

# Public Document Pack

## NOTICE OF MEETING

# CABINET

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will meet on

**THURSDAY, 23RD MARCH, 2017**

**At 7.30 pm**

in the

**COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD**

TO: MEMBERS OF CABINET

COUNCILLORS SIMON DUDLEY, CHAIRMAN (CHAIRMAN)  
PHILLIP BICKNELL, (HIGHWAYS AND TRANSPORT)  
DAVID COPPINGER, (ADULT SERVICES & HEALTH INCLUDING SUSTAINABILITY)  
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 March 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](http://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 23 February 2017	9 - 16
4.	<u>APPOINTMENTS</u>	-
5.	<u>FORWARD PLAN</u>  To consider the Forward Plan for the period April to July 2017	17 - 24
6.	<u>CABINET MEMBERS' REPORTS</u>  <u>Chairman / Policy</u>  i. Council Manifesto Tracker	25 - 54
	<u>Children's Services / School Improvement</u>  ii. Standards and Quality of Education in Royal Borough Schools - A Review of the Academic Year 2015-16	55 - 74
	<u>Environmental Services</u>  iii. Proposal for Shared Emergency Planning Service for Berkshire	75 - 80
	<u>Adult Services and Health</u>  iv. Adult Services Business Plan 2017-2018	81 - 98
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Children's Services

vii. Forest Bridge School

137 - 144

Finance

viii. Financial Update

145 - 158

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> To consider the Part II minutes of the meeting of Cabinet held on 23 February 2017</p> <p><b><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></b></p>	159 - 160
9.	<p><u>CABINET MEMBERS' REPORTS</u></p> <p><u>Environmental Services</u></p> <p>i. Proposal for a Shared Emergency Planning Service for Berkshire - Appendix</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p><u>Children's Services</u></p> <p>ii. Forest Bridge School - Appendices</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p><u>Details of representations received on reports listed above for discussion in the Private Meeting:</u></p> <p>None received</p>	<p>161 - 172</p> <p>173 - 178</p>



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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, 23 FEBRUARY 2017

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

Principal Members also in attendance: Christine Bateson and David Evans

Deputy Lead Member also in Attendance: Councillor David Hilton

Also in attendance: Councillor Lynne Jones

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

### APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bicknell, Carroll, McWilliams and Targowska.

### DECLARATIONS OF INTEREST

Alison Alexander and Andy Jeffs declared Disclosable Pecuniary Interests in item 'Future Royal Borough Service Model for Residents'. They left the room for the duration of the discussion and voting on the item.

Councillor Jones declared an interest in the item 'Kings Court First School' as the Finance Governor at the school. She remained in the room for the duration of the discussion and voting on the item.

### MINUTES

#### **RESOLVED UNANIMOUSLY: That:**

- i) The Part I minutes of the meeting held on 9 February were approved.**
- ii) The Part I minutes of the Cabinet Local Authority Governors Appointments Sub Committee held on 6 February 2017 were approved.**

### APPOINTMENTS

The Chairman placed on record his thanks to all staff in the borough who had been dealing with the consequences of the high winds in the borough.

The Chairman, on behalf of all Members, thanked David Scott for his hard work and dedication during the time he had been Monitoring Officer.

### FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes that had been made to the plan since the last meeting. In addition it

was noted that:

- The item 'Delivering Differently in Operations & Customer Services – Civil Enforcement Services' would be deferred from April to May 2017.
- The item 'Royal Borough Crematorium – Concept' would be presented to Cabinet in April 2017.
- The item 'Home to School Transport - Post 16 Policy (Annual),' currently listed for April 2017, would no longer be required as no changes to the policy were proposed.

## CABINET MEMBERS' REPORTS

### A) COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK QUARTER 3 2016/17

Members considered the latest performance management report. The Strategic Director for Corporate and Community Services introduced the report. He explained that overall, performance had improved compared to the previous quarter, with 68% of indicators on target. Where indicators were off-target, improvement plans, agreed with the Lead Member, were in place and published on the borough website. A review process involving the Corporate Overview and Scrutiny Panel was also in place. The document was continually evolving and further improvements to the layout and use of data were planned for the next quarter.

The Lead Member for Children's Services highlighted target ACH4, the percentage of children in care with a personal education plan. A large number of children had come into care in the autumn term and there had not yet been enough time to properly assess their needs. It was anticipated that all plans would be in place by the end of February 2017. In relation to ACH10, the percentage of care leavers in education, employment or training, it was noted the cohort was small and some of the individuals were teenage parents, in the penal system or had significant learning difficulties that would preclude them from being in education, employment or training. When the target was set for the following year, it would relate to those who could practically be in education, employment or training. The Lead Member commented that the attainment gap for children receiving pupil premium remained a focus. As part of the budget for next year the council had agreed to match fund the pupil premium (£120,000) to ensure the right resources were available.

The Lead Member for Customer and Business Services highlighted that business rates collection rates were just short but well ahead of the situation the previous year. There were no concerns about meeting the target by year end. Members noted that the borough received approximately 500 complaints per year from a population of over 100,000. In Housing Benefits the number of complaints had reduced by 94%. The Lead Member felt that going forward it would be important to monitor the number of complaints as well as those upheld. In relation to the number of projects completed, the figure was now 71% compared to 63% in the report. The number of calls answered within one minute was just off-target. It was noted that the indicator relating to the number of residents taking up customer services out of hours may be off target as all aspects of the digital channel were due for completion by the 1 April 2017 and the service had purposely not been heavily marketed.

The Lead Member for Environmental Services referred to indicator OCS24 in relation to fly tipping. He assured Members that the council was keeping an eye on the target and wanted to reduce the number of incidences. An action plan was in place to

achieve the target by year end including proactive enforcement and prosecution where sufficient evidence was available. In relation to OCS37, performance was slightly down in terms of the number of non-compliant food premises. Out of 28 premises inspected, 6 had received a rating of 0 or 1 star. An intensive programme was in place to improve their hygiene scores and all would be reviewed again before the end of the year. The Lead Member agreed to provide the Chairman with further details of what action could be taken if any premises did not improve on re-inspection.

