style="background-color: #FFA500; color: white; padding: 2px;">AMBER</td> <td>Performance is within 10% Just Short of target</td> </tr> <tr> <td style="background-color: #FF0000; color: white; padding: 2px;">RED</td> <td>Performance is greater than 10% Off Target</td> </tr> <tr> <td style="padding: 2px;">N/A</td> <td>Data not yet available</td> </tr> </table>	GREEN	Performance is On Target	AMBER	Performance is within 10% Just Short of target	RED	Performance is greater than 10% Off Target	N/A	Data not yet available
GREEN	Performance is On Target								
AMBER	Performance is within 10% Just Short of target								
RED	Performance is greater than 10% Off Target								
N/A	Data not yet available								
DOT = Direction of Travel - Indicates whether performance has improved ↑ stayed the same ↔ or got worse ↓ based on previous quarter's performance.									

Strategic Theme - Residents First

Our Outcome: Ensure every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education.

Directorate: Adult, Children & Health Services / Corporate & Community Services **Lead Member:** Cllr N Airey / Cllr Rankin **Lead Officer:** Daniel Crampton / Kevin McDaniel / Kevin Mist

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH1	Cllr N Airey	Timeliness of MASH referral response	New for 2016/17	50% (Q3)	50%	GREEN	↑	N/A	N/A	N/A	
ACH2	Cllr N Airey	Child Protection Plans lasting two years or more	0.00%	0.0% (Q3)	Less than 4.5%	GREEN	↑	Joint top out of 16 Local Authorities	CIPFA neighbour comparator group - based on 2015/16 annual data	Several including Windsor & Maidenhead	
ACH3	Cllr N Airey	Percentage of repeat referrals to children's social care within 12 months	18.70%	17% (Q3)	18%	GREEN	↑	3rd out of 11 Local Authorities	CIPFA neighbour comparator group - based on 2015/16 annual data	West Berkshire	
ACH4	Cllr N Airey	% of Children in Care with personal education plans	97.80%	80.6% (Q3)	96%	RED	↓	N/A	N/A	N/A	A significant number of new children in care have been placed in schools during the autumn term who have not yet settled into their schools or colleges sufficiently well for an effective personal education plan to be established. Actions as detailed in the improvement plan online include the recently appointed Learning Manager to ensure all PEP meetings for those in care at 1 December 2016 are scheduled by the end of February and properly recorded once complete.
ACH5	Cllr N Airey	Number of 0-4 year olds registered with children's centres in the top 8 deprived areas	928	1012 (Q3)	960	GREEN	↑	N/A	N/A	N/A	
ACH6	Cllr N Airey	% of children identified as at risk of Child Sexual Exploitation (CSE) and in receipt of support services	N/A	100% (Q3)	100%	GREEN	↑	N/A	N/A	N/A	
ACH7	Cllr N Airey	Timeliness of completing new Education, Health and Care Plans	N/A	95% (Q3)	100%	AMBER	↑	N/A	Average for CIPFA neighbour comparator group is 71%	West Berkshire	This quarter has seen a vast improvement compared to the performance in Q1 and Q2 2016/17. The current figure of 95% reflects the service emphasis on this indicator. It should be noted that this quarter is made up as follows - Oct 85%, Nov 100% and Dec 100%.
ACH8	Cllr N Airey	% of all RBWM schools inspected by Ofsted receiving an 'Outstanding' or 'Good' judgment	79%	86% (Q3)	84%	GREEN	↑	96th	Source: Watchsted - primary and secondary schools only	Kingston and City of London (100%)	Benchmarking: South East at 31/08/16 was 88% (Source: Ofsted - all schools). There is a time lag for the official DfE site. Statistical Neighbours at 31/08/16 was 88% (Source: Ofsted - all schools).

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH9	Clr N Airey	Number of permanent exclusions from schools in RBWM	21 (AY 2015/16)	3 (to-date for AY 2016/2017)	15 (AY 2016/17)	GREEN	↑	Joint top out of 16 Local Authorities	CIPFA neighbour comparator group - based on 2014/15 Academic Year data	Several	
ACH10	Clr N Airey	% of care leavers in education, employment or training	61.10%	56.0% (Q3)	70%	RED	↓	10th out of 11 Local Authorities	CIPFA neighbour comparator group - based on 2015/16 annual data	Bracknell Forest	This indicator measures the number of young people who have left care and who are in education, employment or training at the time of their 19th birthday. As at 31 December 2016, of the cohort of 39, 16 young people were shown as being not in education, employment or training. Six of the 16 are unable to do so due to long term sickness/disability, a further two young people are unable to do so due to being teenage parents and another young person is currently in prison. Of the seven who are not in any kind of employment, education or training, one is refusing to engage with support to get into education/work and the remaining six are actively seeking work and accessing support from their Personal Advisor to do so. Attempts to recruit a permanent second Leaving Care Personal Advisor, as detailed in the online improvement plan, have not yet been successful. However, an agency Personal Advisor started with the service in the middle of January which is providing additional support capacity for care leavers.
ACH12a	Clr N Airey	Early Years Foundation: ranking for Free School Meals cohort achieving Early Years Foundation Stage (EYFS) (Annual measure)	New for 2016/17	146th	30th out of 150	RED	N/A	146th out of 150	Department for Education (DfE) Statistical First Releases (SFRs) of November and December 2016	Haringey Council (72% - based on 494 pupils)	This is a new measure for this year and the target is to be a top quartile local authority on 2018 numbers. In the 2016 exams, there were 104 FSM pupils, of whom 44% gained a Good Level of Development which placed us joint 146th out of 150. The Council has committed to match the Early Years Pupil Premium (£40,000 a year) for the next three years and a plan is being developed to commence implementation in April 2017. The plan will offer: support for specific children on a bid basis; a network of champions to support settings with particular development needs; and training for staff in any setting.
ACH12b	Clr N Airey	Key Stage 2: ranking for Free School Meals cohort achieving KS2 (Annual measure)	New for 2016/17	134th	30th out of 150	RED	N/A	134th out of 150	Department for Education (DfE) Statistical First Releases (SFRs) of November and December 2016	Royal Borough of Kensington and Chelsea (59% - based on 196 pupils)	This is a new measure for this year. The target is to be a top quartile local authority on 2018 numbers. The KS2 figure is, out of 95 FSM pupils, 27% reached the expected standard in reading, writing and mathematics combined which placed us joint 134th out of 150. Since September the School Improvement service has targeted one third of its school support time towards work to improve individual school engagement with the Free School Meals pupils in their school. This has included a gap analysis session and detailed action planning, supported by a network of "Pupil Premium Champions" and an audit of published information. This work will be augmented with specific training for school staff to be delivered with the Teaching Schools.
ACH12c	Clr N Airey	Progress 8 ranking for disadvantaged children (Ever6 FSM) (Annual measure)	New for 2016/17	25th	30th out of 150	GREEN	N/A	25th out of 150	Department for Education (DfE)	Westminster	
CCS11	Clr Rankin	Number of apprenticeships offered by the council	6	12 (Q3)	18	GREEN	↑	N/A	N/A	N/A	

Our Outcome: To maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy.

Directorate: All

Lead Member: Cllr S Rayner / Cllr N Airey / Cllr Coppinger

Lead Officer: Kevin Mist / Ben Smith / Mark Taylor / Daniel Crampton / Hilary Hall

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS14	Cllr S Rayner	Number of attendances at leisure centres	1,704,326	1,403,936 (Q3)	1,764,000	GREEN	↑	N/A	N/A	N/A	
OCS13	Cllr S Rayner	% of residents satisfied with parks and open spaces (measured from customer surveys)	78% (2015)	82% (Q3)	80%	GREEN	↑	UK result is 82%	Source: Heritage Lottery Fund - State of UK Public Parks 2016	N/A	
OCS15	Cllr S Rayner	Number of physical and virtual visits to libraries	908,337	804,119 (YTD Q3)	880,000	GREEN	↑	1st out of 15 Local Authorities*	CIPFA neighbour comparator group - based on 2015/16 annual data**	Windsor & Maidenhead	** Benchmarking - this is based on 'number of physical visits to libraries per 1,000 population'.
OCS16	Cllr S Rayner	Number of physical and virtual visits to museums	73,150	55,942 (YTD Q3)	55,000	GREEN	↑	N/A	N/A	N/A	
ACH17	Cllr Carroll	% of 11 year olds (year 6) overweight or obese	29% (2014/15)	25.8% (2015/16)	28%	GREEN	↑	1st	South East Local Authorities	25.8% RBWM (2015/16)	Benchmarking - The latest available figures (2015-16) shows 25.8% of year 6 children are overweight or obese. 1,279 year 6 pupils were measured. This is lowest combined figure in the South East, closely followed by West Berkshire (26.6%). RBWM are performing better than the England average (34.2%) and the South East average (30.8%) which both saw a slight increase in 15/16. The Public Health team is delivering a number of initiatives with schools to address excess weight, linking healthy eating with physical activity and working closely with schools, school nurses and health visitors.
ACH18	Cllr Carroll	Uptake of MMR2 vaccination (childhood immunisation)	87.60%	86.7% (Q2)	>95%	AMBER	↑	WAM CCG - 139th out of 210 CCGs (Q2)	CCG Group	NHS Greater Huddersfield CCG (100%)	Q3 data is currently unavailable. A national system has newly been introduced and is not allowing the data required to be viewed. Shared team (Bracknell) are investigating this issue with NHS England. Public Health continue to work with Public Health England (PHE) and NHS England (NHSE) to improve performance and have developed good collaborative links with RBWM HVs and children's centres with a view to improving immunisation uptake.
ACH19	Cllr Carroll	Number of residents who quit smoking for at least four weeks in the three target cohorts (mental health, young people, pregnant women)	N/A	56 (Q2)	220	RED	↑	N/A	N/A	N/A	Q2 saw an increase in the number of quitters (36) compared to Q1 (20). In Q2 17 with mental health diagnoses (47.3%), 6 under 18s (16.7%), 11 pregnant women (30.5%), 2 preOp (5.5%). This remains below the targets set in the contract and the Public Health team is working proactively with the provider, Solutions 4 Health, to maximise reach in the three target cohorts. A Performance Improvement Plan for Off Target KPIs is now in place with actions including tighter contract management and better promotion of the service by the provider.
ACH20	Cllr Carroll	% of successful drug and alcohol treatment completions	36.65%	31.1% (Q2)	63%	AMBER	↑	Drug: Joint 5th out of 18 LA's Alcohol: 14th out of 18 LA's	Public Health England South East alcohol and drug recovery - based on October 2016 data only.	Drug: Bracknell Forest Alcohol: Slough	The data is ordinarily split between drugs (opiate and non-opiate) and alcohol as three separate indicators. The current actual is Q2, as Q3 will not be available from NDTMS until mid Feb 2017. The performance for both opiate and non-opiate successful completions are currently both in the top quartile for comparator LA's.
ACH21	Cllr Carroll	Number of people taking up health checks	3,877	2373 (Q3)	3,500	AMBER	↓	2nd	Berkshire	West Berkshire - 3744	There was a total of 2373 people taking up health checks which is currently just short of target. Activities planned for Q4 to improve uptake include promotion of NHS health checks (fit for life' brochures and RBWM screen saver) and planning community initiatives.

Our Outcome: To continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough.

Directorate: Corporate & Community Services / Operations & Customer Services

Lead Member: Cllr Rankin / Cllr D Wilson / Cllr Bicknell / Cllr Cox

Lead Officer: Chris Hilton / Jenifer Jackson / Kevin Mist / Ben Smith

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS22	Cllr Rankin	Delivery of the improvement and development programmes for the town centres in line with milestones	11	6 (Q3)	8	GREEN	↑	N/A	N/A	N/A	
CCS25	Cllr Rankin	Footfall in town centres (both Windsor & Maidenhead)	14,006,081	12,292,628	14,230,580	GREEN	↑	N/A	N/A	N/A	
CCS27	Cllr D Wilson	Number of major planning applications processed in time	67.35%	75.47% (Q3)	65%	GREEN	↑				
CCS28	Cllr D Wilson	Number of minor planning applications processed in time	50.34%	71.17% (Q3)	70%	GREEN	↑				
CCS29	Cllr D Wilson	Number of 'other' planning applications processed in time	64.08%	82.84% (Q3)	85%	AMBER	↓				The improvement plan for the service is progressing and it is expected that further improvements will be realised in the next quarter.
CCS30	Cllr D Wilson	% of enforcement cases closed within 8 weeks	New for 2016/17	100% (Q3)	60.0%	GREEN	↑	N/A	N/A	N/A	
CCS31	Cllr D Wilson	% of planning appeals lost	34.52%	37.78% (Q3)	Less than 35%	AMBER	↑	N/A	N/A	N/A	Performance for Q3 (37.78%) has improved compared to 45% as reported in Q2 2016/17. Member training has taken place during Q2 relating to making robust, defensible planning decisions. Appeal monitoring reports will be produced for each Panel.
57 OCS23	Cllr Bicknell	Resident satisfaction with the quality of the roads (measured from customer surveys)	47% (2015)	61% (Q3)	48%	GREEN	↑	Ranked 15th overall and 3rd in the South East.	106 Authorities participating in NHT Benchmarking Survey 2016	Best 60%, worst 43%, average 52% RBWM score 55%	NHT Benchmarking 2016 - Overall for Highway Maintenance themes we have satisfaction rating of 55%, which puts us 15th out of 106 authorities, in the top quartile, and ranked 3rd in the South East. Best 60% Average 52% Worst 43%.
OCS24	Cllr Bicknell	Reduction in fly tipping in the Borough (instances)	574	494 (YTD Q3)	570	AMBER	↑	3rd out of 8 Local Authorities	CIPFA neighbour comparator group - based on Q1 2016/17 data only	Bracknell Forest	This is an annual target. Action plan in place seeking to achieve end of year target. Proactive enforcement includes investigation and evidence gathering in every case bringing prosecutions. Fly tipping has ceased in St Georges Lane and Hawthorn Lane since physical measures were installed in 2015. Hogoak Lane, off Drift Road is planned for January 2017, and 2 further sites to follow subject to landowner negotiations. Targeted publicity campaign e.g. Around The Royal Borough, social media. Despite this activity there is a high risk that this target will not be achieved.
OCS26	Cllr Cox	Total numbers of car park visits to RBWM car parks	2,685,027	2,273,906 (YTD Q3)	2,900,000	GREEN	↑	N/A	N/A	N/A	

Our Outcome: To ensure our residents are safe and supported by a skilled workforce.

Directorate: All

Lead Member: Cllrs Coppinger / Cllr Dudley / Cllr Targowska / Cllr Bicknell / Cllr Cox / Cllr Hill / Cllr S Rayner

Lead Officer: Angela Morris / Hilary Hall / Terry Baldwin / Ben Smith / Jacqui Hurd / Andy Jeffs / Craig Miller / Kevin Mist

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH33	Cllr Coppinger	% of adult safeguarding enquiries resolved within 60 day timescale	N/A	N/A	N/A	N/A		N/A	N/A	N/A	New indicator following implementation of Making Safeguarding Personal - results to be reported in Q4 at which time a full year target will be set for 2017/2018.
ACH34	Cllr Coppinger	% of care homes rated good or better by the CQC	63.2%	51% (Q3)	75%	RED	↓	14th out of 16 Local Authorities	CIPFA Nearest Neighbours	Rutland (100%)	There are 47 care homes. This indicator is assessing the percentage that are Good or better that have been inspected by the Care Quality Commission during the year. In 2017/2018, the target will be based on an analysis of inspections due.
ACH40	Cllr Targowska	% of statutory training requirements for employees delivered (Annual measure)	New for 2016/17	N/A	100%	N/A		N/A	N/A	N/A	Data not available until the end of financial year (March 2017).
ACH41	Cllr Targowska	Average number of training days per employee (Annual measure)	New for 2016/17	N/A		N/A		N/A	N/A	N/A	Data not available until the end of financial year (March 2017).
OCS32	Cllr Bicknell	RBWM road casualty rate compared to Berkshire average	0.80 (20% below Berkshire average)	0.82 (Q2)	0.99	GREEN	N/A	3rd in Family Group	6 Berkshire authorities	Best = 0.54 (West Berks) Worst = 2.6 (Reading) RBWM = 0.82 Average = 1	Note: data is reported quarterly for the calendar year not financial year. This is always reported one quarter in arrears
OCS35	Cllr Dudley	Number of homelessness preventions through council advice and activity	1518	1271 (YTD Q3)	1600	GREEN	↑	N/A	N/A	N/A	
OCS36	Cllr Hill	Time taken to process housing / council tax benefit new claims and change events	4.8 days	4 days (YTD Q3)	Less than 4.5 days	GREEN	↔	1st out of Family Group	South East Unitary Councils	Windsor & Maidenhead	
OCS37	Cllr Cox	Reduction in non-compliant food premises – priority based inspections focusing on premises with a one or zero rating out of five	29	22 (YTD Q3)	24 premises to improve from a 0 or 1 rating to a rating of 2 or more	AMBER	↓	N/A	N/A	N/A	All 28 premises have now been inspected and 6 have remained as a 0 or a 1 following a food hygiene inspection. Those 6 premises are now following an intensive support programme to improve hygiene standards. Formal action will be taken if improvement not realised. Rescores following intervention will be undertaken this quarter.
OCS38	Cllr Cox	Number of licensing compliance operations completed (including underage sales operations)	68	42 (YTD Q3)	72	GREEN	↓	N/A	N/A	N/A	
CCS39	Cllr S Rayner	% of trees inspected within timeframes	New for 2016/17	100% (Q3)	100%	GREEN	↑	N/A	N/A	N/A	

Strategic Theme - Value for Money

Our Outcome: To keep council tax low and reduce our high cost placements in social care.

Directorate: All

Lead Member: Cllr Coppinger / Cllr N Airey / Cllr Targowska / Cllr Saunders / Cllr Cox / Cllr Hill

Lead Officer: Angela Morris / Daniel Crampton / Terry Baldwin / Rob Stubbs / Craig Miller / Con Georghiou

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH44	Cllr Targowska	Working days lost to sickness per FTE	9.63	9.45 (December 2016)	N/A	N/A	↑	4th out of 8 LA's	CIPFA neighbour comparator group - based on Q2 2016/17 data	Rutland	KPI to cease 31.03.17 and be replaced with working days lost to sickness per headcount (see below).
ACH44b	Cllr Targowska	Working days lost to sickness per headcount	New for 2016/17	6.55 (December 2016)	7 days per employee	GREEN	↑	N/A	N/A	N/A	Benchmarking - Q3 performance is better than CIPD average of 6.9 days per employee, which is significantly better than the public sector average of 8 days per employee. Private sector average is 5.8 days per employee. Monitoring and scrutiny of absences by Senior Leaders and Principal Member continues. Additional proactive measures are being implemented such as: provision of Mental health first aid training to managers and targeted 'Healthy Lifestyle' campaigns.
ACH45	Cllr Targowska	% of council workforce that is agency staff	9.0%	9.1% (Q3)	Less than 10%	GREEN	↑	N/A	N/A	N/A	
ACH46	Cllr Coppinger	Number of permanent admissions to residential or nursing care for those over 65	150	120 (Q3)	200 to 210	GREEN	↑	N/A	N/A	N/A	
ACH47	Cllr Coppinger	Number of new people receiving Telecare	458	377 (Q3)	460	GREEN	↑	N/A	N/A	N/A	
ACH48	Cllr N Airey	% occupancy rate for in house foster carers	TBC	93% (Q3)	90%	GREEN	↑	N/A	N/A	N/A	
ACH49	Cllr N Airey	Number of independent fostering agency placements	40	32 (Q3)	TBC	N/A	↔	N/A	N/A	N/A	As at 31 December 2016, there were 32 independent fostering agency placements generally out of Borough. This is lower than the number for the last financial year and the year-end outturn is expected to slightly lower than last year. When placing children, the service aims to place them as close to their existing family and social networks as possible. The current occupancy rate for in house foster carers is high, 93%, and therefore, independent fostering agency provision is used when in house foster carers are not available or do not have the necessary specialist skills to meet the needs of the children requiring placements. Equally, where children are in long term stable placements with independent fostering agencies, the service would not want to disrupt them unnecessarily.
CCS42	Cllr Saunders	Council unit cost compared to other unitary councils (Annual measure)	£907	£907	£907	GREEN	↔	1st out of 56	CIPFA neighbour comparator group - based on 2016/17 data	Windsor & Maidenhead	
OCS43	Cllr Cox	% of household waste sent for reuse, recycling	47.70%	49% (Q3)	50%	GREEN	↑	5th out of 6 LA's	CIPFA neighbour comparator group - based on Q2 2016/17 data	Rutland	
OCS69	Cllr Hill	% of projects completed to the right quality, on time and to original budget	N/A	63% (Q3)	70%	AMBER	↔	N/A	N/A	N/A	0 projects have been completed (including Post Project Implementation Review) during Q3 so these figures remain unchanged from Q2. The number of new projects being logged on Verto has also reduced. Reminders will continue to be sent for Post Project Implementation Reviews to be submitted for all completed projects. To date, of 19 projects, 2 were late by more than 10% time tolerance, 3 were over the 10% budget tolerance and 2 exceeded both time and budget.

Our Outcome: To deliver improved customer services and outcomes for residents through the use of existing and emerging technology.

Directorate: Adult, Children & Health Services / Operations & Customer Services

Lead Member: Cllr Coppinger / Cllr Hill

Lead Officer: Angela Morris / Jacqui Hurd

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH47	Cllr Coppinger	Number of new people receiving Telecare	458	377 (Q3)	460	GREEN	↑	N/A	N/A	N/A	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q3)	70%	GREEN	↔	N/A	N/A	N/A	
OCS51	Cllr Hill	% of digital transactions carried out through the council's website	10.50%	30.9% (YTD Q3)	30%	GREEN	↑	N/A	N/A	N/A	
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	6508 (YTD Q3)	8,000	GREEN	↑	N/A	N/A	N/A	Q3 figures covers 19/05/16 to 31/12/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date limited promotional work has been done. There are currently five services on this platform and many more will be added in Q4. Despite this, 50% of Green Waste transactions continue to be carried out via the Digital Channel and around 1000 new accounts are already being set up each month. As this is a new channel, the target was set in the absence of a baseline and, as such, is very ambitious but the data recorded this year will be used as a baseline when targets are set going forward.

Our Outcome: To intelligently use the borough's assets to increase income and to maximise our ability to collect business rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources.

Directorate: Corporate & Community Services / Operations & Customer Services

Lead Member: Cllr Dudley / Cllr Saunders / Cllr Hill

Lead Officer: Russell O'Keefe / Rob Stubbs / Andy Jeffs

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
OCS54	Cllr Dudley	Number of new homes provided through the use of the council's land / assets	New for 2016/17	0	2	GREEN		N/A	N/A	N/A	
CCS55	Cllr Saunders	Level of external investment secured to support the improvement and development programmes for the town centres	£941,112	£888,118 (Q3)	£840,000	GREEN	↑	N/A	N/A	N/A	
OCS57	Cllr Hill	Collection rate for business rates	98.00%	84.19% (YTD Q3)	98.40%	GREEN	↑	8th out of 12 Local Authorities	South East Unitary Councils	99.60%	

Our Outcome: To develop innovative services that will help to meet future challenges and demand and to launch a home ownerships plan through shared equity and other models where the resident has a stake in their property.

Directorate: Adult, Children & Health Services / Corporate & Community Services

Lead Member: Cllr Dudley

Lead Officer: Russell O'Keefe / Hilary Hall

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS58	Cllr Dudley	Number of new low cost home ownership, affordable homes and affordable accommodation provided through council advice, support and partnership working created and through the use of council owned land and assets.	1518	0 (Q3)	2 units (11 beds)	GREEN	↑	N/A	N/A	N/A	

Strategic Theme - Delivering Together

Our Outcome: To bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services.

Directorate: Operations & Customer Services

Lead Member: Cllrs Hill & S Rayner

Lead Officer: Jacqui Hurd / Mark Taylor

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q3)	70%	GREEN	↑	N/A	N/A	N/A	
OCS59	Cllr Hill	Reduction in avoidable contact with the council	58%	56% (YTD Q3)	Less than 54%	GREEN	↑	N/A	N/A	N/A	
OCS60	Cllr Hill	% of complaints upheld	39%	42% (YTD Q3)	Less than 27%	RED	↓	N/A	N/A	N/A	<p>This is an annual target. To date, in 2016-17, the Council has received 545 complaints, 231 of which have been upheld or partially upheld.</p> <p>The Council's complaints policy has recently been refreshed, and more complaints are now being channelled via the central Complaints Team, giving increased visibility of complaints across the Council. In addition, in Q3, the corporate complaints process was transferred onto the Digital Platform, providing a new channel for residents to submit complaints, and to track progress through to resolution.</p> <p>The team regularly provides feedback to service areas on the themes of their complaints and areas they should be looking at to improve residents' satisfaction.</p>
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	6508 (YTD Q3)	8,000	GREEN	↑	N/A	N/A	N/A	<p>Q3 figures covers 19/05/16 to 31/12/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date limited promotional work has been done. There are currently five services on this platform and many more will be added in Q4. Despite this, 50% of Green Waste transactions continue to be carried out via the Digital Channel and around 1000 new accounts are already being set up each month. As this is a new channel, the target was set in the absence of a baseline and, as such, is very ambitious but the data recorded this year will be used as a baseline when targets are set going forward.</p>
OCS61	Cllr S Rayner	Deliver 8 additional Council Services through libraries by March 2019	N/A	6 (Q3)	8	GREEN	↑	N/A	N/A	N/A	
OCS62	Cllr Hill	Number of first time contact resolutions	N/A	89% (YTD Q3)	83%	GREEN	↓	N/A	N/A	N/A	
OCS63	Cllr Hill	Calls answered in under one minute	76.20%	79.4% (Q3)	80%	AMBER	↑	N/A	N/A	N/A	<p>Q3 performance is an improvement on Q1 and Q2 performance of 75.1% and 78.1%. Overall this year to date (77.6%), performance is 1.4% ahead of the 2015-16 end of year figure. Additional resource was recruited and started in October and extra focus is being placed on avoidable contact which will reduce overall call volume and help achieve this target going forward.</p>
OCS64	Cllr Hill	Take up of Customer Service Centre (CSC) services out of hours	71,636	54,550 (YTD Q3)	80,000	AMBER	↓	N/A	N/A	N/A	<p>It is anticipated that full year performance will be ahead of last year's performance but just short of the target, which is ambitious. The new Customer Experience model (to be implemented in 2017/18) will facilitate an increase in out of hours uptake going forward.</p>

Our Outcome: To improve service delivery by implementing and benchmarking against best practise learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents

Directorate: Corporate & Community Services / Operations & Customer Services

Lead Member: Cllrs Hill & Saunders

Lead Officer: Jacqui Hurd / Rob Stubbs

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q3)	70%	GREEN	↑	N/A	N/A	N/A	
CCS42	Cllr Saunders	Council unit cost compared to other unitary councils (Annual measure)	907	907	907	GREEN	↔	1st out of 56	CIPFA neighbour comparator group - based on 2016/17 data	Windsor & Maidenhead	

Our Outcome: To work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals.