The Principal Member for Maidenhead Regeneration and Maidenhead highlighted that Waltham St Lawrence Primary School had just received its latest Ofsted rating and had moved from 'good' to 'outstanding'. He extended his congratulations to the headteacher and staff at the school. The Chairman suggested that a press release be issued and that the Lead Member should write to the headteacher to offer congratulations. The Lead Member for Children's Services confirmed that schools were written to as a matter of course. She highlighted that All Saints Junior School had also received their rating, which had been maintained at 'good'.

The Lead Member for Planning explained that the indicator relating to the processing of 'other' planning applications was just off target; an improvement plan to remediate the situation was in place and he hoped the target would be green for the next quarter. Performance was at 83 % compared to 64% in the same quarter the previous year. He thanked all in the area for the work undertaken to improve performance. In relation to the number of planning appeals lost, training had been provided to all members of the Development Management Panels and the council was getting better feedback from the Planning Inspectorate.

The Lead Member for Finance suggested that Cabinet should receive an annual review of complaints to ensure learning was promulgated to all departments. The Lead Member for Customer and Business Services agreed that this could be provided.

The Lead Member for Adult Services and Health explained that it had been expected that the number of people permanently admitted to a nursing or care home would increase, but methods had been put in place to reduce this, including telecare. It was anticipated that performance relating to telecare would be exceeded by year end. The Lead Member highlighted that performance was off target in relation to the percentage of care homes rated good or better by the CQC, however the council did not have statutory control of the performance of care homes unless there was a safeguarding issue. The measure was included to act as their conscience to improve standards.

Councillor Jones expressed concern in relation to ACH19, smoking cessation targets. In the summer of 2016 she had called in the decision to reduce the budget as she had not been happy with the detail and justification in the report. The performance was nowhere near target. She questioned whether the right provider was in place and was doing what the council wanted? The Chairman commented that this had also been raised by the Corporate Services Overview and Scrutiny Panel.

The Managing Director explained that the council's approach was to work closely with the contractor to ensure they were reaching the rights parts of the community. Unfortunately the targeted groups were not coming forward to take up the service, therefore the contractor had been asked to review and work with GPs to increase referrals. The issue was being looked at on a monthly basis. The Chairman suggested the Adult Services and Health Overview and Scrutiny Panel establish a Task and Finish Group to look at improvements to service provision. If further budget was required this should be considered.

The Chairman commented that the report was becoming more digestible and transparent. Remediation plans for indicators that were off target for two or more quarters were being reviewed by the Corporate Overview and Scrutiny Panel, therefore improvements were anticipated.

**RESOLVED UNANIMOUSLY: 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.**

**B) SCHOOL ADMISSION ARRANGEMENTS**

Members considered the determination of admission arrangements for 2018/19. The Lead Member explained that the council had a statutory duty to determine arrangements for a number of schools. No changes were proposed from previous years for voluntary controlled schools. Changes were recommended to co-ordinated admissions to bring the council in line with neighbouring authorities in dealing with late applications and prevent claims of maladministration. The Lead Member confirmed that people moving into the area after national decision day would be prioritised accordingly. The change did not relate to in-year transfers.

**RESOLVED UNANIMOUSLY: 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.**

**C) KINGS COURT FIRST SCHOOL**

Members considered the future of the nursery class at Kings Court First School. The Lead Member explained that the driving factor for the school's request was the financial implication of keeping the nursery class open. In 2009-10 there were 52 pupils in the nursery, but this had reduced to 27 in the current year. The reduction was the result of a reduced birth rate in the area and the fact that the nursery was only open in term time when parents increasingly wanted a 52 weeks a year service. The council had assessed other providers to ensure there were sufficient places in the area; a number of new private providers had recently opened. Without closure the school faced a predicted deficit of £48,000; with the closure this would reduce to £28,000.

A recent consultation had shown that 43% of respondents were in favour of closure and 53% were against. The majority of those against were parents with children in the nursery, however it should be noted that by the time the closure occurred, their

children would then be in the main school. If the report were approved, a four week consultation would be required, therefore a delegation for the final decision was requested.

Councillor Jones stated that she was the Finance Governor at the school. The school accepted that there was little demand for term-time only care in the area. To run a nursery in a maintained school required a teacher therefore costs were higher than at a private nursery. The teaching and learning in the rest of the school would be impacted if the closure did not occur. Should the situation improve, the school would be happy to look at the issue again.

**RESOLVED UNANIMOUSLY: 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**

**D) APPRENTICESHIPS IN THE ROYAL BOROUGH**

Members considered apprenticeships in the borough. The Lead Member explained that the borough was slightly behind its peers and there was impetus at both the national and local level to improve the situation. To lead by example, a step-change in approach was proposed. The council's apprentice scheme had opened in 2013 funded by £40,000 of revenue funding for six apprentices. The target of 18 by April 2017 had then been set. The council currently had 12 apprentices and recruitment was ongoing. The target by 2018 was 33. Every time a post became vacant at the council the Head of Service and HR were tasked with considering if all or part of the role could be undertaken by an apprentice. There was therefore no revenue implication.

Members noted that the borough was holding a STEM apprenticeship day on 15 March 2017 to bring local schools and colleges together with local employers looking for apprentices. All procurement contracts now included a 2.3% of payroll expectation for apprentices. The Joint Venture partner would include an expectation of at least 62 apprentices in the construction industry.

The Lead Member referred to an email sent to him by Councillor Beer in relation to Heathrow. It was hoped that the relationship between the Maidenhead Chamber of Commerce and Heathrow would result in higher recruitment of apprentices from the borough.

Members noted the National Apprenticeship Levy that was being imposed. Apprenticeships could involve recognised qualifications up to Masters level. Borough schools that were impacted by the levy, particularly small schools, would be supported.

The Deputy Lead Member for Ascot Regeneration commented that the levy was similar to the training levy introduced by the government 50 years ago, however the retention of funding was more challenging now. He had recently met an apprentice in the Grow Our Own team. He asked if council apprentices would have the opportunity to achieve recognised qualifications.

It was confirmed that the council was not interested in apprentices for cheap labour; a number of apprentices in finance and planning were already working towards qualifications.

The Lead Member for Finance offered to Members the example of his son who had left school with university offers but had decided to take up an apprenticeship instead on a building site. Eight years on he had just finished as the senior project manager on the 5 Broadgate site, the new home of UBS.