Directorate: Corporate & Community Services / Operations & Customer Services

Lead Member: Cllrs S Rayner, Rankin & Bicknell

Lead Officer: Kevin Mist / Rob Stubbs / Ben Smith

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS65	Cllr S Rayner	Number of volunteers supporting council services	4,150	4403 (Q3)	4,500	GREEN	↑	N/A	N/A	N/A	
CCS55	Cllr Rankin	Level of external investment secured to support the improvement and development programmes for the town centres	£941,112	£888,118 (Q3)	£840,000	GREEN	↑	N/A	N/A	N/A	
OCS66	Cllr Bicknell	% of Flood Schemes delivered (Annual measure)	86% scheme delivery	N/A Annual Measure	85% scheme delivery	N/A		N/A	N/A	N/A	Data will be available at the end of the financial year. Cabinet Flood Monitoring targets (in addition to Schemes Delivered, include); * Spend 85-89% (actual 2015/6 - 86%, target 2016/17 - 85%) * SUDS (Sustainable drainage systems) 85-89% within statutory timescale (actual 2015/16 - 74%, target 2016/17 - 85%). Flood Liaison Group meets quarterly and agrees cross-partner actions with parishes, Environment Agency and Thames Water.

Strategic Theme - Equipping Ourselves for the Future

Our Outcome: To invest in learning and development for our staff and ensure our workforce is multi-skilled.

Directorate: Adult, Children & Health Services

Lead Member: Cllr Targowska

Lead Officer: Terry Baldwin

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH40	Cllr Targowska	% of statutory training requirements for employees delivered (Annual measure)	New for 2016/17	N/A	100%	N/A		N/A	N/A	N/A	Data not available until the end of financial year (March 2017).
ACH67	Cllr Targowska	Staff satisfaction levels (Annual measure)	42.60%	45% (baseline)	60%	RED	↑	N/A	N/A	N/A	This target is based on an annual survey, and a 'temperature check' survey with staff will be undertaken in Q1 2017/18. The next full staff survey is planned for Q3 2017/18. Action points following the last staff survey have been captured via a People Action plan, which is reviewed regularly by management, via People Forum, and with the Principal Member for HR.
ACH68	Cllr Targowska	Level of staff turnover - % of staff turnover	17.48%	17.27% (Q3)	Between 8% to 16%	AMBER	↑	N/A	N/A	N/A	The council constantly undertakes detailed analysis of exit data and is implementing a range of measures to support a reduction in staff turnover including extensive learning and development programme.
ACH68b	Cllr Targowska	Level of staff turnover - % of staff voluntary turnover	13.65%	13.01% (Q3)	Between 6% to 14%	GREEN	↑	N/A	N/A	N/A	

Our Outcome: To progress the digitalisation of the council's systems to further develop the ambitions for a 24/7 council as well as promote joined up working across the council to help engender a "tell us once" ethos, improving outcomes for residents.

Directorate: Operations & Customer Services

Lead Member: Cllr Hill

Lead Officer: Jacqui Hurd

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
64 CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q3)	70%	GREEN	↑	N/A	N/A	N/A	
OCS59	Cllr Hill	Reduction in avoidable contact with the council	0.58	56% (YTD Q3)	Less than 54%	GREEN	↑	N/A	N/A	N/A	
OCS60	Cllr Hill	% of complaints upheld	0.39	42% (YTD Q3)	Less than 27%	RED	↓	N/A	N/A	N/A	This is an annual target. To date, in 2016-17, the Council has received 545 complaints, 231 of which have been upheld or partially upheld. The Council's complaints policy has recently been refreshed, and more complaints are now being channelled via the central Complaints Team, giving increased visibility of complaints across the Council. In addition, in Q3, the corporate complaints process was transferred onto the Digital Platform, providing a new channel for residents to submit complaints, and to track progress through to resolution. The team regularly provides feedback to service areas on the themes of their complaints and areas they should be looking at to improve residents' satisfaction.
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	6508 (YTD Q3)	8,000	GREEN	↑	N/A	N/A	N/A	Q3 figures covers 19/05/16 to 31/12/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date limited promotional work has been done. There are currently five services on this platform and many more will be added in Q4. Despite this, 50% of Green Waste transactions continue to be carried out via the Digital Channel and around 1000 new accounts are already being set up each month. As this is a new channel, the target was set in the absence of a baseline and, as such, is very ambitious but the data recorded this year will be used as a baseline when targets are set going forward.

Our Outcome: To better use digital and mobile technology and deliver against the council's Transformation Programme.

Directorate: Adult, Children & Health Services / Operations & Customer Services

Lead Member: Cllrs Hill & Coppinger

Lead Officer: Jacqui Hurd / Angela Morris

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q3)	70%	GREEN	↑	N/A	N/A	N/A	
ACH47	Cllr Coppinger	Number of new people receiving Telecare	458	377 (Q3)	460	GREEN	↑	N/A	N/A	N/A	
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	6508 (YTD Q3)	8,000	GREEN	↑	N/A	N/A	N/A	Q3 figures covers 19/05/16 to 31/12/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date limited promotional work has been done. There are currently five services on this platform and many more will be added in Q4. Despite this, 50% of Green Waste transactions continue to be carried out via the Digital Channel and around 1000 new accounts are already being set up each month. As this is a new channel, the target was set in the absence of a baseline and, as such, is very ambitious but the data recorded this year will be used as a baseline when targets are set going forward.

Performance Infographic Summary

99



Key:

- Residents First
- Delivering Together
- Value for Money
- Equipping Ourselves for the Future

✓ On Target ✗ Off Target ~ Just short of target



Annual target: 880,000

804,119 ✓

physical and virtual visits to libraries and museums



Annual target: 14,230,580

12,292,628 ✓

footfall in town centres (both Windsor & Maidenhead)

Annual target: 84%



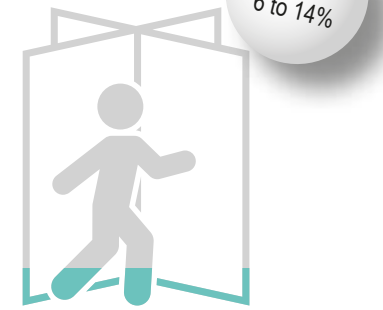
Quarterly target: 80%



Annual target: 18



Quarterly target: 6 to 14%

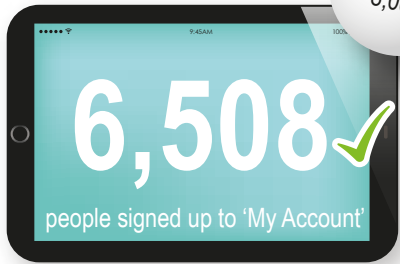


Annual target: 960



13.01% ✓

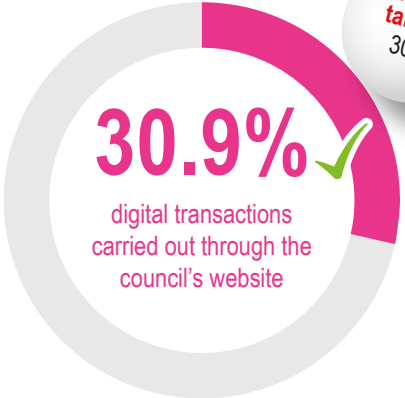
Level of staff turnover - % of staff voluntary turnover



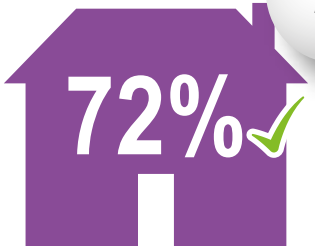
Annual target: 8,000



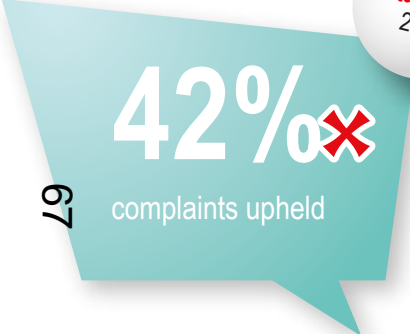
Annual target: £840,000



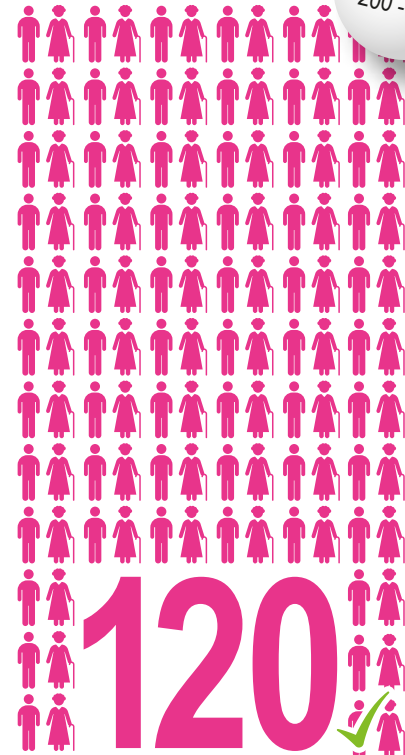
Quarterly target: 30%



Quarterly target: 70%



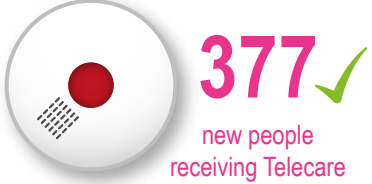
Quarterly target: 27%



Annual target: 200 - 210



Annual target: 4,500



Annual target: 460



Quarterly target: 7 days



Quarterly target: 48%



Quarterly target: 83%

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Report Title:	School Admission Arrangements
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Airey, Lead Member for Children Services
Meeting and Date:	Cabinet - 23 February 2017
Responsible Officer(s):	Alison Alexander, Strategic Director of Adult, Children, and Health Services; Kevin McDaniel, Head of Schools and Education Services
Wards affected:	All

REPORT SUMMARY

1. The Royal Borough of Windsor and Maidenhead is the admissions authority for all community and voluntary controlled schools in the borough, and sets the admissions criteria for these schools. The borough has a duty to determine the arrangements for 2018/19 by 28 February 2017. There are no proposed changes to the admission arrangements from the current arrangements
2. The Local Authority also has a statutory duty to formulate a scheme to co-ordinate admission arrangements for all publicly funded schools within their area for phase transfer, e.g. primary to secondary school. This report recommends a revision to section 6 of the co-ordinated admissions scheme to ensure it is compatible with the schemes adopted by neighbouring authorities regarding the allocation of school places from the waiting list. This will mean that following the initial allocation of school places, late applications will be added to the waiting list before further offers are made.
3. It is recommended that a similar variation is made to the co-ordinated admissions scheme for 2017/18, which was determined on 15 March 2016.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves and thereby determines, the admissions arrangements for 2018/19 by the 28 February 2017 national deadline.**
- ii) **Approves, and thereby determines, the revised co-ordinated admissions scheme for 2018/19.**
- iii) **Approves the variation to the co-ordinated admissions scheme for 2017/18, determined on 15 March 2016.**

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

Admission arrangements 2018/19

- 2.1 The Royal Borough of Windsor and Maidenhead is the admissions authority for all community and voluntary controlled schools in the borough, and sets the admissions criteria for these schools. The borough has a duty to determine the admission arrangements for 2018/19 by 28 February 2017. There are no changes to the admission arrangements.

Co-ordinated admissions scheme

- 2.2 The authority is required to formulate a scheme to co-ordinate admission arrangements for all publicly funded schools within their area. The scheme outlines the method for processing and co-ordinating applications for school places in the normal admissions round for first entry into school and transfer to secondary school. It covers applications from borough residents and from other authority residents for any state funded school located in the Royal Borough.
- 2.3 The School Admissions Code 2014 (“the Code”) requires that the co-ordinated admissions scheme is written with a view to ensuring the admission of pupils in different local authorities is, as far as reasonably practicable, compatible with each other.
- 2.4 Many schools have more children wanting to attend than there are places available. Applicants are given the opportunity to request that a child be placed on a waiting list for a higher preferred school for which a place was not allocated. The waiting list is ranked according to the schools published oversubscription criteria, and the authority re-allocates places to pupils from the list in strict order. Section 2.14 of the Code covers the management of waiting lists. Table 1 outlines the current timetable for making offers to families from the waiting list, and the proposed revision to the scheme.

Table 1: Outline of the timetable for the existing and proposed scheme

Please note the key dates are for primary (P) and secondary (S) respectively.

Key date	Existing scheme	Revised scheme
15 January (P) 31 October (S)	Closing date for applications.	No change.
30 January (P) 21 November (S)	Extended deadline date for applications which received after the deadline for exceptional reasons.	No change.
Feb – April (P) Dec – Feb (S)	Co-ordination with other local authorities and RBWM admitting authorities (Voluntary Aided schools, Free schools and Academies).	No change.
16 April (P) 1 March (S)	National Offer Day.	No change.
April (P) March (S)		Late applications are added to the waiting list.
	Deadline for on-time	No change.

Key date	Existing scheme	Revised scheme
8 May (P) 16 March (S)	applicants to respond to offer, and request to be added to the waiting list.	
May (P) April (S)	Further offers from the waiting list for on-time applicants.	Further offers from the waiting list for all applicants.
June – Aug (P) May – Aug (S)	Late applications added to the waiting list and offers made when places become available.	
31 August (Both)	Co-ordinated admissions finishes.	No change.

- 2.5 The current scheme manages initial offers from the waiting list as part of the first round of allocations for the phase transfers. It allows on-time applicants to make a request to be added to the waiting list following the allocation on National Offer Day. Further offers are made to on-time applicants from the waiting list before any late applications are processed. Late applicants include residents who move into the borough, move house within the borough, and/or express a change of preference for the school(s) for which they wish to be considered, after the closing date for applications. Consequently, under the current scheme, school places may be allocated to on-time applicants with a lower priority than late applications from residents who have a higher priority.
- 2.6 The proposed revision means that late applications will be added to the waiting list generated from the on-time applications before any offers are made from the waiting list. Thereby all applicants will be ranked according to the oversubscription criteria on the list, regardless of the date the application was made.
- 2.7 The proposed change is compatible with the scheme adopted by the neighbouring local authorities, who have determined that this is the most appropriate way to manage waiting lists.

Table 2: Options for consideration.

Option	Comments
Approve the recommendations to determine, the admission arrangements for 2018/19; revised co-ordinated admissions scheme for 2018/19 and approve the variation to the co-ordinated admissions scheme for 2017/18. The recommended option.	i) The admission arrangements will be determined within the statutory framework. ii) The scheme will be compatible with the neighbouring authorities iii) School places will be allocated to the applicants with the highest priority, with potential savings on the costs associated with appeals and home to school transport support
Do nothing. Not recommended	The Admission Arrangements for 2018/19 will not be determined within the statutory framework. The RBWM co-ordinated

Option	Comments
	admissions scheme will be out of line with the schemes adopted by neighbouring authorities.

3. KEY IMPLICATIONS

Table 3: Outcomes and measures

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The admission arrangements for 2018/19 are determined on time.	Not determined by 28 February 2017.	Determined by 28 February 2017.	N/A	N/A	28 February 2017.
The management of the waiting list for co-ordinated admissions 2018/19 is compatible with other LAs.	Co-ordinated scheme for 2018/19 remains unchanged.	Co-ordinated admissions scheme for 2018/19 is revised.	N/A	N/A	28 February 2017.
The management of the waiting list for co-ordinated admissions 2017/18 is compatible with other LAs.	Co-ordinated scheme for 2017/18 remains unchanged.	Co-ordinated admissions scheme for 2017/18 is varied.	N/A	N/A	Immediate.

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 No financial implications.

5. LEGAL IMPLICATIONS

5.1 The School Admissions Code 2014 is issued under Section 84 of the School Standards and Framework Act 1998. The purpose of the code is to ensure that all school places for maintained schools (excluding maintained special schools) and all academies are allocated and offered in an open and fair way.

5.2 Regulations 26 to 32 and Schedule 2 of the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 cover the requirements of the co-ordinated admissions scheme.

6. RISK MANAGEMENT

6.1 None

7. POTENTIAL IMPACTS

7.1 There are no staffing/workforce or accommodation implications, and no property and assets implications, arising from the recommendations in this report.

8. CONSULTATION

8.1 The borough is not required to consult on the admission arrangements where there is no change from the previous year and the arrangements have been consulted on within the last seven years. Both conditions are met as the last public consultation took place in the period December 2015 to January 2016.

8.2 The borough is not required to consult on the co-ordinated admissions scheme where changes are made in line with the provisions of the Code and the scheme has been consulted on within the last seven years. The last public consultation took place in the period December 2015 to January 2016.

8.3 The borough is required to notify the neighbouring authorities and local schools of any variation to the co-ordinated admissions scheme, and must display a copy of the full varied scheme on the website. A draft of the proposed scheme was circulated to the interested parties and published on the website for comment in January 2017, subject to Cabinet approval.

9. TIMETABLE FOR IMPLEMENTATION

Table 4: Timetable for implementation

Date	Details
7 March 2017	The change to the co-ordinated admissions scheme for 2017/18 will apply immediately.
7 March 2017	The admission arrangements and co-ordinated admissions scheme for 2018/19 will apply for the intake into schools in September 2018. The determined admission arrangements should be published on the website by 1 March 2017.

10. APPENDICES

10.1 Appendix 1: RBWM Admission Arrangements and Co-ordinated Admissions Scheme 2018/19 with proposed revisions highlighted.

11. BACKGROUND DOCUMENTS

11.1 Legislation and Guidance

- School Admissions Code, DfE December 2014
- School Standards and Framework Act 1998
- School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012
- RBWM Admission Arrangements and Co-ordinated Admissions Scheme 2017/18, determined on 15 March 2016

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Airey	Lead Member		
Alison Alexander	Managing Director	27/01/17	27/01/17
Russell O'Keefe	Strategic Director		
Andy Jeffs	Strategic Director		
Rob Stubbs	Section 151 Officer		
David Scott	Head of Governance, Partnerships, Performance and Policy, Community Services		

REPORT HISTORY

Decision type: Key decision January 2017	Urgency item? No
Report Author: Samantha Scott, Admissions Team Leader, 01628 796550	

Co-ordinated Admissions scheme for all RBWM schools

Admission Arrangements for RBWM Community and Voluntary Controlled schools

For September 2018 entry

Determined on XX

No changes to the Admission Arrangements from the current arrangements.

Proposed revision to the Co-ordinated Admissions scheme is on page 17 (sections 6.27-6.32) and associated amendments to the Co-ordination timetable for September 2018 entry on page 20 (Table 4).

	Contents	Page
	Introduction	1
Section 1	Admission policy for primary age schools	3
	Children with Education, Health and Care Plans (formerly known as SEN statements)	3
	Oversubscription criteria	3
	Tiebreaker	4
	Multiple births or children with birth dates in the same academic year	4
	Notes	4
Section 2	Admission policy for secondary age schools	6
Section 3	Admission policy for in-year entry	8
	The application process for RBWM Community and Voluntary Controlled Schools	7
Section 4	Admission policy for sixth form entry	9
Section 5	Further Information	10
	Social or medical criterion	10
	Children in Care – (Looked-after children and previously looked-after children)	11
	Denominational criterion	11
Section 6	RBWM co-ordinated admission scheme	13
	Guidance information	13
	Application process	14
	Allocation process	14
	National offer date	16
	Further offer of places following parental responses	17
	Late applications and late changes of preferences	17
	Primary school entry point	18
	Children educated outside of their chronological academic year group	18
	Appeals	19
	Co-ordination timetable	20
Section 7	Published admission numbers of schools	21
Section 8	Definitions and explanations	23

Introduction

The Royal Borough of Windsor and Maidenhead is the 'Admitting Authority' for Community and Voluntary Controlled schools within RBWM.

This document sets out the local authority's admission arrangements for entry to schools in September 2018. There are no changes to the current arrangements.

Local authorities are required to consult the public on proposals to change the school admission arrangements for schools for which they are the admitting authority and then to determine those arrangements.

These arrangements comply with the School Admissions (Admission Arrangements and Coordination of Admission Arrangements) (England) (Amendment) Regulations 2014, the School Admissions Code 2014 and the School Admissions Appeals Code 2012.

Other admitting authorities within RBWM

Voluntary Aided schools, Free schools and Academies are their own 'admitting authorities' and are required to publish their own proposals for consultation (if required) and determine their own admissions arrangements. They are not covered by the admission criteria in this document but are bound by the co-ordinated admissions scheme, as described in section 6 of this document. Details of their proposals and/or determined arrangements should be obtained from each individual school.

Own admitting authority schools within RBWM are as follows:

Altwood CE Secondary	A	Knowl Hill Primary	A
Braywick Court School	FS	Lowbrook Academy	A
Burchetts Green Infants	A	Newlands Girls School	A
Charters School	A	St Edmund Campion Catholic	VA
Cheapside CE Primary	VA	St Edwards Catholic First	VA
Churchmead CE Secondary	VA	St Edwards RF Middle	VA
Clewer Green CE	VA	St Francis Catholic Primary	VA
Cookham Dean CE Primary	VA	St Lukes Primary School	A
Cox Green	A	St Marys Catholic Primary	A
Datchet St Marys CE Primary	A	St Michaels CE Primary	VA
Dedworth Green First	A	St Peters CE Middle	VA
Dedworth Middle	A	The Royal	VA
Desborough College	A	The Windsor Boys School	A
Eton Porny CE First	A	Trevelyan Middle	A
Furze Platt Senior	A	Trinity St Stephen CE First	VA
Holy Trinity CE Primary (Sunningdale)	VA	White Waltham CE Academy	A
Holyport CE Primary	VA	Windsor Girls School	A
Holyport College	FS		
Key:	<i>A - Academy</i> <i>VA - Voluntary Aided school</i> <i>FS - Free school</i>		

Schools that become academies after 3 January 2017 must process applications in line with the arrangements published in this paper for admissions in September 2018. They will then be expected to determine their own arrangements for entry in September 2019.

Section 1: Admission policy for primary age schools from 1 September 2018 (Primary, First, Infant and Junior Schools)

1.1 These criteria relate to the following schools – Community (C) or Voluntary Controlled (VC) - within the local authority.

Alexander First School	C	Homer First School	C
All Saints CE Junior School	VC	Kings Court First School	C
Alwyn Infant School	C	Larchfield Primary School	C
Bisham CE Primary School	VC	Oakfield First School	C
Boyne Hill CE Infant School	VC	Oldfield Primary School	C
Braywood CE First School	VC	Riverside Primary School	C
Cookham Rise Primary School	C	South Ascot Primary School	C
Courthouse Junior School	C	The Queen Anne CE First School	VC
Eton Wick CE First School	VC	Waltham St Lawrence Primary School	C
Furze Platt Infant School	C	Wessex Primary School	C
Furze Platt Junior School	C	Woodlands Park Primary School	C
Hilltop First School	C	Wraysbury Primary School	C
Holy Trinity CE Primary School (Cookham)	VC		

1.2 The authority strives to allocate school places in a fair and transparent way. Every school has a published admission number (PAN), which is the number of pupils normally admitted to the entry year of the school. The numbers currently in force are given in section 7 of this document.

1.3 Where a school receives more applications than there are places available, applicants will be prioritised and places allocated according to the published oversubscription criteria below.

Children with Education, Health and Care Plans (EHC) – formerly known as Statements of Special Educational Needs

1.4 A child who is the subject of an EHC plan will be admitted to the school named in their statement. These children will be admitted to the named school even if it is full and are therefore outside the normal admission arrangements. As required by the Admissions Code however, these children will count as part of the school's PAN.

Oversubscription criteria

1.5 Once children with EHC plans have been allocated, places at Community and Voluntary Controlled primary age schools will be allocated in the following descending order of priority:

1. Children in care.¹ This category includes a child in care or a child who was previously in care but immediately after being in care became adopted² or subject to a residence order³ or special guardianship order¹

¹ I.e. children in care are children who are (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989) at the time of making an application to a school.

² All children adopted from local authority care.

³ Under the terms of the Children Act 1989. See Section 8 which defines a 'residence order'

2. Children with exceptional social or medical reasons for requiring the school (as explained in the section 5 of this document)
3. Children who live in the 'designated area' of the school (see note 1 below) and who have a sibling who attends this school (see note 2, page 5)
4. Children who live in the 'designated area' of the school (see note 1 below)
5. Children who have a sibling who attends the school (see note 2, page 5)
6. Children who attend an infant school that is formally linked with the preferred junior school (Furze Platt Junior is formally linked with Furze Platt Infant; All Saints Junior is formally linked with Burchetts Green Infant and Boyne Hill Infant; Courthouse Junior is formally linked with Alwyn Infant).
7. **For Voluntary Controlled schools only** - Children whose parents choose the school on denominational grounds (as explained in section 5 of this document)
8. Children whose parents have any other reason for their preference

Tiebreaker

1.6 If a school does not have places for all the children in a particular criterion, the borough prioritises those applicants who live closest to the school. The distance will be measured in a straight line from the address point of the pupil's house as determined by Ordnance Survey to the address point of the school using the local authority's GIS system. In the event that two or more children live at the same distance from the school then random allocation will be used to prioritise applicants where necessary. The names will be drawn and the whole process scrutinised by persons who are independent of the authority.

Multiple births or children with birth dates in the same academic year

1.7 After the admission criteria have been applied, should applications for siblings whose birthdays are in the same academic year fall either side of a school's PAN the authority will admit above the PAN in order to allocate all siblings to the same school.

Notes

Note 1 – Designated Areas

As a result of the changes to feeder schools and the resultant changes to designated areas there will be an interim arrangement for siblings of pupils at Courthouse Junior School.

Applications from residents who have been permanently residing in the Burchett's Green designated area or attending the school on 1 September 2016 and who already have a sibling on roll and attending Courthouse Junior School, will continue to be treated as designated area or feeder school applicants. The sibling must still be on roll and attending the school when the younger child would be due to start. (e.g. an application for a younger sibling to start Courthouse school during the academic year 2018, when the elder sibling left the school in the previous July, would not be treated as a designated area pupil. (Both pupils must be on the roll of Courthouse school at the same time).

¹ See Section 14A of the Children Act 1989 which defines a 'special guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians).

1.8 Maps of the current designated areas may be viewed on the RBWM website, www.rbwm.gov.uk. Alternatively you can contact the council by phone for details.

Note 2 – Sibling Criterion

1.9 A sibling would need to be attending the school at the time of admission of the child for whom a place is sought. The term 'sibling' includes a half or step child permanently living in the same family unit or a foster child permanently living in the same family unit whose place has been arranged by the social services department of a local authority. Sibling eligibility will flow from a foster child to other children of the family or from a child of the family to a foster child. In the case of Infant and Junior schools, attendance of a sibling at either the Infant or Junior school qualifies as a sibling for the linked school. Linked schools are described in criterion 6 of the oversubscription criteria.

Section 2: Admission policy for secondary age schools from 1 September 2018 (Secondary, Middle and Upper Schools)

All secondary age school schools in RBWM are Academies, Voluntary-Aided schools or Free schools. Please refer to the individual school for details of their admission arrangements.

Section 3: Admission policy for in-year entry for 2018/19 (Year Reception to Year 11)

3.1 This policy refers to all applications made for children of statutory school age seeking entry to school outside of the normal admissions round (as described in table 2, page 13).

3.2 Parents must apply directly to the admission authority for the school or schools of their preference. This is the local authority for Community and Voluntary Controlled schools, and the schools themselves for Voluntary Aided schools, Free schools and Academies (own admission authority schools).

3.3 The relevant admission authority will make available a suitable form upon which an application may be made. The local authority will also make available a suitable form for own admission authority schools. Own admission authority schools may also require a supplementary information form (SIF) to be completed at the time of application.

3.4 Own admission authority schools are required to notify the authority of applications received and their outcome. This is to enable the authority to keep up to date figures of available school places in the area and support applications where necessary. Admission authorities must inform parents of their right to appeal against refusal of a place.

3.5 Children who are the subject of a direction by the local authority to admit, or who are allocated to a school in accordance with the Fair Access Protocol, will take precedence over those on a waiting list.

The application process for RBWM Community and Voluntary Controlled schools

3.6 Applications should be made no earlier than one term prior to hopeful entry, based on the modern six term year. Applicants may state up to six preferences.

3.7 Applicants will be required to provide evidence of their child's date of birth if they have not previously made an application via the local authority. If the application is due to a house move, the applicant will need to provide evidence they are residing at the new address, such as exchange of contracts or a rental agreement. Further documents may be requested. Additional information will be required for applicants applying from abroad (e.g. entry visa and passport details) to verify right of abode.

3.8 Applications will be processed and, where vacancies exist, a place will be offered at the highest preferred school possible.

3.9 Entry will be deferred until the start of the next term, unless a child is without a school place or it is considered impractical to delay, in order to minimise the disruption to both the child's education and that of other children.

3.10 If a place is not available at a preferred school, and no higher preferred school has been offered, then parents will be informed of their right of appeal. The child will automatically be placed on the preferred schools waiting list which will be prioritised in line with the over-subscription criteria as published in section 1.5 of the admission arrangements.

3.11 Where no school place is available at a preferred school, and a child is currently without a school place within a reasonable distance, then the authority will, as a minimum, inform applicants of the availability of places at alternative schools and how they may apply. Where possible, the authority will offer a school alternative school place at the next nearest Community or Voluntary Controlled school with a vacancy.

3.12 The Admissions Code allows admission authorities to admit above the published admission number (PAN) in-year. Community and Voluntary Controlled schools must not do so save by specific request or direction of the authority. Voluntary Aided schools, Free schools and Academies are expected to notify the local authority if they do so.

Section 4: Admission policy for sixth form entry in September 2017

4.1 The responsibility for determining the admissions policy for sixth forms in secondary schools is that of the admitting authority. All RBWM schools with sixth forms are Academies, Free schools or Voluntary Aided schools, so responsibility for sixth form admissions lies with them. The Local Authority has no jurisdiction over sixth form admissions.

Section 5: Further Information

Social or medical criterion

5.1 The authority will consider an application in this category only where the child, or his or her parent or guardian, can demonstrate a wholly exceptional medical or social requirement for attendance at the preferred school. It is expected that places will be given under this category in no more than a small number of instances in a year, if at all.

5.2 To apply under this criterion, the parent or guardian must send a covering letter to support the application. It must explain the reasons for requiring a place under this criterion, why the preferred school is significantly more suitable than any other school for their child, and the difficulties likely to be caused by not attending it. Such difficulties must be so exceptional as to be extremely rare in the population. The reasons may be associated with the child or with the family.

5.3 Supporting evidence must be included from a suitably qualified professional person associated with the child or the family, such as a consultant, a general practitioner, psychiatrist or a senior social worker. Evidence from members of the family, friends or a child minder will not normally be acceptable. All evidence must be on headed writing paper. Any evidence must be provided at the expense of the parent. The parent must give permission to the local authority to make such enquiries as it thinks necessary to investigate the matter further.

5.4 All schools are able to work with special educational needs and are expected to accommodate severe medical needs. The authority is unlikely to accept that one school is more suitable than another on these grounds. Such difficulties as child care arrangements or the need to drop off/collect children at more than one school are unlikely to be acceptable without accompanying exceptional medical or social reasons.

5.5 Applications lacking external objective evidence will be rejected under this category. Any rejected application will then be considered under the next highest appropriate category to the child. Applicants are strongly advised to name other schools within the permitted number of preferences.

5.6 Applicants seeking to rely on these grounds must provide the necessary evidence by the closing date for applications. This will allow time for the authority to obtain additional evidence if necessary. It may not be possible to consider applications under this criterion after the closing date, even where a family has subsequently moved into the area.

5.7 The strength of applications will be considered by two or more officers individually and then together, referring to another officer where disagreement exists. Those officers assessing the strength of an application should have knowledge of the admissions process and the School Admissions Code. The papers they consider must have the name of the child and his or her family redacted. Those officers must consider the application as objectively as possible, and will note collectively their reasons for any rejection of the application under this criterion. Applicants are advised that because of the possible subjectivity of applications and decisions, the evidence that is presented must be as full and objective as possible, and that the threshold of acceptance will be exceptionally high.

5.8 There will be no right of appeal to officers against refusal of a decision in this category, but all parents will have the usual right of appeal to an independent appeal panel after allocations of places have been published.

Children In Care (and previously in care)

5.9 When a late or in-year application is received to admit a child in care or a child previously in care¹, the authority will place the child in the school of the parent's preference (including the corporate parent) unless:

- that school is unsuitable to the child's age, ability or aptitude or to his special educational needs; or
- the attendance of the child would be incompatible with the provision of efficient education for the children with whom he would be educated or the efficient use of resources; or
- the child has previously been permanently excluded from the preferred school; or
- other exceptional circumstances exists rendering the school unsuitable.

5.10 The local authority has the power to direct a school to admit a child in care where Key Stage 1 classes are already at the maximum size² to comply with the infant class size legislation.

Denominational criterion

5.11 For Voluntary Controlled schools, the published admissions criteria provide priority to those applying under denominational grounds. Where applicants believe they should be considered under this criterion they must complete a Supplementary Information Form (SIF) if making an online application or the relevant section of the paper Common Application Form.

5.12 To be considered under this criterion, at least one of the parents/carers of the child concerned must regularly attend a church that is part of the group of Churches Together in England, Scotland, Wales or Northern Ireland. This group includes the following types of church: Church of England, all the protestant nonconformist churches (e.g. Baptist, Methodist, United Reformed) and Roman Catholic. Attendance does not include services of marriage, funerals or christenings (except for the christening of the child seeking entrance to the particular school).

5.13 It will be necessary for the form to be signed by their local clergy for verification before the form is submitted.

5.14 In the event of there being more applicants than places available in this category, RBWM's standard tiebreakers will be applied.

5.15 A copy of the wording of the paper common application form is provided below.

¹ a 'child in care' or a child who was previously in care but immediately after this became subject to an adoption, residence, or special guardianship order.

² children in care are excepted pupils outside of the normal admissions round under the School Admissions (Infant Class Sizes) (England) Regulations 2012.

CONFIRMATION OF CHURCH ATTENDANCE

Only complete and sign this declaration IF:

- one or more of your preferred schools is a Voluntary Controlled school as listed AND
- you wish for your application to be considered on religious (denominational) grounds

I confirm that I am the parent / carer of the applicant and have significant involvement with a church on a frequent basis. I understand that 'frequent' is defined as at least twice a month for at least 8 months of the year in the twelve months prior to the published closing date for school admissions.

Signed: Print name:

To the vicar / priest / minister: Can you confirm that, to the best of your knowledge, the applicant's statement is true?

Yes	No
-----	----

Signed: Print name:

Church: Date:

Section 6: RBWM co-ordinated admission scheme (2018/19 Academic Year)

6.1 The RBWM co-ordinated admission scheme establishes the method for processing and co-ordinating applications for school places in the normal admissions round and ensures that parents complete an application form via their home authority, irrespective of where their preferred schools are located, and receive only one offer of a school place via their home local authority.

6.2 The normal admissions round is defined in table 2.

Table 2

Academic Year of Entry	Applicable Birth Date Range * for September 2018 entry	School Types
Primary Age Schools		
Year Reception entry	01/09/2013 – 31/08/2014	Primary, First or Infant school
Year 3 entry	01/09/2010 – 31/08/2011	Junior school
Secondary Age Schools		
Year 5 entry	01/09/2008 – 31/08/2009	Middle school
Year 7 entry	01/09/2006 – 31/08/2007	Secondary school
Year 9 entry	01/09/2004 – 31/08/2005	Upper school
* Children taught outside of their appropriate age range may need to apply at alternative times. Further details are provided on pages 18/19.		

6.3 The scheme is in accordance with the School Admissions (Admission Arrangements and Coordination of Admission Arrangements) (England) (Amendment) Regulations 2014, the School Admissions Code 2014, and the School Admissions Appeals Code 2012.

6.4 Admitting authorities for Voluntary Aided schools, Free schools and Academies within RBWM are expected to agree to this scheme and abide by the principles of it, with the exception of Free schools who may, if necessary, be outside the co-ordinated process for the first year they open.

6.5 The scheme will be implemented in line with the timetables set out on page 20.

6.6 This scheme does not cover applications outside of the normal admissions round. These are considered as in-year admissions, details of which are covered in section 3 of this document.

Guidance information

6.7 The authority actively provides guidance information to residents, targeting those who are due to apply for school places during the normal admissions round. Residents are identified using data from early years settings and local schools. Neighbouring Authorities also provide, and are supplied with, lists of pupils attending a 'non-home

authority' school in order that potential applicants can be identified. Residents can register their details online to receive guidance information.

6.8 A separate composite prospectus, which provides information on the admissions process, is published each year for both admissions to primary age schools and secondary age schools. These are available online and in hard copy on request.

Application process

6.9 The application process for RBWM residents opens on the following dates:

Primary Age Schools	1 November 2017
Secondary Age Schools	4 September 2017

Applications can be made online or by using a paper Common Application Form (CAF) and must be submitted to a resident's home local authority. Where both an online and a paper application are submitted, the online application will take precedence. Where multiple applications are submitted, the application dated most recently will take precedence.

6.10 Applications invite parents to express up to six preferences for schools. Parents must list any school to which they wish to apply within these six preferences. This includes any state school within England, not just those within RBWM. However this does not include independent schools. Legislation requires local authorities to run an equal weighting system meaning that all preferences must be considered independently of one another. The rank of a school in the preference list has no bearing on the priority with which applicants are awarded places. Priority can only be determined using the relevant published admission criteria for a school. Only when multiple offers of school places can be made will the order of preference be taken into account to ensure applicants receive one offer of the highest preferred school possible.

6.11 Completed applications must be submitted to the local authority by the following national closing dates:

Primary Age Schools	15 January 2018
Secondary Age Schools	31 October 2017

The online application system will close for applicants on midday on the above dates.

6.12 It is inevitable that not all applicants requiring a school transfer will be able to submit an application by the national closing date. In exceptional circumstances, where factors outside the applicants control mean the application could not have been made by the closing date, the authority will consider late submissions as 'on time' if they are received by the following extended deadline dates:

Primary Age Schools	30 January 2018
Secondary Age Schools	21 November 2017

Evidence to support the reason for the late submission will be required. Applications with no exceptional reason for applying after the closing date, or received after the extended deadline date, will be considered as late applications.

6.13 Any Supplementary Information Form (SIF) required as part of the application process should be completed and returned to the relevant admitting authority by the published closing date. These forms will contain only the additional information required by an admitting authority to determine an applicant's admission criterion. These forms can be obtained from the relevant school.

6.14 Where separated parents or carers of a child each submit a separate application for different schools the processing of these applications may be severely delayed. Parents or carers should attempt to resolve matters between themselves and inform the authority in writing of which application should be processed. It is not appropriate for the authority to become involved in private disputes. The authority does recognise that there may be exceptional situations where parents or carers cannot ultimately reach an agreement between themselves and it is, therefore, necessary for the authority to take a decision. Where this is the case the authority will try to establish the child's permanent address and prioritise the application made by the parent living at this address in accordance with the published admission arrangements.

Allocation process

6.15 Following the relevant closing date, application forms will be processed and co-ordination of preferences will commence. Local authorities within England will exchange data highlighting residents applying for out of authority schools.

6.16 When this data has been exchanged, the local authority will provide other admitting authorities within RBWM with a list of applicants who have listed their school as a preference. Admitting authorities will assess pupils in line with their published admissions policy and will return the list to the local authority in rank order. The local authority will assess those applicants listing schools for which RBWM is the admitting authority.

6.17 Local authorities within England will exchange data confirming whether places at local schools can be offered or not to residents who live outside of their authority.

6.18 The home local authority will consider all preferences with an equal weighting and will provide one offer of a school place. Where it is possible to offer places at multiple preferred schools, only one offer will be made, which will be for the school ranked highest in the parent's preference list.

6.19 Where it has not been possible to offer a place at a preferred school, the authority will, where possible, offer residents a place at an alternative school. The authority will aim to offer a place at the nearest school with a vacancy. The nearest school will be measured in a straight line from the home address. This process will only occur once places have been allocated to applicants who listed those schools on their application. Where a school is identified as the alternative school for more pupils than there are places available, then the published oversubscription criteria will be applied in order to determine priority.

6.20 The deadlines the authority will be working to with regards to each stage of the allocation process are defined in table 3.

Table 3

	Secondary Age Schools	Primary Age Schools
Exchange preference data with other LA's	28/11/2017	13/02/2018
Provide preference lists to other admitting authorities within RBWM	12/12/2017	27/02/2018
Receive ranked lists from other admitting authorities within RBWM	16/01/2018	13/03/2018
Exchange offer data with other LA's	25/01/2018 to 13/02/2018	22/03/2018 to 03/04/2018
Finalise Allocations	13/02/2018	03/04/2018
National Offer Date	01/03/2018	16/04/2018

National offer date

6.21 Letters formally offering places will be sent via first class post to applicants who made applications before the closing date on the following offer dates:

Secondary Age Schools 1 March 2018
 Primary Age Schools 16 April 2018

Applicants who made an e-application can log into their account on Offer Day to see the outcome of their application. They will also receive an automated email.

6.22 In the case of Voluntary Aided schools, Free schools and Academies the offer is made by RBWM on behalf of the governing body. For schools outside the authority, offers are made on behalf of the relevant admitting authority.

6.23 Shortly after offer day, all schools within the local authority will be sent details of the children allocated places at their school.

6.24 For those not offered a preferred school, the letter will confirm the reasons why the application was unsuccessful. It will also advise applicants of their right of appeal and to whom this appeal should be addressed.

6.25 Parents/carers will be asked to respond to the offer of a school place and indicate if they wish to accept or decline the place offered. Responses must be made to RBWM via the authority's website, by email or by post by the following dates:

Secondary Age Schools 16 March 2018
 Primary Age Schools 8 May 2018

This is also the opportunity to request that a child be placed on a waiting list for a higher preferred school for which a place was not allocated. Waiting lists for oversubscribed schools are operated by the admitting authority. Applicants are prioritised according to the schools published oversubscription criteria and each added child will require the list to be

ranked again in line with the published oversubscription criteria. For RBWM Community and Voluntary Controlled schools, the authority will maintain waiting lists until 31 August in the academic year of entry.

6.26 In line with the Admissions Code, failure to accept the place could result in the offer of a school place being withdrawn. If a place is refused, the parent/carer must inform the 'home' authority which school the child will be attending, or how they intend to educate their child.

Late applications and late changes of preferences

6.27 Any application or change of preference received after the national closing date, or the extended deadline date for those applicants who have an exceptional reason for not applying on time, will be considered as late. The online application system closes at midday on the relevant national offer date and any application after this time must be made on a paper application form.

6.28 Details of late applicants for schools outside of the local authority will be forwarded to relevant admitting authorities as soon as they are received. It will be for that admitting authority to process these in line within their published co-ordinated scheme.

6.29 Late applications for schools within RBWM will be added to the waiting list(s) in order of the oversubscription criteria, following the first round of allocations and before further offers are made.

6.30 The home local authority will write to the applicant informing them of the outcome following the further offer of places (see 6.34 below). As with on-time applications, parents/carers will be asked to respond to the offer of a school place and indicate if they wish to accept or decline the place offered. Responses must be made by email or by post by a date stipulated in their offer letter. Late applicants will automatically remain on the waiting list for any higher preferred school(s) for which a place was not allocated.

6.31 Late applications are always considered and every effort will be made to allocate a place at the preferred school. Where it is not possible to offer a place at a preferred school, the local authority will, where possible, offer residents a place the nearest school with a vacancy as measured in a straight line from the home address.

Further offer of places

6.32 Following receipt of parental responses and the addition of late applications, the authority will re-allocate places to pupils on waiting lists where places have been declined and vacancies exist (the beginning of April for secondary applications, and the end of May for primary applications). Vacancies exist when the number of pupils allocated at a school drops below the published admission number. Academies, voluntary-aided and free schools are responsible for managing and making offers from their waiting lists unless they have bought back into the RBWM validation service.

6.33 When an offer for a higher preferred school is made from the waiting list, any previous offer at a lower ranked preference will be automatically withdrawn.

6.34 The co-ordinated admissions scheme closes on the 31 August prior to pupils commencing schools in September. Any application which is made after this date will be considered as an 'in-year' application and should be made in line with the in-year admissions process, as described in section 3 of this document.

Primary school entry point

6.35 Pupils are eligible to commence full time education from the September following their 4th birthday. However, a child does not legally have to be in full time education until the term following their 5th birthday.

6.36 Parents who feel their children are not ready to begin school full time in the September following their 4th birthday have the option for their child to either:

- Start school later in the academic year, so long as the place allocated is taken up during the Reception academic year (unless section 6.38-6.42 applies) *and* no later than the start of the final term and / or the start of the term following the child's 5th birthday; or
- Start school part time at any stage during the Reception academic year, so long as the child then attends the school full time from the start of term following their 5th birthday;
- Start school directly in Year 1 if a child was born between 1 April and 31 August. Please note that an application for a Year 1 place can only be made from the start of the term prior to September entry, in line with the in-year process as detailed in section 6. For the avoidance of doubt, places for entry directly into Year 1 cannot be reserved from the preceding year, nor from an application for a reception place

6.37 It will be expected that parents will opt for their child to commence school at the start of one of three traditional terms (autumn, spring, summer). It is also expected that part time schooling offered will be either five mornings or five afternoons a week; a decision which will normally be made by the school.

Children educated outside of their chronological academic year group

6.38 It is expected that children will be educated in the appropriate academic year group for their chronological age. In certain exceptional circumstances, children will be educated outside this year group. If this is the case, then applications should be made in the academic year prior to the required school transfer. Applications must be made on a paper CAF and can not be made online.

6.39 The Admissions Code enables a parent to request that their child is admitted outside of their normal age group. For example, a parent may request that a summer-born child – born between 1 April and 31 August is admitted into a reception class in the September following their fifth birthday instead of entering year 1.

6.40 Admission authorities are responsible for making the decision on which year group a child should be admitted to but are required to make a decision based on the circumstances of the case. There is no statutory barrier to children being admitted outside their normal year group. An admitting authority will usually take the following factors into

account when considering a parental request for a summer born child to be admitted into a reception class in the September following their fifth birthday:

- The needs of the child and the possible impact on the child of entering Year 1 without having first attended the reception class;
- In the case of children born prematurely, the fact that the child may have naturally fallen into the lower age group if born on the expected date;
- Whether delayed social, emotional or physical development is adversely affecting the child's readiness for school;
- Relevant research into the outcomes of summer-born and premature children.

6.41 For all requests for delayed entry into Reception, parents should make their application at the same time as those applying for normal Reception entry stating that they wish to enter reception a year later than normal for their child's age. Parents should discuss this as soon as possible with their preferred schools and the authority.

6.42 Parents do not have a right to appeal against entry into a specific year group. However, they may make a complaint to the local authority or to the school.

Appeals

6.43 Appeals against a decision not to offer a place at a particular school should be lodged by the published closing date for the on time submission of appeals. This date will be published in the authority's composite prospectus and in the relevant offer letter.

6.44 Appellants are entitled to ten school days' notice of the appeal hearing date. The School Admission Appeals Code requires that appeals for on time applications are heard within 40 school days of the deadline for lodging appeals. Appeals for late applications are expected to be heard within 40 school days of the deadline for lodging appeals where possible or within 30 school days of the appeal being lodged. Appeals lodged by the closing date will be heard before the end of the summer term. Appeals lodged after the closing date will be heard as soon as possible. All aspects of appeals for Voluntary Aided schools, Free schools and Academies are the responsibility of the school governors. Appeal deadline dates may differ for these own admission authority schools.

6.45 Other admitting authorities within the local authority's area are required to notify the local authority about the outcome of any appeals.

Co-ordination timetable for September 2018 entry

Table 4

Primary, First, Infant and Junior School Admissions	
Date	Action
October 2017	Guidance information detailing the admissions process will be sent out automatically for most pupils attending an RBWM early years setting and to those who have registered their details online.
1 November 2017	Online system opens for Primary, Junior and First School applications
15 January 2018	Closing date for applications
30 January 2018	Extended deadline date for applications which, due to exceptional circumstances, were received after the closing date
13 February 2018	Information exchanged with other local authorities
27 February 2018	Information provided to other RBWM admitting authorities (Voluntary Aided schools, Free schools and Academies)
13 March 2018	Other RBWM admitting authorities (Voluntary Aided schools, Free schools and Academies) to advise LA of application rankings
3 April 2018	Finish co-ordination with other local authorities
16 April 2018	Offer letters to be sent out by the LA to parents. Advise schools of initial allocations
16 April 2018	Processing of late applications begins
8 May 2018	Parents accept or decline offers
May 2018	Offer letter to late applicants, allocations from the waiting list for all applicants
To be confirmed	Appeals should be submitted
Summer Term 2018	LA to advise schools of final allocation details Schools to send out registration forms. Appeals are heard

Secondary, Middle and Upper School Admissions	
Date	Action
September 2017	Guide to Secondary, Middle and Upper School Booklet published online. Information letters sent out to parents.
4 September 2017	Online system opens for Secondary, Middle and Upper applications
31 October 2017	Closing date for applications
21 November 2017	Extended deadline date for applications which, due to exceptional circumstances, were received after the closing date
28 November 2017	Information exchanged with other local authorities
12 December 2017	Information provided to other RBWM admitting authorities (Voluntary Aided schools, Free schools and Academies)
16 January 2018	Other RBWM admitting authorities (Voluntary Aided schools, Free schools and Academies) to advise LA of application rankings
13 February 2018	Finish co-ordination with other local authorities
1 March 2018	Offer Day
1 March 2018	Processing of late applications begins
16 March 2018	Deadline for parents accept or decline offers
April 2018	Offer letter to late applicants, allocations from the waiting list for all applicants
To be confirmed	Appeals should be submitted
Summer Term 2018	LA to advise schools of final allocation details Schools to send out registration forms. Appeals are heard

Section 7: Published admission numbers of schools

Table 5

School Name	2012	2013	2014	2015	2016	2017	2018		
Alexander First School	24	30	30	30	30	30	30		
All Saints CE Junior School	67	67	90	90	90	90	90		
Altwood CE Secondary School	150	150	150	150	150	150	150		
Alwyn Infant and Nursery School	105	105	101	101	101	101	101		
Bisham CE Primary School	16	16	16	16	16	30	30		
Boyne Hill CE Infant and Nursery School	60	60	60	60	60	60	60		
Braywick Court School	-	-	28	30	30	30	30		
Braywood CE First School	30	30	30	30	30	30	30		
Burchetts Green CE Infants School	20	20	20	20	20	25	25		
Charters School	240	240	240	240	240	270	270		
Cheapside CE Primary School	16	16	16	16	16	30 ¹	30		
Churchmead School	140	140	140	140	140	140	140 ²		
Clewer Green CE School	50	60	60	60	60	60	60		
Cookham Dean CE Primary School	26	26	26	26	27	27	27		
Cookham Rise Primary School	30	30	30	30	30	30	30		
Courthouse Junior School	105	105	105	105	105	105	105		
Cox Green School	168	176	176	176	176	206	206		
Datchet St Mary's Academy	30	30	60	30	30	30	30		
Dedworth Green First School	30	30	60	30	30	30	30		
Dedworth Middle School	120	120	120	120	120	150	180		
Desborough College	189	189	189	189	189	189	189		
Eton Porny CE First School	30	30	30	30	30	30	30		
Eton Wick CE First School	30	30	30	30	30	30	30		
Furze Platt Infant School	90	90	90	90	90	90	90		
Furze Platt Junior School	75	90	90	90	90	90	90		
Furze Platt Senior School	193	193	193	193	193	223	223		
Hilltop First School	45	45	45	45	45	45	45		
Holy Trinity CE Primary School, Cookham	32	32	32	30	30	30	30		
Holy Trinity CE Primary School, Sunningdale	30	30	30	30	30	30	30		
Holyport CE Primary School	60	60	60	60	60	60	60		
Holyport College	Year 7 entry	Day places	-	-	22	22	26	26	26
		Boarding places	-	-	18	18	18	18	18
	Year 9 entry	Day places	-	-	44	44	26	26	26
		Boarding places	-	-	36	36	18	18	18
Homer First School	45	45	75	45	45	45	45		
Kings Court First School	45	45	45	45	45	45	45		
Knowl Hill CE Primary School	13	15	13	13	30	30	30		
Larchfield Primary and Nursery School	30	30	30	30	30	30	30		
Lowbrook Academy	30	60	30	30	30	60	60		
Newlands Girls School	186	186	186	186	186	192	192		
Oakfield First School	60	60	60	60	60	60	60		
Oldfield Primary School	60	60	60	60	60	60	60		
Riverside Primary School	60	30	60	60	60	60	60		
South Ascot Village Primary School	60	30	30	30	30	30	30		
St Edmund Campion Catholic Primary School	60	60	60	60	60	60	60		
St Edward's Catholic First School	45	60	60	60	60	60	60		

¹ Subject to planning approval for the expansion of the school.

² PAN may reduce to 110 following public consultation.

St Edward's Royal Free Ecumenical Middle School	93	120	120	120	120	120	120
St Francis Catholic Primary School	30	30	30	30	30	30	30
St Luke's CE Primary School	45	45	45	45	45	45	45
St Mary's Catholic Primary School	45	45	45	45	45	45	45
St Michael's CE Primary School	30	30	30	30	30	30	30
St Peter's CE Middle School	60	60	60	60	60	60	60
The Queen Anne Royal Free CE Controlled First School	30	30	30	30	30	30	30
The Royal (Crown Aided) School	20	20	20	20	20	20	20
The Windsor Boys' School	230	230	230	230	230	260	260
Trevelyan Middle School	150	150	150	150	150	150	150 ¹
Trinity St Stephen CE Aided First School	30	30	30	30	30	30	30
Waltham St Lawrence Primary School	19	19	19	19	19	19	19
Wessex Primary School	60	60	60	60	60	60	60
White Waltham Academy	30	30	30	30	30	30	30
Windsor Girls' School	178	178	178	178	178	208	208
Woodlands Park Primary School	30	30	30	30	30	30	30
Wraysbury Primary School	60	60	60	60	60	60	60

¹ PAN may reduce to 120 following public consultation.