The Principal Member for Maidenhead Regeneration and Maidenhead highlighted the need to ensure proper training and mentoring was in place for each apprentice.

The Chairman placed on record his thanks to the Grow Our Own team.

**RESOLVED UNANIMOUSLY: 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.**

E) FINANCIAL UPDATE

Members considered the latest financial update. The Lead Member referred Members to the cash flow forecast on page 147 of the report, which was largely flat up to May 2017. Three months previously he had advised Cabinet of the potential need to borrow up to £15m by the end of March 2017. Due to the efficiencies of the Lead Member for Customer and Business Services and Interim Strategic Director of Operations and Customer Services and the finance team, the line remained flat. There was minimal expectation of the need to use the authority to borrow. Members noted that the graph illustrated the subsequent consistent and continuous stepping up of potential borrowing referred to in the budget by the end of the next financial year. The figures were based on all projects happening as hoped, however timetables may change.

The Lead Member provided commentary on the summary table presented on page 144 of the report. This demonstrated that the council would materially underspend on the predicted budget and that reserves would be materially higher than originally expected. Some of the budget set aside for additional expenditure had not occurred to the full extent allowed in the budget therefore by year end balances in the general fund were set to be £700,000 higher than the budget had expected them to be.

The Principal Member for Maidenhead and Maidenhead Regeneration highlighted the saving of £180,000 as a result of not being required to take enforcement action in relation to the Shurlock Road site. He placed on record his thanks to all officers involved. The Lead Member for Environmental Services commented that work was underway to put the site back to the state it was in prior to incursion.

**RESOLVED UNANIMOUSLY: That Cabinet:**

**i) Notes the Council's projected outturn position**

F) FUTURE ROYAL BOROUGH SERVICE MODEL FOR RESIDENTS

Alison Alexander and Andy Jeffs left the meeting.

Members considered a new delivery model for the council. The Chairman explained that the way the council would operate was dramatically changing. In January 2016, 1.4% of gross council budget flowed through 28 shared service arrangements; from April 2017 this figure would rise to 45%. The council was moving to a commissioning model. Table 1 illustrated that this would mean the number of staff employed directly by the council would reduce from 1076 to 489. The vast majority would continue to be involved in the provision of services to residents but employed not by the borough but by Achieving for Children, Optalis or Volker. The remaining 489 would still discharge significant functions and manage the relationships with the commissioning organisations.

The Chairman explained that the current strategic officer model had been brought in during 2013 with a Managing Director operating as a 'first among equals'. It was the view of Cabinet that in a complex organisation there needed to be ultimate accountability and in the current model this could be blurred. Subject to agreement by Employment Panel, it was proposed that Alison Alexander be appointed as Managing Director with two Executive directors, one of whom would be Russell O'Keefe. A recruitment process would take place for the second Executive Director post.

The Lead Member for Finance commented that he had experience of partnership models and understood the importance of clarity of leadership and accountability; it was therefore the right time to change the model. He commended the simplicity and transparency of the new model.

The Lead Member for Environmental Services offered his gratitude to the Managing Director for her time and effort taken to explain her thinking behind how the council should operate. The Chairman echoed these comments.

It was noted that the Part II Appendix 3 would be revised to remove names and then put into the public domain to aid communications with staff.

**RESOLVED UNANIMOUSLY: 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.**

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 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.**

The meeting, which began at 7.30 pm, finished at 8.48 pm

CHAIRMAN.....

DATE.....



# Agenda Item 5

**CABINET: 23 MARCH 2017**

**FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:**

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Delivering Differently in Operations & Customer Services – Civil Enforcement Officer	27/4/17	25/5/17	Extended procurement exercise
Royal Borough Crematorium	-	27/4/17	New Item
Home to School Transport - Post 16 Policy (Annual)	27/4/17	-	Report not needed as no changes proposed
Options to Meet School Place Demand from 2020 Across the Borough	27/4/17	28/9/17	Awaiting population data
Council Funding for Voluntary Organisations 2017/18 (Round 2)	23/3/17	-	Report not required
Hurley and Walthams Neighbourhood Plan – Decision Statement	-	25/5/17	New Item
Housing White Paper - Response	-	25/5/17	New Item
Empty Homes Strategy	-	25/5/17	New Item
Annual Review of Complaints	-	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 (Principal Member 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 18	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. 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	
2. Intensive Family Support Project Annual Review	Open -	Review performance of the Intensive Family Support Project including payment by results information, case level information in relation to progress/outcomes	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	

**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)
		and areas for improvement							
3. Royal Borough Crematorium	Open -	A feasibility study into establishing a crematorium in the Royal Borough.	No	Lead Member for Highways and Transport (Councillor Phillip Bicknell)	Ben Smith	Internal process	Culture and Communities Overview and Scrutiny Panel tbc	Cabinet 27 Apr 2017	
4. 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. Tender Award for the Clara Court and Queens Court Care Contracts	Fully exempt - 2	Recommendation to award a contract to provide care in the Clara Court and Queens Court care homes.	Yes	Lead Member for Adult Services and Health (Councillor David Coppinger)	Alison Alexander	Internal	Adult Services and Health Overview and Scrutiny Panel tbc	Cabinet 27 Apr 2017	
1. 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 Services Overview and Scrutiny Panel 18 Apr 2017	Cabinet 25 May 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)
							Highways, Transport and Environment Overview and Scrutiny Panel tbc		
20 2. Annual Review of Complaints	Open -	Review of complaints received across the council 2016/17	No	Lead Member for Customer and Business Services (Councillor Geoffrey Hill)	Jacqui Hurd	Internal process	Corporate Services Overview and Scrutiny Panel tbc Adult Services and Health Overview and Scrutiny Panel 17 May 2017 Children's Services Overview and Scrutiny Panel tbc	Cabinet 25 May 2017	
3. Response to Housing White Paper	Open -	The Council's response to the Housing White Paper consultation – to note	No	Lead Member for Planning (Councillor Derek Wilson)	Russell O'Keefe	Internal process	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 25 May 2017	
4. Council Performance Management Framework Quarter 4-	Open -	Report detailing performance of the Council against the corporate scorecard for quarter 4 2016/17	Yes	Chairman of Cabinet (Councillor Simon Dudley), Deputy Lead Member policy and Affordable Housing	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel tbc Culture and Communities Overview and Scrutiny Panel	Cabinet 25 May 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)
				(Councillor Ross McWilliams)			16 May 2017		
21 5. 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	
6. Hurley and Walthams Neighbourhood Plan – Decision Statement	Open -	To determine whether the Hurley and Walthams Neighbourhood Plan should proceed to referendum	No	Principal Member for Neighbourhood Planning and Ascot & The Sunnings (Councillor Christine Bateson)	Jenifer Jackson	Internal process	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 25 May 2017	
7. 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	
8. Flooding Monitoring	Open -	An update on national and local developments	Yes	Lead Member for Highways and Transport	Ben Smith	Internal process	Highways, Transport and Environment	Cabinet 25 May 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)
		relating to flooding.		(Councillor Phillip Bicknell)			Overview and Scrutiny Panel 18 May 2017		
9. Empty Homes Strategy	Open -	Strategy for bringing empty homes back into use to add to the affordable housing stock. Alongside Ensuring that if the owners choose to keep them empty they pay additional rates to do so.	Yes	Chairman of Cabinet (Councillor Simon Dudley)	Russell O'Keefe	Internal process	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 25 May 2017	
10. 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)	Mary Kilner	Relevant schools and governing bodies	n/a	Cabinet Local Authority Governor s Appointm ents Sub Committe e 25 May 2017	
1. Appointment to Outside and Associated Bodies (including annual	Open -	To make appointments of Council	No	Chairman of Cabinet (Councillor Simon Dudley)	Mary Kilner	Internal process	n/a	Cabinet 29 Jun 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)
report from representatives)		representatives on Outside and 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 22 Jun 2017	Cabinet 29 Jun 2017	
1. 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 27 Jul 2017	
23									
1. Appointment of Local Authority Representatives to Governing Bodies of Schools in the Royal Borough	Part exempt - 1	Appointment of Local Authority representatives to Governing Bodies of schools in the borough	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Mary Kilner	Internal process	n/a	Cabinet Local Authority Governor's Appointments Subcommittee 27 Jul 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)
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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.



Report Title:	Council Manifesto Tracker
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Dudley, Leader of the Council and Chairman of Cabinet Councillor Gilmore, Deputy Lead Member for Manifesto Delivery
Meeting and Date:	Cabinet – 23 March 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. This report provides the details of progress that has been made against the Council’s 137 manifesto commitments, 27 (20%) are met, 106 (77%) are on target and 4 (3%) are currently unmet or just short. Progress towards commitments are summarised in Tables 1, 2 and 3. Details of significant changes since the last tracker are set out at 2.9 – 2.11.
2. 20% of the commitments have already been met / achieved, an increase of 5% in the last period, with a further 77% on target for delivery.
3. The tracker report recommends that Members note the progress towards delivering the manifesto commitments and that Strategic Directors, in consultation with the responsible Lead Members, continue to work on the manifesto commitments to ensure successful delivery.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) **Notes the progress in delivering the manifesto commitments.**
- ii) **Requests Strategic Directors in consultation with Lead Members to continue to progress work towards delivering the unmet manifesto commitments.**

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

2.1 The Manifesto Tracker has been updated by each Directorate within the Council to provide the latest progress on the current position to deliver the administration's manifesto commitments.

2.2 The manifesto commitments contribute in varying ways to the council's strategic priorities; for instance the finance commitments 1.01 – 1.11 contribute towards the delivery of value for money whilst commitments such as 05.09 Continue to promote fostering and adoption not only help us achieve residents first but are an example of delivering together.

2.3 Table 1 shows an overview of performance as of end of February 2017.

2.4 **Table 1: Manifesto Tracker overview summary**

Status	February 2017		September 2016	
	Number	Percentage	Number	Percentage
<b>Met</b>	27	20%	21	15%
<b>On Target</b>	106	77%	113	83%
<b>Just Short</b>	2	1.5%	0	0%
<b>Unmet</b>	2	1.5%	3	2%
<b>TOTAL</b>	<b>137</b>	<b>100%</b>	<b>137</b>	<b>100%</b>

2.5 Table 2 provides a status update for each of the commitments grouped by Directorate.

2.6 **Table 2: Summary by Directorate**

Directorates	Status					Total
	Met	On Target	Just Short	Unmet	Not Available	
Adult, Children & Health Services	2	31	1	1	0	35
Corporate & Community Services	16	36	0	0	0	52
Operations & Customer Services	9	39	1	1	0	50
<b>Total</b>	<b>27</b>	<b>106</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>137</b>
September 2016 Total	21	113	0	3	0	137

2.7 Table 3 provides a status update for each of the commitments grouped by Lead Member, Principal Member or Deputy Lead Member responsible.

2.8 **Table 3: Summary by Lead Member / Principal Member / Deputy Lead Member**

Member Responsible	Status					Total
	Met	On Target	Just Short	Unmet	Not Available	
Cllr Dudley	2	9	0	0	0	11
Cllr Coppinger	0	11	0	0	0	11
Cllr Bicknell	1	7	1	1	0	10
Cllr Cox	5	16	0	0	0	21

Member Responsible	Status					Total
	Met	On Target	Just Short	Unmet	Not Available	
Cllr Hill	1	7	0	0	0	8
Cllr D Wilson	1	4	0	0	0	5
Cllr N Airey	3	8	1	0	0	12
Cllr Saunders	4	2	0	0	0	6
Cllr S Rayner	3	17	0	0	0	20
Cllr Rankin	1	8	0	0	0	9
Cllr Bateson	6	1	0	0	0	7
Cllr Targowska	0	1	0	0	0	1
Cllr D Evans	0	1	0	1	0	2
Cllr M Airey	0	1	0	0	0	1
Cllr McWilliams	0	0	0	0	0	0
Cllr Alexander	0	2	0	0	0	2
Cllr Sharma	0	2	0	0	0	2
Cllr Carroll	0	7	0	0	0	7
Cllr Gilmore						
Cllr D Hilton	0	2	0	0	0	2
<b>Total</b>	<b>27</b>	<b>106</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>137</b>
September 2016 Total	21	113	0	3	0	137

#### Changes since the last tracker

- 2.9 In the past six months, eight of the manifesto commitments have improved their progress; 1.05, 1.06, 4.07, 5.03, 5.04, 6.09, 12.06 and 12.07 have all been deemed as met. 5.03 has moved from unmet to just short.
- 2.10 Three manifesto commitments have seen a decline in their progress; 2.10 has moved from on target to just short, 4.02 has moved from met to on target and 12.05 has moved from on target to unmet. Details of the significant next actions and further information on all manifesto commitments are in Appendix A.
- 2.11 Further changes to the tracker in this period include two additional columns to the appendix. The first to classify whether the commitment is a principle to be upheld or a tangible deliverable. The other additional column is to add an Expected Completion Date. It is envisaged that these refinements to Appendix A will further assist transparency of performance and enable better monitoring of progress and phasing within the remaining administration period. Work to ensure accurate data for these two new fields is underway and will be refined.