Section 8: Definitions and explanations

Admission Authority – this is the authority responsible for setting and managing admission arrangements for a particular school. Specific types of schools are managed by different admitting authorities, although all are bound by the local authority's co-ordinated admission scheme. These different schools are detailed below:

Community schools – the local authority is the admission authority for these schools.

Voluntary Controlled schools – these are generally faith schools for which the local authority is the admission authority.

Voluntary Aided schools – these schools are faith schools, managed by the Church of England or Catholic diocese, for which the governing body is the admission authority. All the Voluntary Aided schools are bound by the co-ordinated admissions scheme.

Academies and Free Schools – these are schools whose running and capital costs are met by the DfE for which the governing body is the admission authority.

Published Admission Number (PAN) – this is the maximum number of pupils that a school is required to admit into each Year group. The number is agreed as part of a school's admission arrangements and is commonly determined with regard to a Net Capacity Assessment (calculated using instructions from the Department for Education (DfE) based on the space available and use of resources). Schools must admit up to their PAN. The PAN for Free schools and Academies is set by the Department for Education.

Admission Criteria – the rules used to prioritise the order in which children are offered school places.

Appeals – a parent's opportunity to ask for an independent panel to consider the admission authority's decision not to offer the child a place at the desired school.

Common Application Form (CAF) – this is the form used by applicants to apply for school places via their home authority.

Designated Area – sometimes know as the 'catchment area', this is a distinct geographical area that is served by a school. Admissions criteria often give certain priority to applicants living within a school's designated area, although this is never a guarantee of a school place.

Education, Health and Care Plans - An education, health and care plan is for children and young people who have special educational needs and disabilities and where an assessment of education, health and social care needs has been agreed by a multi-agency group of professionals. It is available from birth to age 25.

Home Address – this is a child's habitual residence and must be the address where you live with your child, unless you can prove that your child lives elsewhere with someone who has legal care and control of your child. We expect a child's home address to be a residential property that is the child's only or main residence, not an address at which your child may sometimes stay or sleep due to your domestic arrangements. The property

must be owned, leased or rented by the child's parent/s or the person with legal care and control of the child. Additionally, a child's home address is where he or she spends most of the school week unless this is accommodation at a boarding school.

Joint Custody Arrangements – where the childcare arrangements are jointly shared between both parents, the LA will consider the mother's home address to be the normal home address when considering the application unless legal documents are provided to the contrary.

Local Authority (LA) – if you live in the Royal Borough of Windsor & Maidenhead we are your 'home local authority'. If you live somewhere else, then the county or borough you live in is your 'home authority'. References in this paper to 'the local authority' or 'the authority' will be taken to mean the local authority of the Royal Borough of Windsor and Maidenhead unless otherwise specified.

Oversubscribed – when there are more applications than places, the school is said to be oversubscribed.

Parent – this is defined in law (the Education Act 1996) as *either* any person who has 'parental responsibility' (as defined in the Children Act 1989) for the child or young person, *or* any person who has care of the child or young person.

Preference – this is a school to which a parent/carer wishes to send their child. Parents can not choose the school their child attends but can indicate their preference. The authority must offer a place at the highest preferred school possible once the admissions criteria have been applied.

Service Families – where Service families and the families of other Crown servants are due to be posted to an area admitting authorities must treat such families as resident in the area when processing any application assuming appropriate evidence has been provided which may include notification of posting in the form of an official letter from the MOD, FCO or GCHQ.

Sibling – children are considered siblings if they have brothers or sisters living in the same family unit at the same address, and for whom the applicant has parental responsibility. The term includes a half or step child permanently living in the same family unit or a foster child permanently living in the same family unit whose place has been arranged by the social services department of a local authority. Sibling eligibility will flow from a foster child to other children of the family or from a child of the family to a foster child.

Supplementary Information Form (SIF) – a SIF is required by some own admission authority schools in order to collect additional information not provided on the common application form. This is to enable them to assess applicants against the published admission criteria.

Report Title:	King's Court First School
Contains Confidential or Exempt Information?	<i>NO - Part I</i>
Member reporting:	Cllr Natasha Airey, Lead Member for Children's Services
Meeting and Date:	Cabinet 23 February 2017
Responsible Officer(s):	Alison Alexander, Managing Director and Strategic Director Adult, Children and Health Services Kevin McDaniel, Head of Schools and Educational Services
Wards affected:	Old Windsor

REPORT SUMMARY

1. As a result of falling number of children accessing nursery provision at King's Court First School, in Old Windsor, the Governing Body have asked the Royal Borough to consider the future of the school's nursery class. Consequently consultation and an assessment of need versus supply has taken place.
2. This report summarises the assessment which confirms that demand does not currently exist in the area.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves, in principle, the request from King's Court First School Governing Body that the age range at the school changes so that it serves children aged 4-9 years old, rather than aged 3-9 years old, from September 2017.**
- ii) **Authorises the Lead Member for Children's Services and the Managing Director & Strategic Director of Adult, Children and Health Services to publish a proposal to change the age range, and to determine the proposal following the end of the representation period.**
- iii) **Requests that officers, in partnership with the school, keep the demand for early years provision in Old Windsor under review, and bring forward proposals to re-open the nursery class or otherwise provide early years' provision on site as needed, using the school's existing accommodation.**

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

Background to the proposal

- 2.1 The Governing Body of King's Court First School, in Old Windsor, have asked the Royal Borough of Windsor and Maidenhead to consider the future of the school's nursery class, including the possibility of its closure in September 2017. King's Court First School is a community school, and as such the local authority must approve any proposal to change the age range of the school, closing the nursery class.
- 2.2 The number of children attending the 26 place nursery class has fallen sharply over the past few years, as shown in *Table 1 – Nursery numbers at King's Court*. A 26 place nursery can accommodate up to 52 children, with 26 places in the morning and 26 places in the afternoon.

Table 1 – Nursery Numbers at King's Court¹

2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
52	49	42	38	40	37	38	27

¹This shows the highest number of nursery children on roll at any point during the year.

- 2.3 Over the eight year period, 2009-2017 the number of children in the nursery as a proportion of the children of the relevant age group living in the area has fallen. In 2016 it had reached 43%, against 84% in 2009. This fall is due to:

- **Children starting in Reception earlier.**

Since 2010 there have been changes to the rules around school admissions. Most children now start Reception at the start of the academic year, when some have only just turned four years old, instead of in the following January or April. This has reduced the number of children in nursery classes.

- **New early years providers opening in Old Windsor.**

Until June 2014, there were only two main providers of early years education in Old Windsor, the King's Court nursery class and Old Windsor Pre-school, providing 56 places for children aged 2 to 4. Recently, provision has increased, with an additional 60 places for children aged 2 to 5 at Poppies Day Nursery (opened June 2014), and 50 places for children aged up to 5 at The Old Windsor Montessori House of Children (opened October 2015).

- **Fewer children being born in the Old Windsor area.**

The number of children being born in the Royal Borough is now falling, with 1,651 children born in 2014/15, compared to 1,863 in 2011/12. The trend is less clear in the Old Windsor (partly because the small numbers in the area mean that there is more statistical 'noise'), but there were 50 births in 2014/15, compared to 59 in 2012/13.

Table 2 – Births in Old Windsor, by year of intake into Nursery, age 4¹

2011	2012	2013	2014	2015	2016	2017	2018
61	58	48	42	48	59	42	50

¹e.g. into National Curriculum Year Group N2, which is the one before Reception.

- 2.4 Taken together these factors have reduced the nursery class numbers by half. Consequently, the King's Court First School Governing Body have determined that the nursery class is no longer financially viable.

Alternative options

2.5 King's Court First School have considered some alternative options:

- **Taking in two year olds to increase numbers.**

The nursery class currently takes three and four year olds, but could also take in some two year olds, both those eligible for government funding and those whose parents might be willing to pay. This would require some changes to the buildings to make them suitable, e.g. areas for resting. In addition, the staffing ratios need to be higher for two year olds, which results in additional revenue costs. These could offset any gain from having more children.

- **Providing 30 hours per week of free entitlement to early education.**

From September 2017, the government will be introducing the 'extended 30-hour entitlement'. This will give parents of three and four year olds entitlement to 30 hours of early years education free for 38 weeks of the year if they meet the criteria. The government estimates that this will lead to a 28% increase in hours funded by the free entitlement in the Royal Borough, potentially leading to a shortage of provision. The Governing Body at King's Court has concluded that they could only provide a term-time offer and so the nursery would not attract sufficient numbers under the extended entitlement to improve their viability.

- **Future re-opening of the nursery if/when demand rises.**

It is possible that demand for nursery class places in Old Windsor will rise again in the future and/or that the extended 30-hour entitlement (or other model of provision) becomes more deliverable at the school. The class could be closed and then re-opened at a future date.

Impact on children currently at the nursery

2.6 If the nursery class does close in September 2017, then the families of children currently on roll at the nursery and born on or after 1st September 2013 would need to find a place at another nursery provider in time for the start of the new academic year.

2.7 Children on roll at the nursery and born between 1st September 2012 and 31st August 2013 would be moving up into Reception in September 2017, either at King's Court or at another school, and so would not be affected directly.

2.8 Any children starting in the nursery class in the remainder of the 2016/17 academic year would, if the proposal goes ahead, need to find a place at another provider in September 2017.

The Childcare Sufficiency Assessment

2.9 Under the Childcare Act 2006, the Royal Borough is required to assess whether there is sufficient childcare, including early years education, to meet demand in its area. The local authority has contracted Coda Consultants to research and produce the 2016 Childcare Sufficiency Assessment (CSA) for the Royal Borough, see *Appendix A – Childcare Sufficiency Assessment for Old Windsor*.

2.10 In summary, the analysis notes that, at present, 69% of children aged 0 to 4 are theoretically able to access an early years education place. If the nursery class at King's Court closed, then this would reduce to 64%. This compares to

a borough average of 47%. Many parents do not use any childcare for their children aged 0 to 4 and it is likely, therefore, that the 140 places at the three main private providers (Old Windsor Pre-school, Poppies and House of Children) and the local registered childminders would be able to absorb the demand from a closed nursery class. Poppies Day Nursery has recently had a planning application approved, which will allow it to increase the number of places from 60 to 70.

- 2.11 The Childcare Sufficiency Assessment does not directly model the potential impact of the extended 30-hour entitlement on demand on the Old Windsor area, but does note that, of the 7 eligible parents responding to the survey, the majority were interested in accessing the extended entitlement. All of those stated that they would like to access such provision at a maintained school nursery class. This does suggest that there would be some demand for an extended 30-hour entitlement at King's Court.

Impact on staff

- 2.12 The nursery class currently has two full time nursery nurse roles. These roles would no longer be needed if the proposal goes ahead. See Section 11 for more details.

Use of accommodation

- 2.13 The nursery class at King's Court First School is housed in the school's Foundation Unit, together with the Reception age children. If the nursery class closes, then the school will have an additional space to use for teaching and learning in the main school.
- 2.14 In the future, it is possible that demand for early years provision could rise again, allowing the school to re-open its nursery class or a private provider to open on the site. The borough should not need to fund any additional accommodation to allow this to happen, and any new provision would not necessarily have to be in the same space as the current nursery class. The school's modular building or the converted bungalow could also be used, for example, which could address any safeguarding issues around having a third party provider on site.

Consultation

- 2.15 The governing body of the school met on 15 September 2016 and approved a request that the Royal Borough carry out public consultation on a proposal to close the nursery class. The Royal Borough began public consultation on Friday 7th October 2016. That consultation has now finished. The process and analysis of the responses is set out in more detail in Section 8. In summary:
- A response rate of 6.3% was achieved.
 - 53% of respondents are against the proposed closure, including 76% of parents responding.
 - 43% of respondents are in favour, including 82% of staff and governors responding.

Options

- 2.16 The Royal Borough agrees that, as things currently stand:
- The underlying demographics and the opening of new providers locally mean that demand for the nursery class at King's Court is unlikely to rise.
 - The nursery class is partially contributing to financial difficulties at the school.
 - There is sufficient early years provision in Old Windsor to meet the current local demand.
- 2.17 The Royal Borough notes that:
- The funding of nursery provision is set to get more generous.
 - If other local early years providers decide to implement the extended 30-hour entitlement, and so offer more hours to fewer children, this could increase the demand for places at King's Court.
 - There is the potential for King's Court to offer the extended 30-hour entitlement in a way that is attractive to local parents by also opening in holiday periods.
 - Underlying demand may rise in the future.
- 2.18 In conclusion, the Royal Borough agrees that the short term the demand for the King's Court Nursery Class is low, making its financial viability uncertain. The Royal Borough believes, however, that there may be opportunities for the class to re-open in the future, using existing school accommodation. Demand should, therefore, be kept under review and discussed with the school as appropriate.
- 2.19 The options are given in *Table 3 – Summary of options*.

Table 3: Summary of options

Option	Comments
Approves, in principle, the request from King's Court First School Governing Body that the age range at the school changes so that it serves children aged 4-9 years old, rather than aged 3-9 years old, from September 2017. This is the recommended option.	This allows the borough to proceed to the next step of the closure process.
Authorises the Lead Member for Children's Services and the Managing Director & Strategic Director of Adult, Children and Health Services to determine the closure proposal following the end of the representation period. This is the recommended option.	This will allow the Royal Borough to swiftly consider any representations made in response to the publication of a formal proposal for the closure of the nursery class at King's Court, and decide whether to proceed.
Requests that officers, in partnership with the school, keep the demand for early years provision in Old Windsor under review, and bring forward proposals to re-open the nursery class or otherwise provide early years' provision on site as needed, using the school's existing accommodation. This is the recommended option.	This will ensure that the Royal Borough and the school can respond to any increase in demand for early years provision in Old Windsor.
Does not approve the publication of a proposal to change the age range at King's Court First School from September 2017. Not recommended.	This would retain the nursery class at the school. Financial modelling suggests that the school could have a deficit of £48k in 2019/20.

3. KEY IMPLICATIONS

Table 4: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
To carry out the formal process to change the age range at King's Court First School in time for 1 September 2017.	1 July 2017	1 May 2017	N/A	N/A	1 September 2017

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 Schools receive funding for nursery classes based on the number of children attending. On the current rates, a nursery with just 26 children attending for their full 15 hours entitlement per week would receive £61,703 per annum from the Early Years Funding Formula. The estimated annual staffing costs would be £61,072, which takes into account the required ratio of 1 nursery nurse for every 13 children.
- 4.2 Although the staffing costs and income break even at 26 children, a nursery class will have additional overheads, such as books and equipment, utilities, maintenance and accommodation costs. This leaves a shortfall in funding, which many early years providers cover by charging parents (at higher rates) for hours over and above the 15 hours entitlement.
- 4.3 A school with a nursery class can also cover the shortfall by using the main school budget. At King's Court First School, the school runs a combined nursery and Reception class (i.e. a Foundation Unit), and so there is some natural overlapping of costs. Nevertheless, the school believe that they need to now close the nursery class, in order to avoid running a deficit budget and reducing the funding for teaching and learning in other year groups.
- 4.4 King's Court First School has carried out some financial modelling for the school budget going forward, based on projected numbers under various scenarios. This modelling assumes that the nursery numbers (currently 27 in 2016/17) could be between 19 and 31 in 2017/18, and between 22 and 37 in 2018/19. If there are no other changes in demand then, based on the local demographics, these are reasonable projections.
- 4.5 The Royal Borough has been working with King's Court to help refine their budget modelling. This work suggests that the school could end up with a deficit in 2019/20, but this is not entirely due to the nursery class, i.e. the school would still be projected to have a deficit in 2019/20 even if the nursery class closes. The figures are a deficit of £48k if the nursery class continues, and £28k if it doesn't.
- 4.6 There are, however, some aspects that have not been modelled in these estimates.

The impact of the extended 30-hour entitlement

- 4.7 The government expects the extended 30-hour entitlement to increase the number of funded hours taken up by children in early years providers, including nursery classes. In the borough, this increase could be as much as 28%, thereby reducing the number of spare places in the system. Evidence from the Childcare Sufficiency Assessment for Old Windsor suggests that there will be at least some demand for the extended entitlement locally.
- 4.8 At present, King's Court's Governing Body don't feel that offering the extended 30-hour free entitlement, as a term-time only offer, would be attractive to parents. If, however, one or more of the other private providers in the village did offer the extended entitlement, then they could be offering more hours to

fewer children, which would then increase demand at the other providers, including King's Court. The Childcare Sufficiency Assessment for Old Windsor suggests that, presently, none of the main early years providers in the village are planning to offer the extended 30-hour entitlement from September 2017.

- 4.9 Alternatively, King's Court could consider a more flexible offer to meet the needs of working parents. This could include being open in school holidays, especially during the summer, when parents are very challenged in finding quality provision for their children. The school would be able to charge for hours outside of term-time to cover the costs.
- 4.10 This would be a significant change to the current nursery offer that the school is not (currently) in a position to offer. With a term-time only offer, however, the governing body believe that the nursery would not attract sufficient numbers under the extended entitlement to improve their viability.⁴

The new Early Years National Funding Formula

- 4.11 The government has consulted recently on changes to the way in which early years providers, including school nursery classes, are funded. The proposed changes are intended to encourage providers to implement the extended 30-hours entitlement, as there is no legal requirement for them to do so.
- 4.12 The consultation did not start until 11th August 2016, by which point most of the fieldwork for the Childcare Sufficiency Assessment had already been completed. It is likely, therefore, that providers in Old Windsor did not have any details about the new proposals when indicating that they did not expect to be offering the extended 30-hour entitlement.
- 4.13 The consultation ended on 22nd September 2016, and a response from the government is expected by the end of the year. The main proposals are a significant increase in the funding each early years provider receives per hour/per child; and moves to ensure that, all else being equal, the level of funding per hour/per child is the same across all settings in a local authority area.
- 4.14 Initial work on these proposals by the Royal Borough suggests that school nursery classes will benefit from these proposals. The break even point on income and staffing costs (excluding consideration of other overheads) could be reduced to 24 children, rather than the current 26.
- 4.15 The proposed changes to the Early Years National Funding Formula have now been agreed by the Schools Forum. The changes result in better funding for nursery classes, helping with viability at King's Court, even without any increase in children.

5. LEGAL IMPLICATIONS

- 5.1 The Childcare Act 2006 places a number of duties on local authorities with regard to early years provision. These include:
- Section 6, which places a duty on English local authorities to secure sufficient childcare for working parents.

- Section 7 (as substituted by section 1 of the Education Act 2011), which places a duty on English local authorities to secure early years provision free of charge. Regulations made under section 7 set out the type and amount of free provision and the children who benefit from the free provision.
 - Section 7A (as inserted by the Children and Families Act 2014). Regulations made under section 7A make provision about how local authorities should discharge their duty under section 7.
 - Section 9A (as inserted by the Children and Families Act 2014). Regulations made under section 9A limit the requirements local authorities can impose when they make arrangements to deliver early education places for two-, three- and four-year-olds.
 - Section 12 which places a duty on English local authorities to provide information, advice and assistance to parents and prospective parents.
 - Section 13, which places a duty on English local authorities to provide information, advice and training to childcare providers.
- 5.2 These regulations require the local authority to, as far as reasonably practicable, ensure that there are sufficient childcare places for working parents.
- 5.3 King's Court First School is a community school, which means that the local authority can propose 'prescribed alterations', including the changing of the age range of the school. In doing so, the borough must follow the statutory process set out in the Department for Education's *Making 'prescribed alterations' to maintained schools*:
- **Stage 1.** Publication of proposal(s) and notice.
 - **Stage 2.** Representation period of four weeks.
 - **Stage 3.** Decision on the proposal within two months of end of Stage 2.
 - **Stage 4.** Implementation, on the date set out in the proposal.
- 5.4 There is a 'strong expectation'¹ that local authorities will consult (as done) before publishing proposals.
- 5.5 If Cabinet does approve the closure of the nursery class for September 2017, it is proposed that officers proceed with the statutory process, and publish a proposal in March 2017. It is also proposed that the decision required at Stage 3 is delegated from Cabinet to the Lead Member for Children's Services and the Strategic Director for Adult, Children and Health Services. Regulations set out what the borough has to consider in relation to Stage 3.

¹ Page 25, *Making 'prescribed alterations' to maintained schools*, Department for Education, April 2016

6. RISK MANAGEMENT

Table 6: Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
That there are insufficient early years places for residents of Old Windsor following closure of the nursery class at King’s Court First School.	Medium	To continue to monitor the demand for and supply of early years provision in Old Windsor in line with statutory duties. To bring forward proposals to increase provision as needed, including possibly re-opening the nursery class at King’s Court.	Low

7. POTENTIAL IMPACTS

- 7.1 These proposals may involve redundancies for the two Nursery Nurses from 31st August 2017. A formal consultation process with the affected staff and relevant trade unions will take place. Opportunities may exist for redeployment to other schools if governing bodies wish to appoint. This could reduce the redundancy costs to King’s Court First School, although the school would have to pay any salary protection costs if the appointment is on a lower grade.
- 7.2 There are no property and assets implications arising from this report.
- 7.3 An initial screening for the Equalities Impact Assessment has been carried out, and has found that there are no implications arising.

8. CONSULTATION

- 8.1 Public consultation on the proposal to close the nursery class at King’s Court First School ran from Friday 7th October 2016 to Thursday 10th November 2016. A consultation letter (*Appendix B – Proposed closure of the nursery class at King’s Court First School*) was produced and distributed, electronically or in hard copy, to parents, staff, governors and other interested parties, as set out in *Table 4: Summary of consultation document distribution* below. The

consultation was available on the borough’s website, together with an online response form.

Table 7: Summary of consultation document distribution

Who	Where	No. distributed
Parents, staff, governors	King’s Court First School	280
Parents	Early Years Providers	120
Headteacher	Early Years Providers	3
Headteacher	St Peter’s C of E Middle School	1
Residents	Old Windsor Library & York House	40
Councillors & residents	Old Windsor Parish Council	20
Representatives	Unions & Professional Associations	9
Others	Oxford Diocese Portsmouth Diocese Mr A Afriyie MP	3
TOTAL		477

- 8.2 The consultation was also mentioned in the local newspaper.
- 8.3 30 responses were received, including 29 responses via the online survey and one via email. This represents a response rate of 6.3%, which is a reasonable response rate.
- 8.4 Each respondent was asked to indicate their views on the proposal to close the nursery class at King’s Court (Yes, No, Don’t know, No view), with the results as set out in *Table 8: Summary of outcome of consultation*.

Table 4: Summary of outcome of consultation

Respondent category	Yes, I support the proposal	No, I do not support the proposal	Don’t know, I am unsure.	No view, I have no view.
Parents of children currently in the nursery class at King’s Court	1	6	0	0
Parents of other children at King’s Court	3	5	0	0
Parents of children at other schools or early years providers	0	1	0	0
Parent of child not at any school or nursery	0	1	0	0
Governors at King’s Court	4	1	0	0
Staff at King’s Court	5	1	0	0
Not given	0	0	0	1
Total	13	16	0	1
	43%	53%	0%	3%

Note that a small number of respondents fall into more than one category. To avoid double-counting they have been assigned to one respondent category, in the order of Parent, Governor, Staff, Other.

- 8.5 The majority of respondents (53%) are against the closure of the nursery class. There is a clear split between governors and staff (of whom 82% are in favour of the closure) and parents (of whom 76% are against the closure). This includes a small number of parents of children who are at other schools/early years providers, or who are not yet in education.
- 8.6 Each respondent was also asked whether they had intended for any of their children to attend the King's Court nursery class in the future. Nine respondents said they were, as set out in Table 5: Potential future nursery class children from the consultation.

Table 5: Potential future nursery class children from the consultation

To start nursery in:	2016/17	2017/18	2018/19	2019/20
Number of children	1	6	1	2

- 8.7 Clearly, these numbers are not very large and they don't suggest that future intakes into the nursery will be higher than at present. This could be a reflection of actual demand, or of the relatively small number of responses received.
- 8.8 The main issues raised by respondents were (with the number of respondents making this point in brackets):

In favour of keeping the nursery class open

- The nursery class is an excellent setting offering a strong foundation for education and development (7).
- The nursery class is key preparation for starting at the school (5).
- The closure will reduce the choice for parents (4).
- Places at the other settings in Old Windsor are less affordable, which will impact on low-medium income families (4).
- Closure would be a loss to the village community (4).
- Want to send their child to the nursery in future (4).
- It is difficult to find alternative nursery places in the area (3).
- It is helpful to have the nursery at the same site as King's Court, as this makes it easier to drop children off (2).
- Lots of young families are moving into the area, who want to send their children to the nursery class (1).
- The nursery offers free half-day sessions, not available elsewhere (1).
- This decision is premature, and should not be made until the number of applications for 2017 is known (1).
- May reconsider sending child to the main school, if the nursery class closes (1).

Suggestions on how to keep the nursery class open

- The nursery class could reduce the number of sessions it offers from two, to one (2).
- Should offer the extended 30 hour entitlement: who else will? (2).
- The nursery class should offer full-time provision, to make it more attractive (1).
- No further early years settings should open in Old Windsor (1).

In favour of closing the nursery class

- The nursery class is unviable, and will continue to be (4).
- The funding for the main school is subsidising the cost of keeping the nursery class open, and this should not be the case (4).
- The existing and forecast demand is too low, with a very small waiting list (3).
- Funding for nursery classes is not keeping up with costs (2).
- Falling standards may account for falling numbers (1).
- Closure will lead to the loss of staff (1).
- Could make it easier to manage the Reception children in the Foundation area space (1).

8.9 The individual (anonymised) consultation responses can be read in Appendix C: Individual consultation responses.

9. TIMETABLE FOR IMPLEMENTATION

Table 9: Timetable for implementation

Date	Details
March to April 2017	Publication of proposal and representation period.
Late April 2017	Determination of proposal.
September 2017	Nursery class closes

9.1 Implementation date if not called in: 1 March 2017

10. APPENDICES

Paper

- Appendix A: Childcare Sufficiency Assessment for Old Windsor.
- Appendix B: Proposed closure of the nursery class at King's Court First School (Consultation document).

Electronic

- Appendix C: Individual consultation responses.

11. BACKGROUND DOCUMENTS

Government guidance

- *Making 'prescribed alterations' to maintained schools*, DfE Guidance, April 2016.
- *An early years national funding formula*, DfE Consultation, August 2016.

Other

- *Equality Impact Assessment initial screening*.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
	Lead Member/ Principal Member/Deputy Lead Member		
Alison Alexander	Managing Director		
Russell O'Keefe	Strategic Director		
Andy Jeffs	Strategic Director		
	Section 151 Officer		
	Head of HR		
	Other e.g. external		

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No
Report Author: Ben Wright, Education Planning Officer, 01628 796572	

Appendix A – (interim) Childcare Sufficiency Assessment for Old Windsor

interim analysis via:

- **Childcare Providers Survey**
- **Core and Supplementary Parents questionnaire**

Area = Old Windsor Ward

1 Findings – Childcare Providers Survey

1.1 *Reported* provision/supply in the Old Windsor ward is evidently as presented below:

Type of Provision	Provider Name	Reported Capacity/Supply
Early Years Childcare Provision		
Maintained Nursery	Kings Court First School	26
Pre-School/Playgroup	Old Windsor Pre-school	36
Private Day Nursery	Poppies Day Nursery	60
Private Day Nursery	Windsor Montessori House of Children*	50
Total		172
Registered Childminders		
Childminder	Sam Laing	3
Childminder	Beata Baumgart	3
Childminder	Jacqueline Barrett	3
Childminder	Amy Ashby	3
Childminder	Jessamy Stevens	3
Childminder	Janet Corrigan	3
Childminder	Diana Colbourne	3
Childminder	Wendy Jury	3
Total		24
Children's Centre		
Children's Centre	Old Windsor Children's Centre	n/a
Out of School Childcare Provision		
Holiday Playscheme	Charters Leisure Centre – BA Sports	50

* Opened in October 2015

Berkshire Health Authority data from 2015 indicated that at 31st August 2015 there were 262 0 – 4 year olds resident in the Old Windsor locality.