#### 2.12 Table 4: Recommendation and Options

Option	Comments
The Council does not track delivery against the manifesto commitments.  This is not recommended	The Council will be unable to assess achievement against the priorities of the Administration or ensure that ongoing and successful delivery is maintained.
That Strategic Directors, in consultation with Lead Members, report on the successful delivery of the administration's manifesto	This will enable residents to be able to judge which manifesto commitments have been delivered during the term of the administration.

Option	Comments
commitments.	
<b>This is the recommended option</b>	

### 3. KEY IMPLICATIONS

#### 3.1 Table 5: *Key implications*

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Fulfil all manifesto commitments	Less than 100% fulfilled.	100% fulfilled.	N/A	N/A	31 March 2019
Over-deliver against manifesto commitments	0% over-delivered against.	1-5% over-delivered against.	6-10% over-delivered against.	11-15% over-delivered against.	31 March 2019

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

#### 4.1 No financial implications.

**Table 6: *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 this report. Certain manifesto commitments may have legal implications and specific legal advice would be provided on the individual commitment at the appropriate stage where required

### 6. RISK MANAGEMENT

#### 6.1 Table 7: *Risk Management*

Risks	Uncontrolled Risk	Controls	Controlled Risk

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Reputational damage to the council if the council does not fulfil its manifesto commitments	High	Tracking the progress of the manifesto commitments	Low

## 7. POTENTIAL IMPACTS

7.1 An EQIA is not required for this report.

## 8. CONSULTATION

8.1 Lead Officers have identified expected outcomes and action plans with Lead Members.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 The time line for significant next actions (SNA) for each of the commitments is set out in Appendix A.

### 9.2 Table 8: *Timetable for implementation*

<b>Date</b>	<b>Details</b>
Up to April 2019	Progress to meet the manifesto commitments for the duration of the current administration.

## 10. APPENDICES

10.1 Appendix A: Council Manifesto Tracker

## 11. BACKGROUND DOCUMENTS

11.1 This report summaries progress towards all 137 Manifesto Commitments.

11.2 Appendix A is a tracker designed to provide a summary of the progress for each manifesto commitment for monitoring purposes. It lists all 137 manifesto commitments and the expected outcome for each commitment. The report also shows what actions are taking place so that progress can be monitored to ensure that the Council meets each commitment.

11.3 The following principles have been used to underpin the work undertaken to deliver the commitments:

- Always put outcomes before processes.
- Put Residents First.
- Find best practice rather than invent a new wheel.
- Consult local councillors before significant events occur in an area.
- Plan and deliver projects and budgets properly.
- Never forget whose money it is.

11.4 The Council is committed to improving the Borough and the services provided for residents and those who work, learn in or visit the Borough. The Council is ambitious in its plan and the tracker sets out the progress and the significant next actions for the 137 commitments. Officers are working closely with Lead Members to progress the initiatives that will improve the Borough and the services provided.

12. **CONSULTATION (MANDATORY)**

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Commented &amp; returned</b>
Cllr Dudley	Leader of the Council	17/02/17	
Cllr Gilmore	Deputy Lead Member for Manifesto Delivery	17/02/17	23/02/17 14/03/17
Alison Alexander	Managing Director	17/02/17	06/03/17
Russell O'Keefe	Strategic Director Corporate and Community Services	17/02/17	14/03/17
Andy Jeffs	Interim Strategic Director Operations and Customer Services	17/02/17	
Rob Stubbs	Head of Finance	17/02/17	

**REPORT HISTORY**

<b>Decision type:</b> For information	<b>Urgency item?</b> No
Report Author: Paul Johnson, Corporate Performance Officer, 01628 796445	

# Manifesto Commitment Tracker

Ref	Manifesto Commitments	Principle or Deliverable	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
01.01	Limit council tax rises, at or below the rate of inflation, whilst further improving services	Deliverable	Finance	Council tax will be set at or below September RPI (Retail Prices Index) at each annual Council Budget meeting.	21/02/2017	Cabinet and Council to approve the 2017/18 budget in February 2017. Proposed increase in council tax (0.95%) is below September RPI (2%).	21/02/2017	BLUE	Corporate & Community Services	Cllr MJ Saunders	Richard Bunn, Rob Stubbs	The Cabinet meeting in September 2016 to receive initial savings proposals for 2017/18 Budget.
01.02	Share more services with other councils to improve efficiency	Principle	Finance	Options for sharing services fully considered as verified through the Fundamental Service Review (FSR) process. This will align with the key implications from the shared service Cabinet reports (January 2016 latest report).	01/08/2017	Implementation of new delivery models for Children's Services, Adult Social Care and Operations & Customer Services following Cabinet approval and due diligence - 1 August 2017	01/08/2017	GREEN	Corporate & Community Services	Cllr Dudley	Russell O'Keefe	FSR process being rolled out across all directorates - specifically mentions shared services as a future option to be considered.  A business case for a cross Berkshire Finance service is in development.  A shared HR service with Wokingham is being explored.
01.03	Continue support to Berkshire Credit Union	Principle	Finance	The Council will continue to support Berkshire Credit Union (BCU) and will explore additional providers to enhance the offer to residents.	29/03/2017	BCU to appoint Schools Development officer (P/T) and launch Schools project (30 April 2017) funded by RBWM/3 GrassRoots funding to teach the basics of financial literacy, understand money, bank accounts, managing money etc. Sign up at least 4 large schools ( >1500 pupils) early years to year 6 develop lesson and assembly plans.	30/04/2017	GREEN	Corporate & Community Services	Cllr MJ Saunders	Harjit Hunjan	BCU have now been refinanced and restructured to become a long term self sustaining (without grants) member focused credit union and continue to support Borough residents and are working with a major employer in Maidenhead to launch a "Save as you Earn" scheme for employees.  Further discussions have taken place with BCU to establish a new service for local residents. Two volunteers have been recruited to hold drop in sessions for residents at local libraries from 7 September 2016. Work is also being undertaken by the HR team to establish a save as your earn scheme for council staff. Awareness of the BCU services available will also be promoted on the councils website and screen saver.  Agreed an action plan of local activity that will be developed to establish a revised BCU service for local residents to be in place by 1 May 2016.  Drop in face to face sessions for residents held at Council Libraries on a quarterly basis will commence from 7 September 2016.  Monthly drop in sessions held (Saturdays) at the Meeting House, West Street Maidenhead.
01.04	Progress further council developments with a Private Rented Sector income goal	Deliverable	Finance	Development of alternative revenue streams to mitigate impact of Government funding reductions. A realistic and achievable income goal will be developed for this commitment.	31/03/2023	Progress Maidenhead Joint Venture (JV) procurement and receive proposals for creation of a PRS (Private Rented Sector) portfolio arising from the four sites, with contract with development partner signed by May 2017.	31/05/2017	GREEN	Corporate & Community Services	Cllr Rankin	Chris Hilton	Still progressing property options through RBWM Property Company with 23 units completed by May 2017. Progress Maidenhead Joint Venture (JV) procurement and receive proposals for creation of a PRS (Private Rented Sector) portfolio arising from the four sites, with contract with development partner signed by May 2017.
01.05	Seek to avoid over-inflationary increases in fees and charges	Principle	Finance	The Council Annual Budget Meeting in February will receive a set of proposals which will enable this commitment to be met. September RPI (Retail Prices Index) will be used as a baseline.	21/02/2017	The Council Budget Meeting in February 2017 will receive a set of proposals for 2017/18 which will enable this commitment to be met.	21/02/2017	BLUE	Corporate & Community Services	Cllr MJ Saunders	Richard Bunn, Rob Stubbs	Budget proposals submitted to Overview & Scrutiny in January 2016. Proposals approved by Cabinet and Council at their meetings held in February 2016.
01.06	Increase spending on grants to voluntary organisations	Deliverable	Finance	Increase amount of grant funding available to local voluntary and community groups.	31/03/2017	Additional funding has been reallocated to enhance the support available to the Royal Borough's local voluntary and community support for 2017/18 (extra £160K in total). Activity is being undertaken with the Chairman of the Grants Panel and the Lead Member for Cultural and Communities Services, to reshape and streamline the Council's Community Grants Scheme for 2017/18.	31/03/2017	BLUE	Corporate & Community Services	Cllr MJ Saunders	Harjit Hunjan	Additional funding has been allocated from savings available via the Crisis Support and Community Care Grant budget, to the Grants Panel to support deserving causes over the three years, £50k in 2014/15, £50k in 2015/16 and any remaining underspend in 2016/17. £36k was added to for grants to voluntary organisations as part of the 2015/16 budget build.  Any remaining underspend in 2016/17 will be added to grants to voluntary organisations once the amount is confirmed.

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Ref	Manifesto Commitments	Principle or Deliverable	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
01.07	Invest in technology to improve services to residents	Deliverable	Finance	All Directorates within the Council to invest in the use of modern technology to make tangible improvements for residents	29/03/2017	Implement IDOX DMS to replace the Serengeti PAM module to improve resident access to Planning, Building Control & Licensing information via the RBWM website.  Install Wi-Fi into all RBWM buildings to provide residents and guests free, reliable Wi-Fi.	31/01/2017	GREEN	Corporate & Community Services	Cllr Hill	Russell O'Keefe	An ICT service improvement plan is being developed based on feedback from the ICT Survey and staff/member feedback. The main points of this plan is to tackle the following: 1) VDI Performance 2) Updating the VDI platform with new software 3) Mobile devices 4) Telephony services 5) WiFi provision 6) Mobile reception improvements. All of these improvements will help us provide a fit for purpose ICT platform which is reliable and secure.
01.08	Encourage and support pop up shops	Principle	Finance	Increase and support pop up shops in town centres within the Borough, as well as opportunities through market places and other retailing space, e.g. farmers markets and parks.	29/03/2019	The Maidenhead Town Partnership and Windsor and Eton Town Partnership Action Plan for 2017 includes an empty shop action plan. The plan will target long-term vacant units, identify possible units for pop-ups and promote the council business rate incentive for re-occupation of long term empty units. The town partnership will continue to support individuals and organisations seeking to investigate possibility of having a pop-up unit.	31/03/2017	GREEN	Corporate & Community Services	Cllr Rankin	Kevin Mist, Paul Roach, Steph James	Maidenhead - In February 2017 the Nicholsons Shopping Centre hosted a Valentines Pop-up weekend in partnership with local organisations Shabbytique and Eat on the High Street. Pop-ups are being discussed as part of the Berkshire College of Agriculture open day in the town centre in April to promote the educational offer locally.  For Windsor Town Centre - Windsor and Eton town Partnership supported in the delivery of two pop up projects in King Edward Court Shopping Centre.  In April 2016 Windsor and Eton Town Partnership funded and supported a special HMQ90 exhibition and workshop programme for 3 weeks to celebrate HM Queen 90th Birthday celebration. The Gallery featured 24 images of the Queen attending various events in and around Windsor. The workshops which took place over the school holidays encouraged children to design their own birthday cards to hand over to the HM. Over 400 cards were produced.  Second pop up shop was launched in King Edward Court, Windsor. Busy Button a community interest company who specialise in community arts projects launched their new base in a vacant unit in King Edward Court Shopping Centre allowing residents to engage in numerous arts activities and work with individuals who may have been excluded from school. The project launched on 3 December 2016.
01.09	Consider further business rate relief to enhance & promote new businesses	Principle	Finance	An increased number of businesses making use of the revised empty shop relief initiative. Numbers will be kept under review and appropriate policy changes developed if needed.	31/03/2017	Cabinet approved the introduction of scheme in March 2016. The scheme is currently underway with one award made this year to date. In 2015/16 there were 15 cases where Retail Re-occupation Relief was awarded with £169,000 of reliefs awarded to businesses.	31/03/2017	GREEN	Operations & Customer Services	Cllr Rankin	Andy Jeffs, Rob Stubbs	If Cabinet approves the new policy its success will be monitored, along with the other business rate relief policies, over the next six months.
01.10	Maintain our strong stance against benefit fraud	Principle	Finance	Corporate Investigations work is now carried out by the Shared Service hosted by Wokingham. Significant part of the focus of their pro active work is around fraudulent/erroneous claiming of discounts on Council Tax and Business Rates. Outcome will be reviewed as the shared service develops.	30/06/2017	A report will go to A&PRP covering the annual reporting for the 2016/17 financial year in June 2017.	30/06/2017	BLUE	Corporate & Community Services	Cllr MJ Saunders	Richard Bunn, Rob Stubbs	A progress report will be presented to the Audit and Performance Review Panel in December 2016 detailing work undertaken to September 2016. As at 31 August 2016 through the Council Tax Reduction, Business Rates Discount and Direct Payments schemes, the Investigation Team has identified £21,018.50 of overpayments which are recoverable. Seven Council Tax Reduction scheme penalties have been issued including one administrative penalty.