Therefore the table overleaf indicates that *in theory* there was – in summer 2016 – an early years childcare place (including provision accessible via registered childminders)

accessible to (a relatively healthy) 69% of the resident 0 – 4 population within the Old Windsor locality...

Type of formal childcare	Number of Providers	Number of Registered Places		
Nursery class in a Maintained school	1	60		
Nursery class in an Independent sector setting	0	0		
Day nursery – full or part-time	2	62		
Pre-School/Playgroup	1	36		
Children’s Centre Nursery full daycare	n/a	n/a		
Nursery School	0	0		
Registered Childminder	8	24		
Total	12	182	Estimated number of 0-4 year olds resident in ward	Percentage of 0-4 year olds <i>theoretically</i> able to access an early years childcare place
			262	69%

Additionally, from a demographic perspective...

Data supplied by the Royal Borough of Windsor and Maidenhead in September 2018 indicated that a *net* number of 18 new houses/dwellings are set to be sited in the Old Windsor locality over the forthcoming period. An accepted yield formula applied by a number of UK local authorities with regard to the planning of their sufficiency of *school* places is an **additional 4 children per 100 new (family) houses per year group** will be generated for pre-school/primary age children.

If this formula was applied in terms of calculating the additional children aged 2, 3 and 4 years that may be requiring an *early years childcare* place in the Old Windsor locality at the conclusion (and occupation) of the net developments– it can be reasonably *estimated* that the cumulative new housing units could lead to a requirement of approximately three early years childcare places in that area.

- 1.2 Three *repeated* trends (observed since 2014) that were stated by early years childcare providers and registered childminders were:

*“There is now a greater demand for **more flexibility** in terms of places and provision”.*

*“There seems to be a greater demand now, for **part-time places**”.*

*“Parents seem to **prefer childminders as an option**, with more frequency now”.*

- 1.3 The following was noted from the three early years childcare providers located in the ward in response to the question: **Would you consider offering the increased 30 hours free entitlement for 3 and 4 year olds, when this initiative becomes live in the Royal Borough in September 2017?**

0 stated – yes

2 stated – no *“...because it will not be financially viable”.*

1 stated – no, we will not have enough capacity

(It can be noted that the ward’s eight registered childminders stated:

3 stated – yes

3 stated – no, I will not have enough capacity

2 stated – don’t know

- 1.4 1 of the 3 early years childcare providers located in the ward stated that they currently do have vacancies at their setting/provision.

- 1.5 Similarly (only) 1 of the 3 early years childcare providers located in the ward have stated that they currently do have a waiting list, at a total of 20 places.

- 1.6 In terms of the question: **Compared to now how much higher or lower do you expect demand for childcare places you provide to be the next *two* years?**

The following responses were provided by the three early years childcare providers:

1 stated higher – but not significantly

1 stated about the same

1 stated significantly lower

(Only) one of the early years providers stated that they did have plans to expand their capacity over the next two years *“by 10 places”.*

... And the following responses were provided by the eight registered childminders:

3 stated higher – but not significantly

3 stated about the same

1 stated lower – but not significantly

1 stated ‘I’d rather not say’

1.7 In terms of the question: **How long do you expect to continue to be providing childcare?**

The following responses were provided by the three early years childcare providers:

1 stated less than 2 years

2 stated longer than 5 years

And the following responses were provided by the eight registered childminders:

2 stated less than 2 years

2 stated up to 3 years

2 stated up to 3 years

2 stated up to 4 years

2 stated 'can't say'

1.8 Two of the three early years childcare providers stated that they believed there was sufficient childcare provision for 0 – 4 year olds who are resident in the ward. One of the providers however disagreed and stated that – in their opinion – there was not sufficient childcare provision for 0 – 4 year olds who are resident in the ward.

2 Findings – Core and Supplementary Parents Survey

2.1 **For the core survey...** The majority of the (seven) parents (66%) who live in the ward stated that they **did not use childcare – formal or informal.**

(However... **for the supplementary on-line survey...** The majority of the (eight) parents who live in the ward stated that they **only formal childcare** and that this is what they prefer to access in the future...)

2.2 **For both surveys...** the majority of eligible parents who live in the ward are stating that they would be interesting in accessing the increased free entitlement for 3 and 4 year olds and **all** of these parents are stating that they would like to access such provision at a maintained school nursery class.

Ben Wright
Education Planning Officer
The Royal Borough of Windsor and Maidenhead
ben.wright@rbwm.gov.uk
01628 796572



Friday 7th October 2016

To parents/carers of children at King's Court First School

Dear Parent/carer

CONSULTATION ON PROPOSED CLOSURE OF THE NURSERY CLASS

The Royal Borough of Windsor and Maidenhead is seeking your views on a proposal by the Governing Body of King's Court First School to close their nursery class at the end of the current academic year.

What is the proposal?

The proposal is that, from September 2017, King's Court First School will no longer have a nursery class.

What does this mean if my child is already in the nursery class?

If your child was born between 1st September 2012 and 31st August 2013, then your child will be moving up into Reception in September 2017, either at King's Court or at another school. The proposal will not, therefore, affect your child directly.

If your child is in the nursery now, but was born on or after 1st September 2013, then if the proposal goes ahead then you will need to find a place for your child at another nursery provider for next September.

Can I still apply for a place in the nursery class?

King's Court will continue to accept applications for children to start in nursery in January or April 2017, but if the proposal goes ahead these children will need to find a place at another provider in September 2017.

Why are the school proposing the closure?

The number of children attending the nursery class has fallen sharply over the past few years. The school had 52 nursery children in Summer 2010, but is expecting just 27 in Summer 2017. The numbers are falling because:

- Children can now start in Reception at an earlier age.
- New early years providers have opened in Old Windsor.
- Fewer children are being born in the Old Windsor area.

Alison Alexander - Managing Director & Strategic Director of Adults, Children and Health Services
Town Hall, St. Ives Road, Maidenhead, SL6 1RF

W: www.rbwm.gov.uk E: customer.service@rbwm.gov.uk T: 01628 683800

 : @RBW  : @rbwm

The school has modelled likely future demand and it is unlikely that the number of nursery children will rise again to 50 or above.

Schools receive funding for nursery classes based on the number of children attending. With low numbers, that funding is not sufficiently covering the cost of providing the nursery class and so the main school budget is covering the shortfall. This is reducing the funding for teaching and learning in the other year groups. The headteacher and governors believe that this situation is not sustainable in the long term.

What alternatives have the school considered?

The headteacher and governing body have considered whether the nursery class could increase its numbers by taking younger children, but feel that the current buildings are not appropriate. Also, the staffing ratios are higher for two year olds, which mean that there would be additional costs, offsetting any gain from having more children.

What will be the impact on staff?

The nursery class currently has two full time nursery nurse roles. These roles would no longer be needed if the proposal goes ahead.

How can I make my views known about this proposal?

The Royal Borough needs your views on the proposed closure of the nursery class at King's Court First School. Parents, staff, governors, other local schools and other nursery and childcare providers are all being consulted. Your views are vital, so please take time to be a part of this consultation. Tell us what you think by:

- Completing the online response form at <https://www3.rbwm.gov.uk/consultations>.
- Emailing us at windsor.places@rbwm.gov.uk.
- Writing to me at Ben Wright, School Places and Admissions Team, Zone B, Town Hall, St Ives Road, Maidenhead, SL6 1RF.

The closing date for your comments is **Thursday 10th November 2016**.

What happens next?

After this consultation, the Royal Borough's Cabinet will consider a report on 15th December 2016. At this meeting, councillors will take your views into account before making a decision on whether or not to proceed with the proposal. The Governing Body of King's Court First School will also meet to consider the outcome of the consultation.

If, in partnership with the governing body, Cabinet decides to go ahead with the closure, then the proposal will be formally published, giving you a further four week opportunity to object to and/or comment on the proposal. Following this, the Royal Borough will then make a final decision in February on whether or not to proceed.

If you have any queries about the proposal, then please do not hesitate to discuss these either with the Headteacher, Karen Littlewood, or myself. I can be contacted by email at windsor.places@rbwm.gov.uk or on 01628 796572.

Yours sincerely



Ben Wright
Education Planning Officer
The Royal Borough of Windsor and Maidenhead

Report Title:	Apprenticeships in the Royal Borough
Contains Confidential or Exempt Information?	No – Part I
Member reporting:	Councillor Jack Rankin, Lead Member for Economic Development and Property
Meeting and Date:	Cabinet - 23 February 2017
Responsible Officer(s):	Russell O’Keefe, Strategic Director of Corporate and Community Services Kevin Mist, Head of Communities and Economic Development Terry Baldwin, Head of Human Resources
Wards affected:	All

REPORT SUMMARY

1. The apprenticeship participation rate in the Royal Borough is currently the lowest amongst the Berkshire authorities.
2. The Council’s apprenticeship scheme, launched in September 2013, is on track to have 18 apprentices in post by April 2017. It is recommended to set a target of 33 for 2017/18.
3. The apprenticeship salary offered by the council has been increased to reflect more closely that offered by neighbouring local authorities..
4. From May 2017, the government proposes to change the way it funds apprenticeship training and set targets for the number of apprenticeships employed by public sector bodies. The council will be:
 - a. charged a new annual Apprenticeship Levy, which is likely to be in the region of £280,000 for 2017/18
 - b. Set an annual target for the number of apprenticeships, which is likely to be in the region of 33
5. Employees in maintained schools will be included in both the Council’s levy charged and the public sector targets.
6. Apprenticeships support the Council’s strategic ambitions “to ensure every child and young person has the opportunity to have an excellent academic and vocational education” and investing “in learning and development for our staff and ensure our workforce is multi-skilled”.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Notes the implications of the Apprenticeship Levy and the introduction of public sector apprenticeships targets which come into effect on 1 May 2017 and the impacts on the Council’s scheme.**

ii) Approves the increase in the number of apprenticeships within the Council to 33 for 2017/18 and the action plan to increase the number of apprenticeships more widely across the Borough (Appendix B).

iii) Delegates authority to the Managing Director and Lead Member for Children's Services to establish the potential charging of the levy for maintained schools where employees are deemed to be part of a local authority's wage bill.

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

2.1 The number of apprenticeships across Berkshire is increasing but at a slower rate than the national average. The growth in apprenticeship starts over 2013/14 and 2014/15 has ranged from 17% in West Berkshire to -1% in the Royal Borough (detailed in Appendix A, Table 1).

2.2 Apprenticeship starts for the Royal Borough account for 6.5% of the working age population compared to 10% for Berkshire and 12% for the South East (detailed in Appendix A, Table 2).

2.3 The Borough's performance differs amongst different apprenticeship levels (different levels detailed in Appendix A, Table 4). There was a higher take up of level 3 apprenticeship across the Thames Valley compared to the national average in 2014/15 (see Appendix A, Table 3). A summary of the Borough's apprenticeship starts by level is detailed below:

- 56% were at Level 2 (lower than the Thames Valley average of 57%)
- 41% were at Level 3 (above the Thames Valley average of 40%)
- 3% at Level 4 or above (lower than the Thames Valley average of 3%)

2.4 Apprenticeship starts by employer workplace size in the Royal Borough are higher amongst micro, small and medium size businesses and lower with larger employers when compared to the Berkshire average. The participation rates by employer's size for the Borough are:

- 33% were with micro (employers with 10 or fewer employees)
- 23% were with small employers (with 11-30 employees)
- 29% were with medium employers (31-300 employees)
- 6% with large employers (300+ employees)

2.5 Department for Education data (Statistics Site 2014/154) concludes that the number of students after Key Stage 5 choosing to attend higher educational institutions as opposed to other employment education or training routes such as apprenticeships, is not higher in the Borough when compared to other neighbouring areas:

- 55% of students attended UK higher education institutions, comparable to the South East (55%) and lower than the average for England (58%)
- 16% attended Russell Group universities (including Oxford and Cambridge), lower than the South East average of 17%

2.6 The key opportunities for addressing the low take up apprenticeships across Berkshire as highlighted by Thames Valley Local Enterprise Partnership apprenticeship data, are summarised below:

- The two main areas in which there appears to be gaps in apprenticeship provision in the area are Engineering & Science and Construction.
- In terms of local economic need and growth forecasts, there seems to be greatest scope to strengthen Berkshire's digital technologies apprenticeship offer.
- There appears to be greatest scope to raise demand amongst individuals to apply for apprenticeships in the Hospitality industry.

2.7 An action plan of activities to increase the take up of apprenticeships within the Council and more widely across the Borough is attached at Appendix B. The plan summarises actions to be undertaken by the Council and partner organisations to facilitate a greater awareness of, and an increase in the take up of, apprenticeships. Specifically to:

- Promote apprenticeships through local employer contacts to widen the local apprenticeship offer.
- Promote apprenticeships through procurement of council services and supplier chain.
- Work closer with local schools and colleges to raise apprenticeship awareness.

2.8 The Council will shortly establish a new joint venture with a private sector developer to initially develop four sites in Maidenhead and play a primary role in the regeneration of the town. The new joint venture will take on apprentices in a range of areas and is expected to create approximately 62 new apprenticeships throughout the programme starting from 2018/19.

The council's apprenticeship scheme

2.9 The council's apprenticeship scheme was launched in September 2013. This is funded by a revenue budget of £40,000 to employ six apprenticeships posts annually. Over this period 85% of apprentices having completed an apprenticeship have progressed to full time employment within the council or externally.

2.10 The council's apprenticeship target for 2016/17 has been increased three-fold to 18 starts. To date this financial year, three apprentices have successfully completed an apprenticeship with three more apprentices currently in post.

2.11 20 apprenticeship vacancies have been identified across council service areas and were advertised in the local press, jobs go public, national apprenticeship Service website and social media in November 2017 with:

- 116 application received
- 54 interviews held
- Eight offers made
- A further five vacancies to be advertised in February 2017

2.12 The Council's apprentice salary was reviewed in January 2016 and increased for 16-18 year-old apprentices. The salary offered is comparable with that

offered by neighbouring local authorities (detailed below) and will increase depending on age in line with national apprentice salary rates as:

Table 1: Apprenticeship Salary Scales

	16 – 18	18 – 20	21+
National Apprenticeship living wage	£7,466	£10,225 - £12,926	£12,926+
RBWM	£7,427- £10,225	National rate	National rate
Reading	£7,208- £10,225	“ “	“ “
Slough	£8,340- £10,225	“ “	“ “
Bracknell	£8,500- £10,225	National rate	National rate

2.13 The Council’s Employment Panel (21 January 2016) resolved:

- to apply an annual increase to meet or exceed the nationally agreed rate until the minimum pay rate reaches £9.00 in 2020
- that the minimum pay rate for apprentices is set at £3.85 per hour from 1 February 2016 and is kept under review
- authority is delegated to the Managing Director and Head of HR to make further adjustments to the salary levels for apprentices where needed.

2.14 To ensure that apprenticeship targets are met the Community Partnerships and Human Resources teams will continue to work to work closely with Council services areas to:

- review vacancies prior to recruitment as to whether these could be filled by an apprentice
- identify training and developments needs that could be met through apprenticeship training for existing employees
- work with service areas to successfully advertise posts
- provide support during recruitment
- provide on-going support to ensure retention and achievement.
- manage training providers to deliver apprenticeship training.

2.15 From 1 May 2017 existing employees are eligible for levy funding if training needs can be met through apprenticeships. When implemented, the Council’s Learning and Development team will work with the Senior Leadership Team to identify eligible employees to undertake apprenticeship training.

The apprenticeship level and public sector apprenticeship targets

2.16 From 1 May 2017 employers in the UK with a wage bill greater than £3 million per annum will be charged an apprenticeship levy set at a rate of 0.5% of the total payroll. The government will provide a one off annual allowance of £15,000 to offset the cost of the levy. The key points to note are:

- Employers can claim back levy contributions in the form of digital vouchers for apprenticeship training through a new on line digital apprenticeship service account.
- The government will provide an additional 10% top-up to spend on training.
- Levy funds can only be used towards the costs of apprenticeship training and assessment through approved training providers. It cannot be used towards an apprentice's wages or associated cost.
- Levy funds can be used for apprenticeship training at all levels including degree level apprenticeships at level 6 or 7 and for existing employees regardless of age.
- Additional funding for employing 16-18 year-old apprentices and apprentices with additional needs will be available.

2.17 Existing apprenticeship frameworks are being replaced by new standards developed by employers. However, the amount of funding employers can use towards the cost of each new standard will be capped by 15 funding bands ranging from £3,000 up to £27,000. Additional costs incurred will have to be met by the employer.

2.18 From 1 May 2017 the government proposes to set annual targets for public sector organisations having 250 or more employees. The target will be:

- Require a minimum of 2.3% of the head count to be apprentices
- Require public sector employers to report progress towards the target and reasons for failing to meet the target

2.19 Employees in community and voluntary controlled schools where the council is deemed to be the employer will be included in both the levy and the public sector target calculations.

2.20 For voluntary aided and foundation schools (as in academies) the governing body is considered to be the employer, rather than the Council. Therefore each voluntary aided/foundation school's liability for the levy will be based on its own pay bill.

2.21 For the Royal Borough as of 17 October 2016 the head count within maintained schools was 1,449. This will reduce to 1,281 from April 2017 with the transfer of three schools to academies.

Table 2: Options

Option	Comments
The Council initiates activity to increase the participation of the local working age population and employers with apprenticeships Recommended	The Royal Borough has the lowest apprenticeship participation rate apprenticeships compared to other Berkshire local authority areas. Increasing the apprenticeships offered within the Council will encourage more local employers to develop or expand their apprenticeship programmes.
The Council does not	By not investing in developing the Council's

Option	Comments
increase the numbers of apprenticeship opportunities within the Council and chooses not to take a community lead in addressing the low take up of apprenticeships within the Royal Borough	internal apprenticeship the Council runs the risk of not meeting its public sector apprenticeship targets when set. The Council will not fully realise the full potential of developing its workforce through the Apprenticeship Levy

3. KEY IMPLICATIONS

Table 3: Outcomes

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Number of apprenticeship starts in post within the Council 30 April 2017	18<	18	19 -25	>25	30 April 2017
Number of apprenticeships in post with the council by 30 April 2018	33<	33	33 – 40	>40	30 April 2018
% Increase in the number of apprenticeship starts across the Royal Borough (2015/16 baseline to be provided by the LEP)	10%<	10%	10 – 15%	>20%	30 April 2018

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The Council will be charged a new annual Apprenticeship Levy in the region of £280,000 for 2017/18. Provision has been made in the Budget to account for this charge. The level is collected monthly through PAYE and may vary according to the Council pay bill at the time
- 4.2 Funding in the region £100,000 will be required to meet the 2017/18 apprenticeship target and will be secured from existing budgets, filling new vacancies with apprentices, the existing apprenticeship budget, savings in the

Learning and Development budget and existing employees undertaking apprenticeship training.

- 4.3 Options on the potential charging of the levy to maintained schools are being reviewed. Other local authorities are facing the same issue and discussions are progressing.

Table 4: Financial details

	2016/17	2017/18	2018/19
	Revenue	Revenue	Revenue
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

	2016/17	2017/18	2018/19
	Capital	Capital	Capital
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 The Enterprise Act gives government the power to set legally binding annual targets for public sector organisations with 250 or more employees based on a proportion of the total headcount at the start of the year. Public sector bodies will be required to report the progress made in meeting them annually.

6. RISK MANAGEMENT

Table 5: Risks

Risks	Uncontrolled Risk	Controls	Controlled Risk
The council does not meet its apprenticeship targets	High	Progress made in achieving the target will be monitored through the council's performance framework	Low
No increase in the number of apprenticeships offered by local employers	High	An action plan of specific activities to engage with local employers and partner organisations has been developed and will be monitored quarterly	Low

7. POTENTIAL IMPACTS

- 7.1 No Equalities Impact Assessment has been carried out at this stage.

8. CONSULTATION

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

9. TIMETABLE FOR IMPLEMENTATION

Table 6: Timetable for implementation

Date	Details
23/02/2017	Report presented to Cabinet
From 1/12/16	Initiate activity to implement local actions as detailed within the Apprenticeship Action Plan
From 1/03/17	Apprentices and apprenticeship training required identified and levy funding accessed

9.2 Implementation date if not called in: Immediately.

10. APPENDICES

1. Appendix A
 - 1) Table 1, Apprenticeship starts 2011/15
 - 2) Table 2, Berkshire Apprenticeships starts per 1,000 working age population by local authority 2014/15
 - 3) Table 3, Apprenticeship starts by level and local authority 2014/15
 - 4) Table 4, Apprenticeship levels and equivalents
2. Appendix B – Apprenticeship Action Pan

11. BACKGROUND DOCUMENTS

11.1 Additional rules governing apprenticeships have been specified and detailed as:

- must be employed in a real job; they may be an existing employee or a new hire
- must work towards achieving an approved apprenticeship standard.
- the apprenticeship training must last at least 12 months
- must spend at least 20% of their time on off-the-job training.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Comment ed & returned
Cllr Jack Rankin	Cabinet Member for Economic Development and Property	25/01/17	31/01/17
Alison Alexander	Managing Director	31/01/17	
Russell O'Keefe	Strategic Director	16/01/17	17/01/17
Rob Stubbs	Section 151 Officer	16/01/17	
Terry Baldwin	Head of HR	16/01/17	

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No
Report Author: Harjit Hunjan Community Partnerships Manager	

Appendix A

Table 1 Berkshire Apprenticeships Starts 2011 - 2015

Number of employees	Bracknell Forest	Reading	Slough	West Berkshire	Windsor and Maidenhead	Wokingham	Total
2014/15	860	1190	980	1240	660	860	5770
2013/14	780	1130	930	1060	670	790	5360
2012/13	920	1320	1060	1220	810	990	6310
2011/12	860	1350	1020	1180	730	910	6050

Table 2 Berkshire Apprenticeships starts per 1,000 working age population by local authority 2014/15.

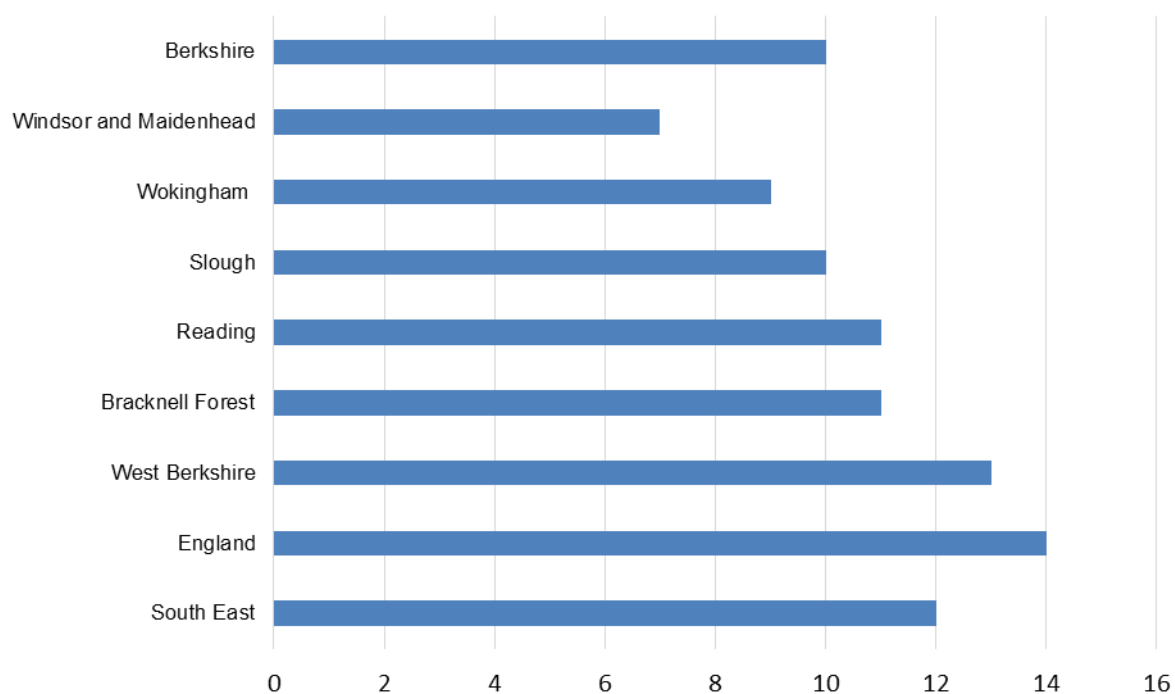


Table 3: Apprenticeship starts by level and local authority 2014/15

	Bracknell Forest	Reading	Slough	West Berkshire	Windsor and Maidenhead	Wokingham	TVB total	England
Higher Apprenticeship (L4+)	6%	3%	3%	3%	3%	5%	3%	4%
Advanced Level Apprenticeship (L3)	40%	38%	35%	40%	41%	47%	40%	36%
Intermediate Level Apprenticeship (L2)	55%	60%	61%	57%	56%	49%	57%	60%
Grand Total	100%	100%	100%	100%	100%	100%	100%	100%

Table 4. Apprenticeship levels and equivalents

Name	Level	Equivalent educational level
Intermediate	2	5 GCSE passes at grades A* to C
Advanced	3	2 A level passes
Higher	4,	Higher Education Certificate or Diploma
Higher	5	Foundation Degree
Degree	6 and 7	Bachelor's or Master's Degree

**Appendix B:
Royal Borough of Windsor and Maidenhead: Apprenticeships Action Plan (2017/18)**

132

Activity	Target /Outcome	Time scale	responsibility
<p>Objective 1: Increasing Apprenticeships in the whole Borough</p> <p>Host a Skills and apprenticeship employer event</p> <p>1. Skills and apprenticeship event for Borough employers with partner organisations to be held 15 March 2017</p> <p>2. Windsor Racecourse ‘Destination Expo Inspiring Our Future Workforce Skills event’. To be held 18th January 2017.</p> <p>3. Skills and careers event in partnership with Job Centre Plus in Maidenhead covering local area.</p> <p>4. National apprenticeship week events. To be held 6th – 10th March 2017</p>	<p>Event to promote apprentices opportunities for local employers with focus on science, technology, engineering and maths (STEM) apprenticeships, panel discussions , employer presentations & BCA science diploma.</p> <p>On going Schedule of Grow Our / Elevate Me local events. Events focus on providing employment and skills advice to years 10, 11, 12 & 13.</p> <p>Raising awareness of apprenticeship opportunities for businesses and residents.</p> <p>Grow our own to focus on local marketing activity, press release and case studies on our apprentices. All local events to be attended as part of Grow schedule and Elevate to maximise apprenticeship week,</p>	<p>15th March 2017</p> <p>18th January 2017</p> <p>6th to 10th March 2017</p> <p>6th – 10th March 2017</p>	<p>Jennifer Gunn (Economic Development manager) /local partners/employers.</p> <p>Joanne Horton (Grow Team Manager)</p> <p>Harjit Hunjan (Community Partnerships Manager)/ Joanne Horton</p> <p>Harjit Hunjan/Joanne Horton</p>