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Ref	Manifesto Commitments	Principle or Deliverable	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
01.11	Support the "Pub Loan Fund" policy locally	Principle	Finance	A local scheme in place to support local communities to retain local pubs.	31/03/2019	<p>A briefing note to inform members on the Assets of Community Value, the Community Right to Bid and the Pub Loan Fund has been drafted.</p> <p>Fifteen properties are currently listed as Assets of Community Value Eleven of the fifteen listed properties are public houses</p> <p>The Craufurd Arms, Maidenhead is currently subject to a six month moratorium. Residents have been supported to access the Government's Pub Loan Fund and Our Community Enterprise is helping them to launch a community share offer. This is covered further in relation to the Pub Loan Fund. There is a realistic chance residents will be able to purchase and take on this pub.</p>	31/03/2017	GREEN	Corporate & Community Services	Cllr MJ Saunders	Harjit Hunjan	<p>The Department of Communities and Local Government have confirmed that the Pub Loan Fund is administered through the Plunkett Foundation. The Community Partnership Team have put two residents groups who are actively working to purchase pubs that are registered as Assets of Community Value and that we have been informed are for sale in contact with the Plunkett Foundation. Our Community Enterprise are working to support these groups and are helping residents interested in purchasing the Old Red Lion, Oakley Green to launch a Community Share Offer. The Craufurd Arms has only recently been announced for sale and is currently in a six week period where a resident group with a suitable structure needs to express a formal interest in bidding to trigger a longer moratorium.</p> <p>Work with the Red Lion Group to form a Community Interest Company or similar and support them, through a Community Share Offer, to raise necessary capital in addition to any funding or support from the Government's Pub Loan Fund they can access through the Plunkett Foundation.</p> <p>Support the Craufurd Arms Group, through Our Community Enterprise, to form the necessary structure or work with partners, to trigger a six month moratorium under the legislation that will give them time to prepare a bid.</p> <p>To explore whether an Article 4 Planning Direction, limiting permitted development rights, could be used by the council to protect pubs as has been adopted by Wandsworth Council. Contact will be made with Wandsworth Council to establish how this has been implemented at the council.</p>
02.01	Maintain increases in locally funded spending on roads and pavements	Deliverable	Highway & Transport	Maintain locally funded spending on roads and pavements by April 2019 (2011-2015 spend as baseline).	31/03/2019	Complete delivery of resurfacing and 'pothole' programme - investment of £1.65m; resurfacing in 53 roads and repairing at least 3,000 'potholes' by 31 March 2017.	31/03/2017	BLUE	Operations & Customer Services	Cllr Bicknell	Ben Smith	<p>Assessment and prioritisation of roads and pavements for works in 2016/17 complete.</p> <p>Work programme approved by Cabinet (30th June 2016).</p> <p>Resurfacing and 'pothole' programme commenced in July 2016.</p>
02.02	Develop and maintain cycle routes	Deliverable	Highway & Transport	Minimum 3 new cycle routes opened / extended by April 2017.	31/03/2019	<p>Report to Cycle Forum (24/1/17) on results of consultation and proposed amendments to Cycling Strategy, then to Highways &amp; Transport Overview &amp; scrutiny.</p> <p>Continue delivery of cycling capital schemes approved by Cabinet on 30th June 2016 as part of the overall highway works programme. Place order for Toucan crossing for Ascot High Street.</p>	31/03/2017	GREEN	Operations & Customer Services	Cllr Bicknell	Ben Smith	<p>Receive and review comments on draft Cycle Strategy - update for further consideration and adoption - <b>consultation on cycling strategy completed November 2016.</b></p> <p>Commence delivery of cycling capital schemes approved by Cabinet on 30th June 2016 as part of the overall highway works programme - <b>schemes completed include A329 Maidenhead Road cycle route, and St George's Lane/Wells Lane cycle route.</b></p>
02.03	Seek improvements (e.g. extensions and frequency of services) to bus routes across the Borough	Deliverable	Highway & Transport	<p>Improvements to 3 bus routes by April 2018.</p> <p>5% increase in satisfaction levels with bus services by April 2019.</p>	31/03/2019	Market testing for existing bus routes and inviting innovation and opportunities for improvements.	31/03/2017	GREEN	Operations & Customer Services	Cllr Sharma	Ben Smith	<p>Project commenced in September 2016 to review existing network and opportunities available through the draft 'Bus Services' Bill to develop a future strategy which improves the bus network with Lead Member and Deputy Lead Member (with responsibility for bus services) - <b>all subsidised bus routes reviewed. This has identified the need for additional revenue funding to enhance/maintain existing services.</b></p> <p>Recommendation to be reviewed by Lead Member and Deputy Lead Member (with responsibility for bus services) by Feb 2017, then progressed. <b>complete</b></p>
02.04	Provide additional car parking in town centres	Deliverable	Highway & Transport	Deliver 800 additional parking spaces across Windsor and Maidenhead town centres.	30/04/2019	Cabinet approved the preliminary Parking Provision plan for Windsor & Maidenhead on 26 January 2017. Detailed feasibility assessments are being completed for each additional parking option. An investment case will be presented to Cabinet in May and Full Council in June 2017.	25/04/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	(i) Parking Strategy to be considered by Cabinet (Oct '16). Future parking provision including the provision of additional parking spaces is incorporated within the Delivering Differently in Operations and Customer Services project. This will include a third party financing, design, build, management and operation model for the majority of the our parking assets. Where the Council can directly support key regeneration activity and projects (such as The Landings and redevelopment of Nicholson's shopping centre, through a redevelopment of its multi storey car park at Nicholson's) direct funding models will also be considered.