<p>5. On going event for local schools - Newlands, Charters and Baylis Court.</p> <p>6. Apprenticeships are incorporated into council contractor(s) / service provider(s) for the procurement of services.</p> <p>7. Apprenticeships to be included within joint venture partner agreements for planned developments</p> <ul style="list-style-type: none"> • Reform Road • St Clouds Way • West Street • York Road <p>8. Access Section 106 funding where appropriate</p>	<p>including employer engagement activity.</p> <p>Visit Borough schools to promote apprenticeships and apprenticeship opportunities to year 10, 11, 12 & 13.</p> <p>Bidders for council services contacts to build local opportunities for apprenticeship in tender submission equivalent to 2.3% of the workforce</p> <p>Apprenticeship opportunities successfully negotiated within joint venture partner agreements equivalent to 2.3% of the workforce</p> <p>Capital Budget for 2017/18 of £70,000 S106.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>On going</p> <p>On going</p>	<p>Joanne Horton/Elevate Me delivery partners</p> <p>Lyn Hutchinson (Procurement Manager)</p> <p>Chris Hilton (Director of Development and Regeneration)</p> <p>Jenifer Jackson (Head of Planning)</p>
<p>Objective 2: Increase participants on the Council apprenticeship scheme</p> <p>1. Increase the target for the number of apprentice posts across the council to 18 apprentices in post during 2016/17</p>	<p>1) Town Hall apprenticeship induction to be held February 2017</p>	<p>11 vacancies advertised December 2016 13 apprenticeship in post by 30</p>	<p>Harjit Hunjan/Joanne Horton</p>

<p>2. Increase the target for the number of apprentice posts across the council to 33 apprentices in post during 2017/18</p> <p>3. Increase apprentice salaries offered to be in line with that other Berkshire authorities pay for 16-18 year olds</p> <p>4. Enhance the learning support available for apprentices in RBWM.</p> <p>5. Improve facilities at the Elevate Me Hub revamped</p>	<p>1) Identify council vacancies that can be filled by apprenticeships 2) Identify training and development needs for existing staff that can be met through apprenticeship training 3) Identify 2 apprenticeships posts with Ways in to Work 4) Identify apprenticeship opportunities for young people in Care.</p> <p>Establish the Council as the Borough's employers of choice for apprenticeships</p> <p>Submit an application for TVBLEP Local Growth Fund Skills Capital funding</p> <p>Two additional training & one interview room added. IT facilities upgraded, centre redecorated</p>	<p>January 2017</p> <p>March 2018</p> <p>Completed, review 1 April 2017</p> <p>Submitted</p> <p>Completed</p>	<p>Harjit Hunjan/Joanne Horton/HR</p> <p>Laura Davis (WIW)</p> <p>Safeguarding and Children in Care</p> <p>Joanne Horton/Human Resources Team</p> <p>Our Community Enterprise/ Jennifer Gunn</p> <p>Kevin Mist / Harjit Hunjan</p>
<p>Objective 3: Apprenticeship levy</p> <p>1. Employers apprenticeship levy workshops in partnership with the</p>	<p>.</p> <p>4 apprenticeship workshops held for SME in conjunction with the chamber</p>	<p>June 2017</p>	<p>Harjit Hunjan/Jennifer</p>

<p>chamber of commerce and partners organisation. To be held June – July 2017</p> <p>2. Identify which elements of the Council's training & development needs for existing staff can be met through apprenticeship training</p> <p>3. Inform Council maintained schools of the regrading impacts/opportunities of the Apprenticeship Levy.</p>	<p>of commerce and partner organisations - WIW, Grow, BCA. EDC</p> <p>Maximise the use of the Councils apprentice levy to fund apprenticeship training including to higher level apprenticeship frameworks level 4 to degree level.</p> <p>Provides information at schools forum and/ or Bursar meetings.</p>	<p>1 May 2017</p> <p>School Business Managers meeting 2 February 2017</p>	<p>Gunn</p> <p>Human Resources Team /Joanne Horton</p> <p>Bursar Support Team /Kevin McDaniel/Harjit Hunjan</p>
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Report Title:	Financial Update
Contains Confidential or Exempt Information?	<i>NO - Part I</i>
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	23 February 2017
Responsible Officer(s):	Russell O'Keefe, Strategic Director of Corporate and Community Services, Rob Stubbs Head of Finance.
Wards affected:	All

REPORT SUMMARY

1. This report sets out the Council's financial performance to date in 2016-17. In summary there is a projected £539,000 underspend on the General Fund (see Appendix A) which is an improvement of £66,000 from the January financial monitoring report. This is due to a net increase in the underspend forecast in a number of service budgets, see section 4 for details.
2. The Council remains in a strong financial position, with the Council's combined General Fund Reserves of £6,370,000 (7.10% of budget) in excess of the £5,270,000 (5.88% of budget) recommended minimum level set at Council in February 2016.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) Notes the Council's projected outturn position

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

- 2.1 As this is a monitoring report decisions are not normally necessary.

3. KEY IMPLICATIONS

- 3.1 The General Fund Reserve is £5,366,000 and the Development Fund balance is £1,004,000, see appendix B for a breakdown of the Development Fund. The combined reserves are £6,370,000. The 2016-17 budget report recommended a minimal reserve level of £5,270,000 to cover known risks for 18 months.

Table 1: performance of general fund reserves

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	Below £5,000,000	£5,000,000 to £5,490,000	£5,490,000 to £6,000,000	Above £6,000,000	31 May 2017

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1. The **Strategic Director of Adults, Children & Health Services** reports a projected outturn figure for 2016-17 of £57,452,000 against a controllable net budget of £57,380,000, an overspend of £72,000. This represents a decrease of £120,000 on the overspend reported in January 2017. The cost pressure arising from the increased cost of funding home to school transport continues at the level identified last month. The other pressures continue to be in the main areas of placements and staffing:

- +£127,000 increase in children in care placement cost following two new high cost placements late in 2016 and in house fostering service. Through the partnership with AfC the intention is to explore the option of establishing an IFA subsidiary. This will increase the breadth of placement availability.
- +£61,000 increase in the cost of social worker posts in MASH and Duty and Assessment Team filled by agency workers. This pressures is seeking to be mitigated through developing a wider range of employment options, including key worker housing. It is also anticipated that the partnership with AfC will impact on recruitment.
- +£60,000 increase cost of agency social workers in the Pods.
- -£110,000 decrease in the placement cost of adults with a mental health problem.
- -£78,000 decrease in spend on residential placements for people with a drug or alcohol problem.
- -£175,000 underspend in health promotion and prevention initiatives including the smoking cessation contract.

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

4.3. The **Strategic Director of Corporate and Community Services** maintains the full year underspend projection of £64,000 on his 2016-17 controllable directorate budget of £4,321,000.

4.4. Small service pressures in Leisure services and Visitor management are offset by new rental income and vacancy savings in the Property and Regeneration teams.

- 4.5. The **Interim Strategic Director of Operations and Customer Services** reports the directorate's 2016-17 budget underspend projection of £542,000 on his net budget of £21,637,000.
- 4.6. Improved income reporting in Highways and Registrars is partially offset by additional pressures in Customer Services and Housing benefits, giving a net operational improvement of £11,000 from last month.
- 4.7. Two additional costs have also been charged to the underspend:
- An IT transition programme manager for AFC / Optalis - £45,000
 - New CCTV costs under Delivering Differently - £20,000
- 4.8. This has reduced the projected underspend to £542,000.
- 4.9. The pressure reported currently in Housing Benefits is likely to be covered from new overpayment recoveries generated from a process launched in November, whose results have yet to reach the accounts.

Revenue Budget Movement

- 4.10. Revenue budget movements this month are shown in table 2. An expanded full year Movement Statement has been included in the report in Appendix C.

Table 2: Revenue Budget Movement

Service expenditure budget reported to January Cabinet	£83,309,000
External support to develop a different model for management of the property portfolio.	£29,000
Service expenditure budget this month	£83,338,000

Cash Balances Projection

- 4.11. Appendix D provides details of the Borough's cash balance which is based on the assumptions contained in the 2017-18 budget report. In addition to the investments in the 2017-18 capital programme, the borrowing expectations need to consider other capital proposals likely to come forward for approval during the year. These were listed in appendix N to the budget report and are estimated to bring the total for new borrowing in 2017-18 to £73,000,000.
- 4.12. The latest slippage projections in the capital programme (see table 4 below) were included in the budget analysis of debt. A reconciliation of this to the £10,000,000 estimated in the budget papers is shown below:

Table 3: Slippage reconciliation (£)

Net slippage projected in this report.	14,390,000
Less	
LED street lighting*	- 2,300,000
Schools expansions*	- 2,090,000
Slippage estimated in budget papers	10,000,000

* Slippage included on separate lines in the budget papers

Capital Programme

- 4.13. The approved 2016-17 capital estimate is £47,855,000, see table 3. The projected outturn for the financial year is £30,154,000. This is an increase on the capital outturn in 2015-16 of £27,421,000.
- 4.14. Variances identified in the capital programme have resulted in £1,360,000 of budget no longer required in 2016-17. The majority of these savings relate to the revision of the Housing capital programme. The affordable home ownership capital programme will now, subject to approval in the 2017-18 capital programme, be used to fund the Brill House project in 2017-18 at a cost of £500,000. The £700,000 budget for provision of additional traveller pitches will no longer commence due to s106 funding not being received to part fund the project.
- 4.15. Slippage to 2017-18 at a total of £16,341,000 has been identified to date. Slippage reported this month includes £2,300,000 for LED street lighting upgrade which will complete next year. In addition £1,650,000 of highways schemes will continue into 2017-18. Schools schemes totalling £2,686,000, including expansion schemes, are also expected to continue into the next financial year.
- 4.16. See appendices E and F for further details. Table 4 shows the status of schemes in the capital programme.

Table 4: Capital estimates

	Exp	Inc	Net
Approved estimate	£47,855,000	(£19,507,000)	£28,348,000
Variances identified	(£1,360,000)	£1,150,000	(£210,000)
Slippage to 2017-18	(£16,341,000)	£2,593,000	(£13,748,000)
Projected Outturn 2016-17	£30,154,000	(£15,764,000)	£14,390,000

Table 5: Capital programme status

	Report Cabinet Feb 2017
Number of schemes in programme	532
Yet to Start	11%
In Progress	61%
Completed	23%
Ongoing Programmes e.g. Disabled Facilities Grant	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

5. LEGAL IMPLICATIONS

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

6. RISK MANAGEMENT

Table 6: risks resulting from this report

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

7. POTENTIAL IMPACTS

7.1 None

8. CONSULTATION

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

9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately.

10. APPENDICES

- 10.1 Appendix A Revenue budget summary
- Appendix B Development fund analysis
- Appendix C Revenue movement statement
- Appendix D Cash flow projection
- Appendix E Capital budget summary
- Appendix F Capital variances

11. BACKGROUND DOCUMENTS

11.1 Budget Report to Council February 2016.

11.2 Budget Report to Cabinet February 2017

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr. Saunders	Lead Member for Finance.	24-1-2017	25-1-2017
Cllr. Rankin	Deputy Lead Member for Finance.	24-1-2017	25-1-2017

Name of consultee	Post held	Date sent	Commented & returned
Alison Alexander	Managing Director.	24-1-2017	
Russell O'Keefe	Strategic Director of Corporate and Community Services.	24-1-2017	30-1-2017
Andy Jeffs	Interim Strategic Director of Operations and Customer Services.	24-1-2017	
Rob Stubbs	Section 151 Officer.	23-1-2017	24-1-2017

REPORT HISTORY

Decision type: For information	Urgency item? No
Report Author: Richard Bunn, Chief Accountant 01628 796510	

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Adult, Children's & Health Commissioning	7,636	7,113	659
Schools and Educational Services	5,285	5,278	41
Health, Early Help & Safeguarding	8,040	8,083	290
Health and Adult Social Care	32,408	33,012	(863)
Human Resources	1,167	1,537	0
A,C&H Management	834	1,132	(55)
Total Adult, Children & Health	55,370	56,155	72
Better Care Fund-Expenditure	9,915	11,047	0
Better Care Fund-Income	(8,485)	(9,822)	0
Total Better Care Fund	1,430	1,225	0
Maintained Schools	42,127	39,466	0
Early Years Education and Childcare Provision	7,154	6,339	(27)
Admissions and Pupil Growth	545	381	(10)
Support Services for Schools and Early Years	1,714	1,752	(251)
High Needs and Alternative Provision	13,430	13,642	1,097
Dedicated Schools Grant	(64,970)	(61,580)	(809)
Total Schools Budget (DSG)	0	0	0
Total Adult, Children and Health Services	56,800	57,380	72
Director of Operations & Customer Services	(27)	377	0
Revenues & Benefits	816	719	119
Highways & Transport	6,125	6,378	(50)
Community, Protection & Enforcement Services	6,957	7,223	(543)
Customer Services	1,704	1,813	127
Technology & Change Delivery	2,915	2,687	(155)
Library, Arts & Heritage Services	2,316	2,440	(40)
Total Operations & Customer Services	20,806	21,637	(542)
Director of Corporate & Community Services	85	146	0
Planning, Development and Regeneration Service	(813)	(696)	(47)
Corporate Management	433	654	(41)
Performance	429	454	(20)
Democratic Services	1,955	1,895	14
Elections	261	263	0
Legal	104	98	(19)
Finance	2,353	2,365	(20)
Building Services	40	26	20
Communities and Economic Development	(801)	(884)	49
Total Corporate & Community Services	4,046	4,321	(64)
TOTAL EXPENDITURE	81,652	83,338	(534)

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	81,652	83,338	(534)
Contribution to / (from) Development Fund	1,133	355	0
Pensions deficit recovery	2,115	2,115	0
Pay reward	500	5	(5)
Transfer to/(from) Provision for the clearance of Shurlock Road		(180)	0
Transfer to/(from) Provision for Redundancy		(422)	0
Environment Agency levy	150	150	0
Capital Financing inc Interest Receipts	<u>5,128</u>	<u>5,258</u>	<u>0</u>
NET REQUIREMENTS	90,678	90,619	(539)
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	<u>0</u>	<u>59</u>	<u>539</u>
GROSS COUNCIL TAX REQUIREMENT	<u>89,697</u>	<u>89,697</u>	<u>0</u>
General Fund			
Opening Balance	4,681	4,768	4,827
Transfers to / (from) balances	<u>0</u>	<u>59</u>	<u>539</u>
	<u><u>4,681</u></u>	<u><u>4,827</u></u>	<u><u>5,366</u></u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			

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

	£000
Opening Balance	649
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	<u>355</u>
	<u><u>1,004</u></u>

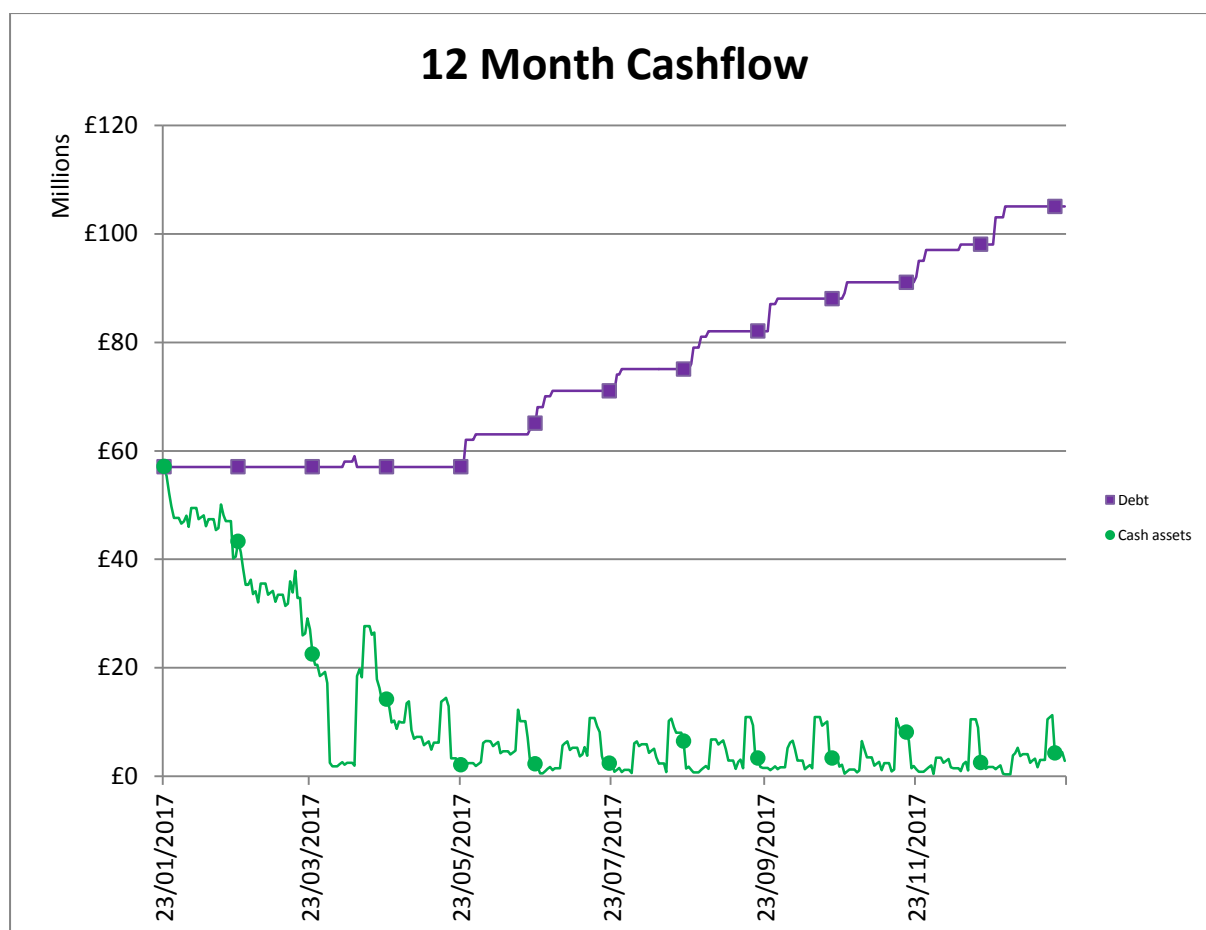
Corporate Development Fund (AE35) £000		
Balance B/F from 2015/16		649
Transacted amounts in 2016/17		
To/From Capital Fund		0
To/From General Fund		
Transition Grant (2016/17 budget - February Council)	1,278	
Restructure of the Development and Regeneration service (2016/17 budget - February Council)	-56	
Minerals and Waste Strategy (2016/17 budget - February Council)	-61	
Adjustment to contribution due to revised New Homes Bonus (2016/17 budget - February Council)	-28	
Delivering Children's Services (March Cabinet)	-200	
Additional Transport Model costs (April CMT)	-43	
Heathrow Expansion (March Cabinet)	-30	
Delivering Operations Services (March Cabinet)	-100	
Road & Streetworks Permit scheme (March Cabinet)	-120	
Review of Sunday Parking charges (April Council)	-81	
Forest Bridge Contingency (CMT June 2016)	-100	
Dynamic Purchasing System (March Cabinet)	-4	
Forest Bridge Contingency no longer required - revenue budget removed	100	
Delivering Adults Services (Oct Cabinet)	-200	
		355
		<u><u>1,004</u></u>

Budget Movement Statement 2016-17

	Funded by Development Fund (1)	Funded by the General Fund (2)	Funded by Provision (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
Original Budget					81,652	
1 Transforming Services	200				200	Cabinet March
2 Disabled Facilities Grant				(302)	(302)	Council Feb.
3 Transport model	43				43	CMT April
4 Heathrow Expansion	30				30	Cabinet March
5 Redundancy cost			73		73	Cabinet May
6 Redundancy cost			92		92	Cabinet May
7 Desborough improvements		50			50	Cabinet March
8 Transforming Services	100				100	Cabinet March
9 NRSWA parking scheme	120				120	Cabinet March
10 Sunday parking	81				81	Cabinet April
11 Cleaning & maintenance costs at Cox Green Youth Centre		20			20	Council Feb.
12 Redundancy cost			96		96	Cabinet May
13 Forest Bridge Contingency	100				100	CMT June
14 Pay reward				191	191	Council Feb.
15 Pay reward				173	173	Council Feb.
16 Pay reward				131	131	Council Feb.
17 Dynamic purchasing system	4				4	Cabinet March
18 Redundancy cost			25		25	Cabinet May
19 Bus contract		44			44	Cabinet May
20 Loss of rental income		50			50	Cabinet June
21 Transforming Services		100			100	Cabinet June
22 Redundancy cost			18		18	Cabinet May
23 Redundancy cost			101		101	Cabinet May
24 Removal of Forest Bridge Contingency	(100)				(100)	Cabinet November
25 Redundancy cost			17		17	Cabinet May
26 Transforming Services	200				200	Cabinet October
27 External support for management of the property portfolio		29			29	CMT June
Changes Approved	778	293	422	193	1,686	
Approved Estimate February Cabinet					83,338	

NOTES

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



Note 1 – Reduced Council Tax and Business Rates collections in February and March coupled with the commitment to pay out £16m of LEP funding in March 2017 is forecast to cause the decrease in cash balances towards the end of the financial year 2016/17.

Note 2 – Assumptions have been revised and reflect the capital cash flow projection included in the budget papers that were prepared for approval by Council in February 2017.

Note 3 – Capital expenditure is projected to increase steadily throughout the year. The exact profile may vary and monitoring of schemes and cash balances will decide the rate at which our borrowing will increase to ensure that no unnecessary debt charges are incurred.

Portfolio Summary	2016/17 Original Budget			New Schemes – 2016/17 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure					
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2016/17 Projected	2016/17 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)	
Community & Corporate Services															
SMILE Leisure	428	(120)	308	1,417	(120)	1,297	46	(14)	32	923	540	1,463	0	0%	
Community Facilities	155	0	155	330	(200)	130	17	0	17	267	77	344	(3)	-2%	
Outdoor Facilities	370	(100)	270	597	(154)	443	760	(486)	274	721	639	1,360	3	1%	
Property & Development	0	0	0	30	0	30	512	0	512	324	210	534	(8)		
Governance, Policy, Performance_Partnerships	588	0	588	340	0	340	406	0	406	539	207	746	0	0%	
Regeneration & Economic Development	6,377	(185)	6,192	8,288	(495)	7,793	4,812	(1,075)	3,737	7,798	5,310	13,108	8	0%	
Total Community & Corporate Services	7,918	(405)	7,513	11,002	(969)	10,033	6,553	(1,575)	4,978	10,572	6,983	17,555	0	(0)	
Operations & Customer Services															
Technology & Change Delivery	0	0	0	0	0	0	335	(6)	329	286	49	335	0		
Revenues & Benefits	0	0	0	162	0	162	48	0	48	96	114	210	0		
Customer Services	0	0	0	200	0	200	276	0	276	278	198	476	0		
Green Spaces & Parks	343	(308)	35	436	(322)	114	269	(136)	133	578	127	705	0	0%	
Highways & Transport	9,609	(3,155)	6,454	10,519	(3,555)	6,964	2,117	(892)	1,225	8,013	4,623	12,636	0	0%	
Community, Protection & Enforcement Services	890	(380)	510	960	(380)	580	992	(721)	271	1,444	465	1,909	(43)	-5%	
Libraries, Arts & Heritage	367	(295)	72	467	(295)	172	468	(147)	321	360	505	865	(70)	-19%	
Total Operations & Customer Services	11,209	(4,138)	7,071	12,744	(4,552)	8,192	4,505	(1,902)	2,603	11,055	6,081	17,136	(113)	(0)	
Adult, Children & Health															
HR	0	0	0	0	0	0	0	0	0	0	0	0	0		
Adult Social Care	41	0	41	48	0	48	217	(185)	32	216	51	267	2	5%	
Housing	0	0	0	10	(10)	0	2,397	(2,017)	380	667	540	1,207	(1,200)		
Non Schools	0	0	0	134	(89)	45	305	(233)	72	439	0	439	0		
Schools – Non Devolved	4,550	(4,190)	360	5,791	(3,826)	1,965	2,043	(2,043)	0	5,096	2,686	7,782	(52)	-1%	
Schools – Devolved Capital	250	(250)	0	1,021	(1,021)	0	1,085	(1,085)	0	2,109	0	2,109	3	1%	
Total Adult, Children & Health	4,841	(4,440)	401	7,004	(4,946)	2,058	6,047	(5,563)	484	8,527	3,277	11,804	(1,247)	0	
Total Committed Schemes	23,968	(8,983)	14,985	30,750	(10,467)	20,283	17,105	(9,040)	8,065	30,154	16,341	46,495	(1,360)	0	
Portfolio Total	23,968			47,855						30,154					
External Funding															
Government Grants	(7,890)			(12,528)						(11,369)					
Developers' Contributions	(933)			(5,911)						(3,864)					
Other Contributions	(160)			(1,068)						(531)					
Total External Funding Sources	(8,983)			(19,507)						(15,764)					
Total Corporate Funding	14,985			28,348						14,390					

Capital Monitoring Report - January 2016-17

At 31 January 2016, the approved estimate stood at £47.855m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	47,855	(19,507)	28,348
Variances identified	(1,360)	1,150	(210)
Slippage to 2017/18	(16,341)	2,593	(13,748)
Projected Outturn 2016/17	30,154	(15,764)	14,390

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £30.154m

Variances are reported as follows.

	Exp	Income	Net	
	£'000	£'000	£'000	
Libraries, Arts & Heritage				
CL70 Library Management System Replacement	2	0	2	Final costs
CLB1 Additional Wifi and Broadband 2015/16	(2)	2	0	Final costs
CLC1 WW1 Commemorations & Re-enactment 2016-17	(60)	60	0	No match funding available-scheme will not be undertaken. Put on hold
CLC3 Sculpture Project - Danny Lane 2016-17	(10)	10	0	£10K underspend, after current commitments met
Community Facilities				
C119 PB Encourage New Businesses-Maidenhead	(2)	0	(2)	Scheme complete
CV18 Improvement-Internet Connectivity Guildhall	(1)	0	(1)	Scheme complete
Property & Development				
CX33 Project Meeting RoomMaidenhead	(8)	0	(8)	Scheme complete
SMILE Leisure				
Outdoor Spaces				
CZ78 P&OS-Clarence Road Fountain (2014/15)	3	0	3	Revised Estimate
Community Protection & Enforcement				
CT52 Disabled Facilities Grant	(43)	43	0	Budget no longer required
Regeneration				
CI24 259 Ltd Opportunities for Private Rental	8	(8)	0	Revised Estimate
Adult Social Care				
CT43 Courthouse Road Conversion of Garage	2	0	2	Unforeseen Costs
Housing				
CT49 Provision of Additional Travellers Pitches 2014-15	(700)	350	(350)	Planning Permission refused/delayed
CT51 Affordable Home Ownership Capital Investment	(500)	500	0	Tendered Estimate
Schools - Non Devolved				
CK01 Oldfield New School Fees & Miscellaneous Costs	(89)	89	0	Contract Variations
CK02 Oldfield School Contract	213	(213)	0	Unforeseen Costs
CK03 Commissioning new school incl loose furniture & IT	(24)	24	0	Contract Variations
CSDW Prep work for future expansion schemes - 2013-14	(28)	0	(28)	Revised Business Case
CSEU Riverside (Ellington) Primary expansion 2014-15	(37)	37	0	Revised Estimate
CSFB Secondary & middle sch. Expans. Feasibil. 2015-16	(226)	226	0	Revised Business Case
CSFD Trevelyan class sizes Phase 2 - 2015-16	34	(34)	0	Revised Business Case
CSFF School Kitchens	(150)	150	0	Revised Business Case
CSFH Trevelyan classroom sizes - 2015-16	(34)	0	(34)	Revised Business Case
CSGF Woodlands Park School Roof-2015-16	(20)	0	(20)	Revised Business Case
CSGM Dedworth Green Drainage Improvements-2015-16	(14)	14	0	Revised Business Case
CSGU Holy Trinity Sunningdale Bulge Classroom	(70)	70	0	Revised Estimate
CSHA Woodlands Park School Internal Remodelling	170	(170)	0	Revised Business Case
CSHU Windsor Girls Expansion	226	0	226	Revised Business Case
	(1,360)	1,150	(210)	

Slippage is reported as follows

	Exp £'000	Income £'000	Net £'000	
Previously reported slippage	(4,154)	300	(3,854)	
Community Facilities				
CV20 Windsor Taxi Marshalling-Booking Office	(5)	0	(5)	Scheme will commence 2017/18 - At quotation stage
CV21 New Power Points-High Street Events	(6)	0	(6)	Ongoing-scheme with street lighting
CV22 New Power Points-Ascot High Street Events	(10)	0	(10)	Yet to commence-scheme with street lighting
CV23 Digital Advertising Boards	(56)	0	(56)	Start of scheme delayed due to coordination with Public Realm, M'head
Property & Development				
CM23 54-56 Queen Street, Maidenhead	(18)	0	(18)	Former Night Club-Ongoing obligations under lease
CX25 Wessex Way, Shopping Parade, M'head 2014-15	(4)	0	(4)	Scheme completed-retentions
CX28 Ray Mill Road Residential Development	(57)	0	(57)	Commitments will roll forward to 17-18 Ongoing scheme
CX37 Stafferton Way - Units 1&2 (ND30)	(24)	0	(24)	Ongoing legal fees units 1&2 Stafferton Way.
SMILE Leisure				
CZ18 Magnet LC Re-provision Design / Initial Site Costs	(300)	0	(300)	Scheme delayed-Development Manager appointed for Feb 2017
Outdoor Spaces				
CI09 Windsor Wayfinding System-Phase 2 (2014/16)	(14)	0	(14)	Scheme ongoing
CI22 Tree Planting	(50)	0	(50)	Slippage for ongoing 3 year maintenance contract
CI30 W'sor Bridge-Cross Lighting & Xmas Tree Pits 15-16	(1)	0	(1)	Retentions
CLC9 Nicholas Winton Memorial	(40)	0	(40)	Work on site
CP94 P&OS-Dedworth Manor All Weather Pitch	(5)	5	0	Retentions
CV12 Alexandra Gardens Entrances 2015-16	(78)	0	(78)	Commencement scheduled late Jan after departure of ice rink
CV16 Love Your Neighbourhood Scheme	(30)	0	(30)	2 Schemes underway, delayed implementation of remaining schemes
CV24 P&OS- Chariots Place Enhancements	(20)	0	(20)	Project in progress-completion 17/18
CV26 P&OS - Deerswood Wildlife Area	(16)	1	(15)	Seasonal project in progress-completion 17/18
CZ49 P&OS - Victory Field Pavilion Centre	(51)	51	0	Scheme on hold
CZ88 P&OS-Guards Club Is/Riverside Sculpture Trail 14/5	(34)	0	(34)	WIP-Lights M'head bridge
Governance, Policy, Performance & Partnership				
CM60 Grants - Outside Organisations	(60)	0	(60)	Awaiting drawdown of scheme
CN75 Performance Management System (2014/15)	(30)	0	(30)	Development of in-phase system 2017
CY09 Superfast Broadband in Berkshire (2014/17)	(10)	0	(10)	Reverse slippage from 2017/18
CY16 Participatory Budgeting	(107)	0	(107)	Awaiting drawdown of scheme
Regeneration				
CI14 Maidenhead Waterways Construction phase 1	(180)	13	(167)	Ongoing scheme
CI21 Windsor Office Accommodation	(290)	262	(28)	Ongoing scheme 2017-18
CI29 Broadway Opportunity Area-Nicholsons CP 2015-16	(500)	85	(415)	Development Manager to be appointed
CI32 Planning Policy Supplementary Planning Document	(50)	0	(50)	Linked to BLP, schemes slipped to 2017
CI33 Clyde House	(207)	0	(207)	Ongoing, including NNDR reimbursements
CI34 Meadow Lane Car Park (Eton College)	(17)	0	(17)	Retentions per Highways SP
CI38 Installation of Hoardings, The Landing, MH	(5)	0	(5)	Contribution payable on completion of scheme
CI44 Maidenhead Waterways - Match Funding	(250)	0	(250)	Match funding re next stage of project, not yet commissioned
CI47 Neighbourhood Plan	(204)	185	(19)	Ongoing scheme 2017-18
CI49 Maidenhead Golf Course	(200)	0	(200)	Ongoing project-Development Manager to be appointed
CM49 York Road Opportunity Area	(75)	0	(75)	Ongoing procurement of JV partner
CM52 Guildhall-Essential Maintenance Works 15-16	(26)	0	(26)	Ongoing maintenance programme
CM53 Theatre Royal-Soffit/Roof Light Ventilation 15-16	(44)	0	(44)	Ongoing maintenance works
CM57 Theatre Royal-Auditorium / Maintenance Works 15-16	(35)	0	(35)	Work on site 2017/18
CN63 Guildhall - Roof Repairs (Hoist/Pigeon Measures)	(129)	0	(129)	Ongoing roof repairs
CX29 Windsor Coach Park Bridge-Canopy, Resurfacing 14/5	(203)	0	(203)	Scheme to be commenced-issues with Network Rail
CX31 Coach Park Windsor-Lift Improvements 2015-16	(45)	0	(45)	Linked to CX29 Windsor Coach Park Bridge
CX35 Braywick Driving Range	(16)	0	(16)	Retention for professional fees
Customer Services				
CN59 RBWM Website	(14)	0	(14)	Further costs expected in 2017/18
CN80 CRM Upgrade / Jadu Contract	(85)	0	(85)	Last payments expected to come through in 2017/18
CN83 CC Centre Telephone Headset Replacement 2015-16	(2)	0	(2)	Further costs expected in 2017/18
CN99 York House Refurbishment	(97)	0	(97)	Remainder of costs expected in 2017/18
Green Spaces & Parks				
CV03 Parks Improvements	(30)	0	(30)	Ongoing schemes,
CV25 P&OS-Grenfell Park Exercise Machines	(14)	0	(14)	Further costs expected in 2017/18
CZ47 P&OS-Ornamental Flower Beds	(15)	0	(15)	Further costs expected in 2017/18
CZ72 P&OS-Biodiversity Projects (2013/14)	(10)	0	(10)	Further costs expected in 2017/18
CZ75 P&OS-Allens Field Improvements Ph 2 (2014/15)	(3)	0	(3)	Further costs expected in 2017/18
CZ91 P&OS-Ascot Roundabout War Memorial Fount 2014/15	(55)	0	(55)	Further costs expected in 2017/18

Revenue & Benefits			
CN98	Delivery of Debt Enforcement	(114)	0 (114) Project to be implemented in 2017/18
Highways & Transport			
CB98	Bray Bailey Bridge Replacement Scheme 2014/15	(36)	0 (36) Further costs expected in 2017/18
CB99	Moorbridge Road Gateway 2014/15	(70)	0 (70) Works ongoing, more costs to come through in early 2017/18
CD02	LTP Traffic Management Schemes	(50)	0 (50) Further costs expected in 2017/18
CD03	A308 (Bray) Road Widening scheme	(20)	0 (20) Further costs expected in 2017/18
CD09	Speed Limit Reviews	(4)	0 (4) Further costs expected in 2017/18
CD14	Bridge Parapet Improvement Works	(30)	0 (30) Further costs expected in 2017/18
CD15	Bridge Strengthening Scheme	(80)	0 (80) ongoing schemes, will have further costs in 2017/18
CD16	Traffic Signal Removal	(40)	0 (40) Further costs expected in 2017/18
CD18	Highway Drainage Schemes	(37)	0 (37) Further costs expected in 2017/18
CD21	Footways-Construction of New Footways	(50)	0 (50) ongoing schemes, will have further costs in 2017/18
CD22	Safer Routes to School	(50)	0 (50) ongoing schemes, will have further costs in 2017/18
CD23	Local Safety Schemes	(89)	0 (89) ongoing schemes, will have further costs in 2017/18
CD27	Cycling Capital Programme	(68)	0 (68) ongoing schemes, will have further costs in 2017/18
CD28	School Cycle / Scooter Parking	(3)	0 (3) Further costs expected in 2017/18
CD31	Thames Street Paving Improvements	(57)	0 (57) Works ongoing, to be finalised in 2017/18
CD32	Verge Parking Measures	(5)	0 (5) Further costs expected in 2017/18
CD42	Maidenhead Station Interchange & Car Park	(90)	0 (90) Project in early stages, funding required when works will commence
CD43	Flood Prevention	(53)	0 (53) ongoing schemes, will have further costs in 2017/18
CD45	Public Conveniences-Refurbishment 2015-16	(25)	0 (25) project in preliminary stage, costs will come through in 2017/18
CD63	P.B. Ascot/Sunnings Rd & Road & Pavement Repairs	(15)	0 (15) Further costs expected in 2017/18
CD65	P.B. Windsor Improved Cycling Facilities	(2)	0 (2) Further costs expected in 2017/18
CD71	Flood Risk Management -Asset Register	(21)	0 (21) Further costs expected in 2017/18
CD72	Preliminary Flood Risk-Assessments	(1)	0 (1) Further costs expected in 2017/18
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	(71)	0 (71) Works in early stages, more costs to come through in 2017/18
CD74	Footways-Assessments	(14)	0 (14) Further costs expected in 2017/18
CD75	Bus Stop Accessibility	(45)	0 (45) Further costs expected in 2017/18
CD76	Bus Stop Waiting Areas	(5)	0 (5) Further costs expected in 2017/18
CD78	Dedworth Rd-Environmental & St Scene Enhance(PAVE)	(13)	0 (13) Further costs expected in 2017/18
CD79	A329 London Rd/B383 Roundabout-Scheme Development	(95)	0 (95) Further costs to come through in 2017/18
CD80	Grenfell Road-Off-Street Parking	(263)	0 (263) Awaiting outcome of public consultation/ lead member approval
CD81	Traffic Management & Parking-Sunninghill Imprmnts	(86)	0 (86) Works ongoing, more costs to come through in early 2017/18
CD82	Intelligent Traffic System-Maintenance & Renewal	(35)	0 (35) Further costs expected in 2017/18
CD84	Street Lighting-LED Upgrade	(2,300)	0 (2,300) Scheme stretches over two years, further payments expected in 2017/18
CD95	Safer Routes-Holyport College	(127)	0 (127) Awaiting outcome of public consultation/ lead member approval
Community, Protection & Enforcement			
CD46	Alley Gating	(2)	0 (2) ongoing scheme, funding will be required for gates in 2017/18
CD47	Replace DPPO's with Public Space PO Signage	(5)	0 (5) Further costs expected in 2017/18
CD48	Refuse and Recycling Bins-Replacement	(30)	0 (30) ongoing scheme, funding will be required for bins in 2017/18
CD56	Night Time Economy Enforcement Equipment	(2)	0 (2) Further costs expected in 2017/18
CD85	Enforcement Services-Mobile Phone Replacement	(6)	0 (6) Further costs expected in 2017/18
CD86	Stafferton Way - Site Repairs	(35)	0 (35) Further costs expected in 2017/18
CE08	Air Quality Monitoring Station-Purchase	(18)	0 (18) Further costs expected in 2017/18
CY03	Energy Savings Initiative	(338)	0 (338) Initiatives to be implemented with costs coming through in 2017/18
CY04	Water Meters	(29)	0 (29) Further costs expected in 2017/18
Technology & Change Delivery			
CN26	Gazetteer System	(3)	0 (3) Further costs expected in 2017/18
CN65	Migration to Cloud Hosting (2013/14)	(4)	0 (4) Further costs expected in 2017/18
CP03	Purchase of PCs	(4)	0 (4) Further costs expected in 2017/18
CN87	ICT Enterprise Architecture Mapping 2015-16	(10)	0 (10) Further costs expected in 2017/18
CN89	Tablet Computers-Secure Enablement BYOD/CYOD 15-16	(2)	0 (2) Further costs expected in 2017/18
CN90	Network Consolidation 2015-16	(19)	0 (19) Further costs expected in 2017/18
CN95	Replacement-WiFi Solution for Council Offices	(7)	0 (7) Further costs expected in 2017/18
Libraries, Arts & Heritage			
CL72	Libraries-PC Booking Software (2012/13)	(5)	2 (3) Netloan licence on hold. Upgrade in 2017-18
CL87	Old Windsor Library-Improvements (2012/13)	(4)	4 0 Feasibility study by shared building service to be carried out late Feb 2017
CZ16	Maidenhead Library-Ventilation (2014/15)	(83)	0 (83) Project previously underfunded and will commence in 2017
CZ98	Heritage Garden Signage 2015-16	(3)	0 (3) Slippage for walkway Royal Windsor site
CL04	New Dedworth Library (2012/13)	(6)	1 (5) Confirmation awaited from 17-18 bids to progress scheme
CZ77	P&OS-WW1 & MC800 Commemoration Prjs (2014/15)	(12)	0 (12) Casual staff undertaking project
CZ95	Museum Improvements Programme 2015-16	(32)	28 (4) Work in progress. Final costings awaited
CLB1	Additional Wifi and Broadband 2015/16	(3)	3 0 Scheme on hold for My Community Funding-Maidenhead kiosks
CLB3	Maidenhead Library Improvements 2016-17	(24)	22 (2) Scheme on hold-reshaping of hub. Commitments roll forward to 17-18
CLB4	Maidenhead Library - New Kiosks - 2016-17	(25)	25 0 Service currently in discussion with 2 alternative providers
CLB5	Tablets for Libraries -2016-17	(5)	2 (3) Completed-awaiting final account
CLB6	Digitisation of Museum collection 2016-17	(30)	30 0 Software agreed / casual staff to be secured to carry out project 17-18
CLB9	Windsor Riverside Esplanade Revival 2016-17	(25)	15 (10) Scheme to be linked to Windsor regeneration of Alexandra Gardens
CLC2	Feasibility for Joint Museum Store 2016-17	(25)	25 0 Original site utilised for other purposes-new site sought. Scheme links with M'head Regeneration
CLC4	Musical Backtrack Project 2016-17	(30)	30 0 Slip to 17-18 Pressure of other ongoing projects and capacity to organise brief
CLC5	Heritage Education Space Old Windsor 2016-17	(20)	20 0 Meeting with OW PC / Community Enterprise scheduled. Scheme dependant on external funding
CP82	Mhead Lib-Small Pwr Rewire Gnd/1st Floors 15/16	(173)	0 (173) Returned tenders indicate higher cost than budget provision. Additional budget required for virement within directorate programme

Adult Social Care		
CT48	Dementia friendly Imp to Care Home Environments	(51) 51 0 Further costs expected in 2017/18
Housing		
CT41	Land Acquisition	(5) 0 (5) Further costs expected in 2017/18
CT51	Affordable Home Ownership Capital Investment	(500) 500 0 Project to commence in 2017/18
CT54	Key Worker Shared Ownership Scheme (HSL)	(10) 10 0 Scheme to commence in 2017/18
DG50	Assisted Transfer Scheme	(25) 0 (25) Remaining budget to be utilised in 2017/18
Schools - Non Devolved		
CSDQ	Urgent Safety Works Various Schools	(43) 43 0 To be spent after March 2017
CSFC	Ascot Primaries Feasibilities-2015-16	(250) 250 0 For expenditure next year
CSFD	Trevelyan class sizes Phase 2 - 2015-16	(230) 230 0 To be spent in 2017
CSGC	Oakfield First school windows-2015-16	(13) 0 (13) To be spent in 2017
CSGW	Furze Platt Senior expansion Year 1 of 3	(400) 400 0 To be spent in 2017
CSHP	Wraysbury school - Staffroom Extension	(350) 0 (350) To be spent in 2017
CSHV	Lowbrook Expansion	(1,400) 0 (1,400) For expenditure next year
		<u>(16,341) 2,593 (13,748)</u>

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	60	11%
In Progress	325	61%
Completed	118	23%
Ongoing Programmes e.g.. Disabled Facilities Grant	28	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	532	100%

Report Title:	Future Royal Borough Service Delivery Model for Residents
Contains Confidential or Exempt Information?	Report and Appendices 1 & 2 – Part I; Appendix 3 and 4 Part II - Not for publication by virtue of paragraphs 1 & 2 of Part 1 of Schedule 12A of the Local Government Act 1972
Member reporting:	Cllr Simon Dudley, Leader of the Council and Chairman of Cabinet
Meeting and Date:	Cabinet 23 February 2017
Responsible Officer(s):	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services
Wards affected:	All

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REPORT SUMMARY

1. The Royal Borough has been delivering services through shared arrangements since its establishment in 1998. In January 2016, £4m (1.4% of gross council budget) flowed through 28 shared service arrangements, see appendix 1.
2. During 2016, Cabinet approved proposals on two new shared service arrangements: Children’s and Adults, with an implementation date of April 2017. In addition, four new delivery models: customer services and libraries; debt enforcement; highways and transport and ICT were endorsed.
3. From April 2017, 48% (515 FTE - 255 Children’s, 216 Adults, 12 Adopt Berkshire, 32 Sensory Consortium) of the council directly employed workforce of 1,076 full time equivalent staff (‘FTE’) will be employed in partnership companies, with the council as a shareholder or contracting counterparty. An additional 7%, 72 staff, will transfer between April 17 and April 18. Consequently £129.7m, 45%, of the Council’s gross budget flowing through shared services arrangements from April 2017.
4. This paper describes the new delivery model for the newly shaped Council, see appendix 2 and a revised strategic leadership model, see appendix 3.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves the service delivery model of the council, effective from April 2017.**
- ii) **Endorses and recommends to Employment Panel, March 2017, the adoption of the strategic leadership model comprising a Managing Director (Head of Paid Service) and two Executive Directors, effective April 2017.**

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

- 2.1 Shared services enable the council to maximise its resources and secure resilience in service provision. In 1998, when the council was established, it had eight shared services arrangements: Landfill; Berkshire Adoption; Coroner

Service; Lord Lieutenant Service; Modern Records; Sensory Consortium Service; Winter Maintenance Forecasting and County Archivist/Berkshire Archives.

- 2.2 In its commitment to deliver quality, resident focused, value for money services, the council has increased the number of shared service arrangements to 28. In January 2016, Cabinet requested a further 3-8 shared service arrangements by April 2017 and a corresponding reduction in council cost of 6-7%. Throughout 2016 work has continued to explore shared services arrangements such as:
- Integrating core council services.
 - Shared services with another local authority.
 - Joint ventures with public body or Local Authority owned company.
 - Joint ventures with private companies.
 - Contracted to private companies.
 - Start ups/spin outs.
- 2.3 In 2016 Cabinet agreed to share large service areas in their entirety, for instance: Children's and Adults. Therefore, the January 2016 target of 3-8 new shared services and reduction in council cost can be defined as achieved.
- 2.4 Whilst it is legally permissible for a local authority to delegate delivery of its statutory children's services through Regulations introduced in 2014 allowing local authorities to delegate almost all of their social services functions relating to children. This was an extension of the Children and Young Persons Act 2008 which had already allowed local authorities to delegate social care functions relating to children in care and care leavers to third parties. Whilst delivery is transferred to a third party, the local authority remains accountable for delivering the statutory obligations towards children and young people under the Children Act 2004. This also applies to Adult services. Section 79 of the Care Act 2014 enables councils to delegate and contract out any Care and Support care functions in Part 1 of the Act and the degree of delegation. Any action delegated to Optalis will be treated to be the action of the Royal Borough as if the Borough had performed that action. . This means that the Borough isn't absolved from ultimate responsibility for ensuring the function is carried out properly and in accordance with its obligations.
- 2.5 The decisions of Cabinet, during 2016, affect how the council delivers services to residents. Moving away from being a council that solely delivers all services directly; to one that delivers some services but mainly manages the delivery of services to residents through a mixture of companies and partnerships where the Royal Borough is either a shareholder or a contracting counterparty, see Appendix 2a. The change aligns with the Council's Transformation Strategy, approved by Cabinet in May 2016.
- 2.6 As the council moves into a council that mainly commissions services on behalf of residents, this will change the number of staff directly employed by the Royal Borough. From April employees directly employed by the council will be circa 561 FTEs with a further reduction, in the number of staff directly employed, in the 2017/18 bringing the total to circa 489 FTEs, see table 1.

Table 1: Employees directly employed by the Borough post April 2017

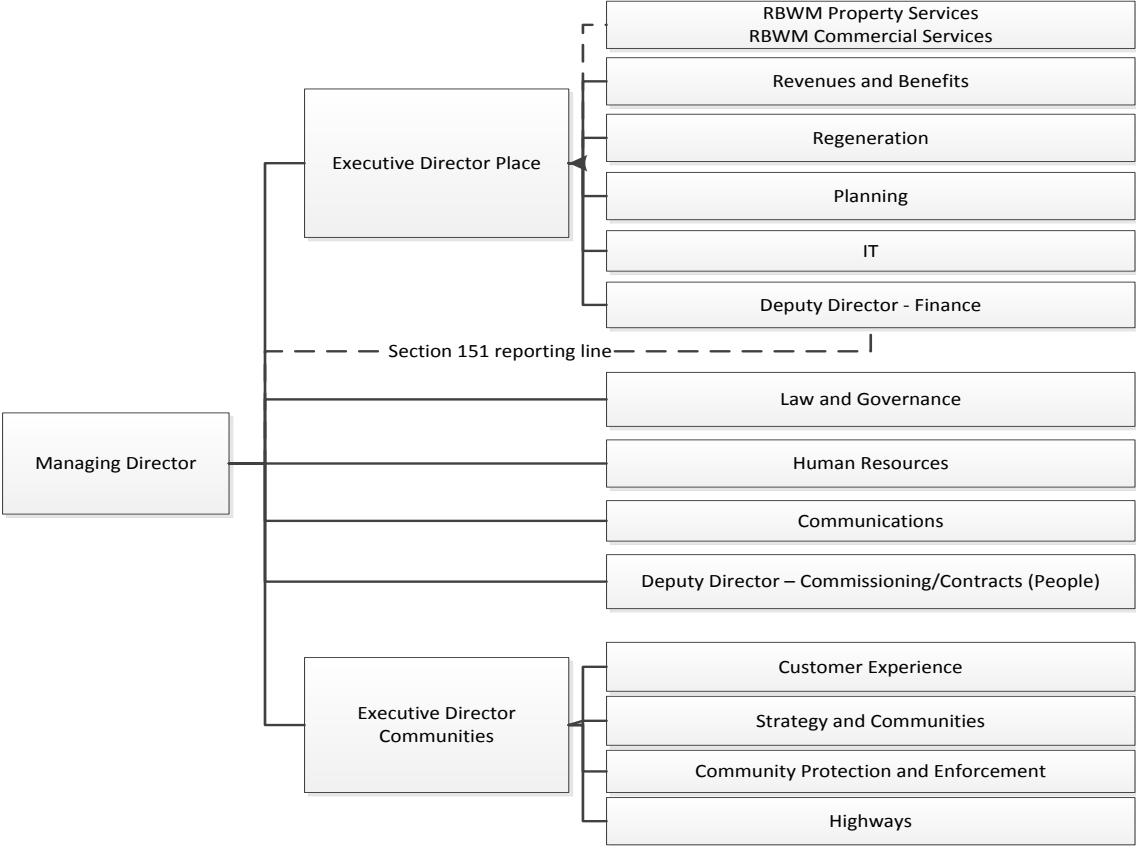
		Employees Transfer out (fte)	Employed workforce RBWM (fte)
	Directly employed workforce – Oct 2016		1,076
1	Children’s Services: Kingston/Richmond – AfC Partnership	255	
2	Adult Services: Wokingham – Optalis Partnership	216	
3	Adopt Berkshire: Thames valley partnership	12	
4	Sensory Consortium: Berkshire partnership	32	
Subtotal		515	561
6	Highways and Transport	30	
7	Civil enforcement	21	
5	Support services to children’s and adults	21	
Final position by April 2018		587	489

Strategic officer leadership model

- 2.7 In January 2013 introduced a ‘first amongst equals’ model. This model included four Strategic Directors, one of which held the function of Managing Director/Head of Paid Services, and lead officer for operational matters. This model was refined in July 2015 with the duties of Managing Director/Head of Paid Service being allocated to a Strategic Director for a period of two years. The ‘first amongst equals’ model has enabled the council’s political administration and officer leadership to work together in the leadership and day to day management of the services. However, this model has increasingly led to confusion about roles and responsibilities and has weakened oversight and ultimate ‘single-point’ responsibility.
- 2.8 Whilst the council structure is now leaner and more efficient, the council remains legally responsible for the delivery of statutory children and adult services. Consequently the number of Directors should remain at three. However, rather than the model of ‘first amongst equals’ it is recommended that a permanent post of Managing Director/Head of Paid Service is introduced, replacing the rotating ‘first amongst equals’ model currently in place. The permanent Managing Director will provide strategic oversight, working in a collegiate manner with other senior officers and responding positively to direction set by the Leader, Lead Members and Members. The Managing Director will continue to be the designated statutory Head of Paid Service and therefore the overall officer responsible for leading and managing the council.
- 2.9 In addition to the Managing Director, there will be two Executive Directors, see diagram 1 and appendix 3. The posts’ portfolios are proposed as:
- Managing Director: statutory functions of Head of Paid Service and Director of Adult Services and responsible for the two Directors, commissioning people, legal and governance, HR and communications.
 - Executive Director: responsible for finance, revenues and benefits, planning, regeneration and ICT.
 - Executive Director: responsible for highways, community protection and enforcement, customer services and libraries and strategy and communities.

2.10 The functions split across the two Executive Directors are grouped as residential services which deliver a range of product, process and infrastructure needs and commercial services that focus on planning and execution of commercial, property and process partnerships. Resident services which promote a range of well being to optimise personal care, opportunity and development are retained together under the statutory Director of Adult Services.

Diagram 1: Portfolios of the roles



Why the council is changing

2.11 The council continues to be ambitious to be innovative in delivering quality value for money services whilst retaining low council tax. The strategic priorities and transformation strategy set out the council’s commitment prioritises:

- Resident Focused: customers accessing some services 24/7, and self-service for simple transactions becomes the norm. A single point of contact will ensure customers receive high levels of service, in locations and at times they want that resolve issues at the first point of contact.
- Value for Money: the Royal Borough continues to be ‘lean’ using a range of delivery, models to be efficient and effective.
- Delivering Together: the council will be a smaller, smarter organisation, having successfully built sustainable partnerships across the public, third sector and private sectors and through them support the changing behaviours and needs of our residents. Our service delivery models, how the council do business, will make us a sustainable council. The council will have devolved service provision through local partners.
- Equipped for the Future: the council will continue to lead the way in local government, an innovative and self-sustaining council staffed by professional

trained officers with real ambition for our communities; a council that is an employer of choice in our sector and of which residents are proud.

Workforce skill set required for revised delivery model

- 2.12 The service delivery model requires a wide skill mix in the strategic leadership team. Birmingham University recently undertook extensive research on the skills required for what they define as the new 21st Century Public Servant, this included a greater focus on soft skills, such as: effective communication, relationship management and the ability to manage across disciplines and not be confined to professional boundaries as well as technical skills. These skills are supported with an approach that is commercial while maintaining a ‘public sector ethos’. The council’s organisational development strategy sets out how staff will be supported through training and coaching to up-skill.
- 2.13 Cabinet is asked to approve the new service delivery model and recommended to Employment Panel the approval of the new leadership model, see table 2.

Table 2: Options

Option	Comments
Retaining current service delivery model and leadership structure. Not Recommended	The service delivery model used by the council was fit for purpose when the council directly delivered a significant percentage of services. This model required a higher number of senior leaders and heads of services.
Adopt the service delivery model from April 2017 and recommend to Employment Panel the implementation of the leadership model from April 2017. Recommended	The council is committed to transformation. This has resulted in agreement to deliver services differently. Through delivering services differently, not universally directly, there is no longer a need for the level of senior leaders and heads of service. There is, however, a need for a single senior accountable officer.

3. KEY IMPLICATIONS

- 3.1 This report as two key implications, see table 3.

Table 3: Key implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered by
Shared services implemented.	Post 1 April 2017	1 April 2017	N/A	N/A	1 April 2017
Leadership model implemented.	Post 1 April 2017	1 May 2017	N/A	N/A	1 April 2017

4. FINANCIAL DETAILS/VALUE FOR MONEY

4.1 The financial implications of the service delivery model have been considered in separate cabinet papers. Implementing the new leadership structure, as set out in this report, will reduce the leadership costs by £130,290 this includes the increase of one senior leader position from Head of Service to Deputy Director. The current and proposed leadership structure costs are:

- Current: £1,782,158
- Proposed: £1,651,868

Note: salaries for: Managing Director; Executive Director Position; Deputy Directors; Head of Services have been compared to similar roles in the South East and England. All salaries comparisons will be included in the Employment panel report, March 17, salary comparisons for comparable posts of MD are included in table 4.

Table 4: Council	Role CE/MD	Salary min	Salary max	Actual salary
Bracknell Forest	Chief Executive	£155,000	£160,000	not available
Reading	Chief Executive	£135,000	£135,000	not available
Slough	Chief Executive	£132,500	£159,000	£157,479
West Berkshire	Chief Executive	£138,400	£138,400	£138,418
Wokingham	Chief Executive	£130,000	£130,000	£165,189
Royal Borough	Managing Director	£120,000	£140,000	£140,000
Average		£135,150	£143,000	£150,000 (Based on four)

Full details will be included in the Employment Panel report, March 2017.

Table 5: Financial implications

	2016/17	2017/18	2018/19
	Revenue	Revenue	Revenue
Addition	N/A	N/A	N/A
Reduction	N/A	£130,290	N/A

5. LEGAL IMPLICATIONS

- 5.1 Section 4 of the Local Government and Housing Act 1989 requires every relevant authority to designate one of its officers as its Head of Paid Service and to provide that officer with such staff, accommodation and other resources as are, in that officer's opinion, sufficient to allow his or her duties to be performed. It is the duty of the officer, where it is appropriate to do so, to prepare a report for the authority on his or her proposals with regard to:
- The manner in which the discharge by the authority of its different functions is coordinated.
 - The number and grades of staff required by the authority for the discharge functions.
 - The organisation of the authority's staff.
 - The appointment and proper management of the authority's staff.

5.2 It is normal practice for the responsibility of Head of Paid Service to be assigned to the post of Chief Executive. The Royal Borough has a Managing Director rather than a Chief Executive and the Council Constitution delegates the responsibility of Head of Paid Service (Local Government and Housing Act 1989 Section 4) to the Managing Director. This is set out in Part 5 Scheme of Delegation Section B – Proper Officer Functions.

6. RISK MANAGEMENT

Table 6: Risk

Risks	Uncontrolled Risk	Controls	Controlled Risk
Governance arrangements which are not robust enough to provide Members with direct access to services.	Medium	Elected members appointed to the relevant board of companies and partnerships. Scrutiny Panel establish a Task and Finish group nine months after transfer of services to test governance.	Low
Skills gap in the council’s strategic and political leadership teams.	High	Leadership programme covering skills gaps, alongside coaching programme.	Medium
Ineffective contract management.	High	Increase in resource to contract management, appointment of officers and extensive training programme for officers.	Medium

7. POTENTIAL IMPACTS

7.1 An Equality Impact Assessment has not been undertaken on the proposal in this report as it covers the council’s governance arrangements, not delivery of specific services.

7.2 In terms of workforce, the significant change is for the existing Strategic Directors where the existing roles will be deleted and replaced by three new ones, see table 7. Preliminary conversations with the two individuals indicate that they are willing to waive their right to formal consultation and agree with the recommendation to Employment Panel that Alison Alexander is appointed permanently into her current role as Managing Director and Russell O’Keefe into his role as Executive Director. The third Executive Director will be recruited, through an internal and or external process.

Table 7: Functions of roles

	Role	High level functions
1	Managing Director	To work with Members and provide strong and effective leadership in order to deliver organisational and cultural transition to enable the council to deliver its vision, priorities

	Role	High level functions
		and aims. Ensure that the council is organised efficiently and effectively to deliver excellent customer focused services. Hold the statutory functions of Head of Paid Service and Director of Adult Services. Legal and governance, HR and communications.
2	Executive Director	Responsible for finance, revenues and benefits, planning, regeneration and ICT.
3	Executive Director	Responsible for commissioning, community protection and enforcement, customer services and libraries, and strategy and communities.

7.4 The number of staff directly affected by the proposal in this report is 15, namely the Senior Leadership Team of the Council. However, for most, this is purely a change of line management reporting line, see Appendix 4.

8. CONSULTATION

8.1 The paper has been drawn together following discussion between the Strategic Directors; the Head of Human Resources; The Leader of the Council, Principal Member for HR and Legal; Cabinet Members and Cllr Brimacombe.

8.2 Strategic Directors have held meetings with affected individuals, see appendix 4, and set out the proposal, during February 2017.

9. TIMETABLE FOR IMPLEMENTATION

9.1 The timetable, see table 8, covers the period from discussion with the administration through to implementation, scheduled for 1 April 2017.

Table 8: Timetable

Date	Details
9 February 2017	Cabinet Briefing
14 February 2017	Corporate Overview and Scrutiny panel
23 February 2017	Cabinet
14 March 2017	Employment Panel
16 - 30 March 2017	Consultation with affected employees
1 April 2017	Service delivery and senior leadership structure starts
10 April 2017	Internal recruitment Executive Director Communities

10. APPENDICES

10.1 This document is accompanied by five appendices:

- Appendix 1: Shared services January 2016
- Appendix 2a: Royal Borough Service Delivery Model April 2017
- Appendix 2b: Royal Borough Windsor and Maidenhead Function Map 2017
- Appendix 3: Royal Borough Senior Leadership Model April 2017 – Part II
- Appendix 4: Affected roles – Part II

11. BACKGROUND DOCUMENTS

- Council Strategic Plan 2016
- 21st Century Public Servant – University of Birmingham

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Dudley	Leader of the Council	13/01/17	13/01/17
Cllr Targowska	Principal Member Human Resources and Legal Services	13/01/17	15/01/17
Russell O'Keefe	Strategic Director Corporate and Community Services	13/01/17	16/01/17
Andy Jeffs	Interim Strategic Director Operations and Customer Services	13/01/17	16/01/17
Rob Stubbs	Section 151 officer	13/01/17	29/01/17
Terry Baldwin	Head of Human Resources	13/01/17	31/01/17

REPORT HISTORY

Decision type: Key decision 19 October 2016	Urgency item? No
Report Author: Alison Alexander, Managing Director & Strategic Director Adult, Children and Health Services, 01628 796322	

Appendix 1: Shared services January 2016

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
1.	Landfill Site, London Road, Bracknell	Six Berkshire authorities	Since 1998 No present end date	To provide a cost effective landfill site (landfill gas and leachate)	Split of costs based on how much waste deposited from each Unitary. RBWM cost £51.7k.
2.	Landfill site, Lower Way Tip, Thatcham.	Six Berkshire authorities	Since 1998 No present end date	To provide a cost effective landfill site.	Cost is around £4K per annum.
3.	Berkshire Adoption Advisory Service – to provide advice and support to adopters, including training and consultancy.	Six Berkshire authorities – RBWM hosts the service.	April 1998 – no prescribed end date	To secure cost efficiencies and better service quality.	Overall combined cost in 2015-2016 is £303K, RBWM's share is £45K
4.	Coroner Service	Six Berkshire authorities – Reading is the lead authority.	1 April 1998 – no end date prescribed.	To secure cost efficiencies	Overall combined cost in 2015/16 is £1.3m, RBWM's share is £201K.
5.	Lord Lieutenant – appointed by the Queen to be her personal representative in Berkshire. Assisted by the Vice Lord-Lieutenant and by Deputy Lieutenants (currently 29 in Berkshire).	Six Berkshire authorities - Bracknell Forest currently the Clerk to the Lieutenancy. The office is based at the Berkshire Records Office.	1 April 1998 - no prescribed end date.	To provide Lord Lieutenancy function for Berkshire.	Overall combined cost in 2015/16 is £61K, RBWM's share is £11K.
6.	Modern Records – to provide a Records Service to manage the records which existed prior to the dis-aggregation of Berkshire County Council and the establishment of the Archive Service.	Six Berkshire authorities – Reading is the lead authority.	1 April 1998 – no end date prescribed.	To provide a single service for records relevant to social care and personal data that has a long 'closed file' life.	Overall combined cost in 2015/16 estimated to be £146K, RBWM's share is £27K.
7.	Sensory consortium service – to provide a specialist education support service to support children and young people with a hearing and/or visual impairment from diagnosis to entry into the workplace	Six Berkshire authorities – RBWM hosts the service.	Since 1998 current agreement April 2013 – March 2016. Joint Management Group has agreed an extension to April 2017 to enable a robust	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £1.5m, RBWM's share is £183K.


No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
			review of the service starting late December 2015 and concluding by March 2016. A re-scoping exercise will follow for implementation in April 2017.		
8.	Winter Maintenance Forecasting – to provide weather forecast for winter service.	Six Berkshire authorities	1998 original rolled over from Berkshire CC. Contract commenced in 2010, due for renewal or extension in 2016.	To secure a more cost effective service when purchased as a group and provide a consistency of service.	Overall combined cost is £47K, RBWM's share is £8K per annum.
9.	Archives – to fulfil the statutory duty for care of historic public records.	Six Berkshire Authorities – West Berkshire is designated 'Archives Authority' for Berkshire and the service is managed on behalf of West Berkshire by Reading.	Started in 1998 the joint arrangement is governed by a 15 year legal agreement – renewed in 2013 and due to expire on 31 March 2028.	To enable the Royal Borough to fulfil its statutory duty for the care of historic public records.	The costs of the service split according to Council Tax Base and are uplifted by 6% which is retained by Reading to cover corporate costs. The estimated cost for 2015-16 is £156K
10.	Berkshire Equipment Store – to purchase equipment for children and adults with disabilities.	Six Berkshire authorities and the Clinical Commissioning Groups.	Started in 2004 – current contract expires March 2017	To secure cost efficiencies.	RBWM contribution £500k
11.	Chalvey Civic Amenity Site – Slough	Slough Borough Council	At least ten years, historic arrangement – reviewed each year.	To provide a convenient civic amenity site closer to residents.	Cost is around £240k per annum
12.	Library Management System – computerised catalogue and loans record system for Borough libraries stock and customers	10 South East and London public library authorities in membership of the SELMS consortium. (Milton Keynes, Buckinghamshire, Hertfordshire, Camden, Richmond, Slough, West Berkshire, Brighton &	Started in 2006. Current contract due to expire in 2017 but the Consortium Board has just agreed to seek a new extension for two years (plus up to a further two years) to 2021, subject to approval under each authority's standing	To provide a better and more cost effective service to residents.	Library members are given shared access to resources and the ability to borrow and return loaned items from any of the libraries in the consortium using their local ticket. Costs to RBWM are lower due to


No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
		Hove, Kent, Medway) RBWM is the lead administrative authority.	orders/constitution/ procurement regulations.		sharing being based on population. Estimated total cost for 2015/16 is £25K.
13.	Shared health and safety manager	Slough, Reading and Oxford City	Started April 2010. No formal end date – subject to 3 months notice by either party.	To enable shared learning across four authorities; secure greater resilience by access to a wider team; provide shared policies – only need to be written/updated once.	£20,000 per annum paid to Reading
14.	Swift Lane Waste Amenity Site, Bagshot, Surrey	Surrey County Council	Since 2011 – reviewed each year.	To provide a low cost, effective, civic amenity facilities closer to Ascot & the Sunnings.	Cost is around. £15-£20k per annum
15.	Shared Legal Solutions – for the majority of non-adults/ children's specialist legal advice to the Borough.	Wokingham Borough Council. Slough Borough Council Team also sells services to range of schools, academies and parish/town councils within RBWM, WBC and West Berkshire	1 June 2011 – 31 May 2016.	To share the overall costs and increase the critical mass of the legal team available through a shared resources to Boroughs.	Original combined cost of £2.1m prior to 2011 to £1.4m in 2014/15. Hourly rate has reduced from £68 per hour (11/12) to £56 per hour (14/15), due to increase in external income. Projected year end cost for 2015/16 for RBWM is £900K.
16.	Emergency duty team – to provide an out of hours service for adults and children's social care services.	Six Berkshire authorities – Bracknell provides the service.	February 2012 – 31 March 2015. Contract extended to 31 March 2016 pending substantial review of the service. Negotiations ongoing.	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £980K, RBWM's share is £158K.
17.	Berkshire Public Health – to share a Director of Public Health, Contracts and Shared Service Team.	Six Berkshire authorities.	April 2012 – review 2017 or earlier by agreement. RBWM reviewed and confirmed	To secure cost efficiencies and better value in contract monitoring.	RBWM contribution £142k


No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
			intention to remain 2014.		
18.	Community Learning and Skills Service – to provide adult learning courses.	Slough Borough Council	September 2012 – no prescribed end date.	To secure better local services, including more learners, more relevant learning and higher quality of teaching and learning under better management.	The service is “self funded” through funding secured from the Skills Funding Agency
19.	Trading Standards – Petroleum Licensing Services – to provide statutory inspections of petroleum stations to enable permits to be issued.	Slough Borough Council – RBWM provides the service.	Since 2013 – reviewed annually	To provide a small income generation with no impact on RBWM services	Generates an annual income of £2,000
20.	Childcare Lawyers – to provide specialist legal services for children’s and adults social care services.	Six Berkshire authorities – Reading provides the service.	July 2013 – no prescribed end date, rolling agreement. Notice given to end the agreement on 31 March 2015.	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £4m, RBWM’s share is £360K.
21.	Health and Safety Advisor	Reading	January 2014. No formal end date – subject to 3 months notice	To provide a low cost health and safety service	£19,500 received from Reading
22.	Audit function – to provide audit and investigation services across both Boroughs.	Wokingham Borough Council.	October 2014 – October 2019.	To secure cost efficiencies. The team sells services to Bracknell, Reading and Oxfordshire	£457K
23.	Adopt Berkshire – to provide a specialist service for the recruitment, assessment and approval of adopters and family finding for those children needing adoption.	RBWM, Bracknell Forest, West Berkshire and Wokingham – RBWM hosts the service.	December 2014 – no prescribed end date	To secure cost efficiencies and better service quality.	Overall combined cost in 2015-2016 is £630K, RBWM’s share is £190K
24.	Better Care Fund – pooled budgets with CCGs to improve services for older people.	Clinical Commissioning Groups.	April 2015 - to finish complete integration of health and social care in 2020.	To maximise efficiencies and secure more local integration of adult social care and health services locally	£9m between local authority and CCGs.

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
25.	Building Control – to provide Building Control services across both Boroughs.	Wokingham Borough Council Could become a four way partnership with two other authorities.	April 2015 – 31 March 2020. Parties may give 12 months' notice to terminate after 1 June 2019.	To secure cost efficiencies	£100k
26.	Building Services – to manage capital projects and provide building services consultancy to both authorities	Wokingham Borough Council	January 2016 - 5 years and 3 months term starting 1 January 2016, ending on 31 March 2021. Parties may give 12 months' notice to terminate on 31 March in any year.	To secure cost efficiencies	Cost dependent on value of work commissioned
27.	Waste and Minerals – to co-ordinate sub regional minerals and waste strategy	Reading, Slough, Bracknell and Wokingham	Ongoing	To ensure a coordinated approach.	£60k
28.	Schools Library Service – to provide a library service for schools	Service is run by Bracknell Forest but Royal Borough schools can choose to buy it or not.	Service was run by Berkshire at the time of disaggregation and seeks annual or less frequent sign-up direct from schools.	This is a 'self-funding' joint arrangement	The budget for Schools Library Services was devolved to schools several decades ago. Price bands are related to age and number of pupils.
















Royal Borough of Windsor and Maidenhead
service model – April 2017

 = contract managed by
Commissioning/Contracts People

 = contract managed by
Commissioning/Contracts Place

 = contract managed by
Law and Governance

Appendix 2A

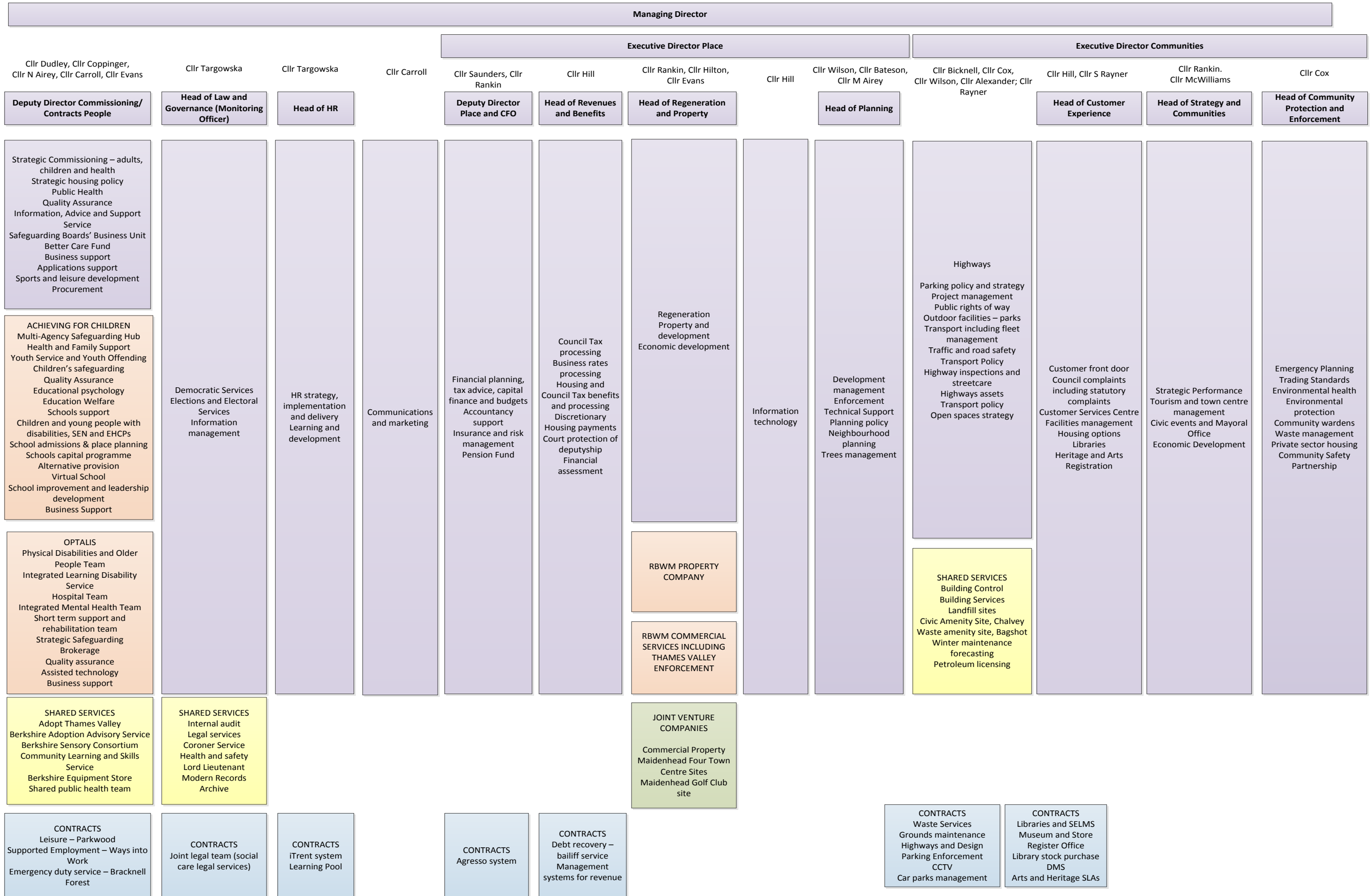
Delivery methods	RESIDENTS, BUSINESSES AND VISITORS																							
	ELECTED MEMBERS																							
CUSTOMER FRONT DOOR	DIGITAL BY CHOICE – DECEMBER 2016																							
	FACE TO FACE CONTACT (LIBRARIES) – MARCH 2017																							
	SINGLE TELEPHONE NUMBER – SWITCHBOARD THROUGH TO CONTACT CENTRE OR ANY RBWM ORGANISATION – APRIL 2018																							
START-UPS – SPIN OUTS	SUPPORTED EMPLOYMENT (Ways into Work) Contract Value: £0.2m 		BUSINESS DEVELOPMENT (Our Community Enterprise) Contract Value: £0.09m																					
OUTSOURCED TO PRIVATE COMPANY – CONTRACT	WASTE SERVICES – COLLECTION, RECYCLING AND DISPOSAL (Veolia) Cost: £10.3m 		LEISURE SERVICES (Parkwood) Cost: £(2.6m) 		GROUNDS MAINTENANCE (ISS) Cost: £1.06m 		HIGHWAYS AND DESIGN Existing Contract: £1.92m New Procurement : £8.5m FTE: 30.22 (1 May transfer TBC) 		PARKING ENFORCEMENT (April Cabinet - Model to e confirmed) FTE:21		MANAGEMENT OF CAR PARKS (Cabinet Date to be confirmed)													
JOINT VENTURE WITH PRIVATE COMPANY																								
	MAIDENHEAD FOUR TOWN CENTRE SITES- JV (February 2017 Council)				GOLF CLUB SITE (Cabinet March 2017 – for JV process)																			
JOINT VENTURE WITH PUBLIC BODY OR LA OWNED COMPANY	CHILDREN'S SERVICES (RBWM/Richmond and Kingston – Achieving for Children) Children's Cost:£92.7m FTE:254.84 (excludes 3.63 HR to transfer April 2018) Includes current support services Cost: £1.1m FTE: 19.18 				ADULT SERVICES (RBWM/Wokingham - Optalis) Adults Cost: £30m FTE: 215.70 (excludes 17.49 HR/Fin R&B to transfer April 2018) Includes current Support services Cost: £1.2m FTE: 6.33 				RBWM PROPERTY COMPANY 		RBWM COMMERCIAL SERVICES INCLUDING SUBSIDIARY - THAMES VALLEY ENFORCEMENT 													
SHARED SERVICE WITH ANOTHER LOCAL AUTHORITY	PEOPLE 	RBWM/SLOUGH Community Learning and Skills		ALL SIX BERKSHIRES Adoption Advisory Service (FTE:12.39) Sensory Consortium (FTE: 31.34) Equipment Store Shared public health team		RBWM/BRACKNELL/READING/WOKINGHAM/SWINDON/OXFORDSHIRE Adopt Thames Valley		PLACE 	RBWM/WOKINGHAM - Building Control, Building Services RBWM/SLOUGH - Civic Amenity Site, Chalvey RBWM/SURREY - Waste amenity site, Bagshot		ALL SIX BERKSHIRES Landfill sites Winter maintenance forecasting Petroleum Licensing		L&G 	RBWM/WOKINGHAM Internal Audit Legal Services RBWM/READING Health and Safety		ALL SIX BERKSHIRES Coroner Service Lord Lieutenant Modern Records Archive								
CORE COUNCIL	COMMISSIONING / CONTRACTS – PEOPLE (Adults, Children, Health, Housing and Leisure) (includes Directors office 4 FTE and Youth Counselling 1.85 FTE) Cost: £170.6m FTE: 36.59 		LAW AND GOVERNANCE (JLT AND legal contract) Cost: £3.5m FTE: 13.71 		HUMAN RESOURCES Comms Cost: £0.4m FTE: 10.7 (includes 1FTE reduction) Cost: £2.2m FTE: 25.39 (includes 7.63 FTE 4.00 to AfC and 3.63 to OPT 2018 TBD)		FINANCE PENSIONS & PROCUREMENT Cost: £5.5m FTE: 59.05 (includes 1FTE reduction and 7 FTE transfer Optalis 2018)		REVENUES AND BENEFITS Cost: £42.1m FTE: 38.77 (includes 6.48 transfer to Optalis 2018)		PLANNING Cost: £3.1m FTE: 38.12		REGENERATION AND PROPERTY Cost: £3.1m FTE: 7		ICT Cost: £4.7m FTE: 31.62		COMMERCIAL CONTRACTS (Highways, Transport, Countryside team, Grounds maintenance) Cost: £29.6m FTE: 28.22 		COMMUNITY PROTECTION (INNOVATION PARTNERSHIP) (until 2018) Cost: £3.9m FTE: 64.44		LIBRARIES AND RESIDENT SERVICES Cost: £7.5m FTE: 109.72		STRATEGY AND COMMUNITIES Cost: £3.1m FTE: 39.38	

Royal Borough of Windsor and Maidenhead function map April 2017

Appendix 2B

DIRECT PROVISION AND DELIVERY THROUGH LA COMPANIES

CONTRACT\$HARED SERVICES



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

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By virtue of paragraph(s) 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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