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02.05	Work with utility companies to improve the quality of road and pavement repairs	Deliverable	Highway & Transport	Reduced over running road works by 10% and reduce the number of complaints relating to the quality of utility company repairs by 10%.	31/03/2019	Continuing to manage streetworks under the new permit scheme - 6-monthly performance report due in May 2017.	01/05/2017	GREEN	Operations & Customer Services	Cllr Bicknell	Ben Smith	Cabinet to consider report (29 September 2016) on detailed business case and results of formal consultation - <b>report approved</b> .  Subject to Cabinet approval - develop and deliver the roadworks permit scheme to 'Go Live' in December 2016 - <b>Permit Scheme went 'live' on 14th November 2016</b> .
02.06	Continue to review and reduce unnecessary traffic lights	Deliverable	Highway & Transport	A minimum of 4 unnecessary traffic signals removed by April 2019.	31/03/2019	Delivery of a trial scheme at Maidenhead Road / Stovell Road, which switches-off traffic lights and replaces with a mini-roundabout and pedestrian crossing, was deferred to 2017 due to gas board works on Arthur Road in late 2016. Impacts to be monitored and discussion to be held with Members around whether the scheme should be made permanent.  To date (2015-17), 3 feasibility/ consultations and 1 signal removal scheme have been completed.	30/06/2017	GREEN	Operations & Customer Services	Cllr Bicknell	Ben Smith	(i) Deliver trial scheme at Maidenhead Road / Stovell Road which switches-off traffic lights and replaces with a mini-roundabout and pedestrian crossing - <b>deferred to 2017 due to gas board works on Arthur Road in late 2016</b> .  (ii) Imperial Road / St. Leonards and Winkfield Road / Clewer Hill Road - monitor effectiveness of operational improvements - <b>signals operating effectively since changes made</b> .  (iii) Hatch Lane / Clarence Road - agree improvements with Lead Member and Ward Member and deliver scheme (subject to approval) - <b>Met with Cllr Pryer to discuss options. Recommend that signals retained, but require an upgrade to improve performance and provide pedestrian facilities. Possible future capital bid</b> .
02.07	Continue to improve bus stops and work for accurate real time arrival information	Deliverable	Highway & Transport	45 bus shelters supplied with real time information displays by April 2017.  Bus information available in a minimum of 4 new formats by April 2019 (for example: new mobile phone applications / town centre information screens / railway station information screens / web based information).	31/03/2019	Subject to Lead Member approval of sites, commencement of Phase 2 installation - February 2017.	31/03/2017	GREEN	Operations & Customer Services	Cllr Sharma	Ben Smith	Procure and secure supplier for implementation of real time displays at bus shelters - <b>completed</b> .  Deliver enhanced real-time passenger information at bus stops at a minimum of 20 new bus stops and improve information at existing sites - <b>Phase 1 to replace on-bus real-time equipment is complete. Increased the percentage of buses tracked from 30% to 90%</b> .  <b>Phase 2 to provide real-time screens at bus stops - sites identified on basis of patronage/pedestrian footfall</b> .
02.08	Work with schools to keep them open during adverse weather	Principle	Highway & Transport	100% of Borough schools (who have requested them) supplied with grit bins by October 2016.  Improved communication and operational plans developed with schools to reduce the number of days lost due to bad weather closures.	31/03/2019	Contact with all schools to (i) ensure that all grit bin requests have been actioned and are replenished during winter 2016 and (ii) identify any specific actions / assistance which can be offered to assist with keeping schools open during winter weather has been maintained during winter 2016/17.  A review of winter service 2016/17 and consideration of improvements for winter season 2017/18 is to be carried out.	31/03/2017	BLUE	Operations & Customer Services	Cllr Airey	Ben Smith	Continue to ensure salt stock and operations on standby until Winter season ends - April 2016: complete.  Review Winter Service Policy and plans - service review completed at end of winter season.  Prepare report for Lead Member to consider improvements for 2016/17 - to be issued in September 2016.
02.09	Ensure flood schemes and maintenance are delivered on time to better protect homes and highways	Deliverable	Highway & Transport	95% of flood schemes and maintenance delivered on time.	31/03/2019	Continue to implement approved works programme 2016/17: investment of approximately £450k to deliver 10 projects with a performance delivery target delivery of 95%.	31/03/2017	GREEN	Operations & Customer Services	Cllr Bicknell	Ben Smith	Implement approved works programme 2016/17: investment of approximately £450k to deliver 10 projects with a performance delivery target delivery of 95% - <b>scheme delivery and spend profile on track for year end</b> .
02.10	Plan for the arrival of Crossrail to deliver more integrated rail, taxi and bus services	Principle	Highway & Transport	Bus / rail interchange with new taxi facilities opened by April 2019, including combined customer information.	31/03/2019	High level value for money assessments to be carried out for scheme minus the bus interchange to determine whether or not LEP funding criteria can be achieved. Consultants WSP Parsons Brinkerhoff to be approached to look at potential "qualitative approach" to business case development	31/03/2017	AMBER	Operations & Customer Services	Cllr Bicknell	Ben Smith	Continue to develop and deliver an area 'masterplan' for approval which delivers an integrated bus / rail interchange with taxi facilities by April 2019. The review and development of a strategic approach to bus services alongside the emerging access and movement for Maidenhead Town Centre will support this commitment - ensure integration between both projects. - <b>Several options were explored involving compulsory purchase of some/all land to the north of the station. However the bus interchange could not be delivered within the available funding</b> .
03.01	Protect the Green Belt	Principle	Planning & Housing	Up to date Borough Plan that ensures green belt policies are robust and that growth is managed without overall detriment to the green belt. In addition that development management resists development in the Green Belt.	20/12/2018	BLP Regulation 18 consultation taken place and responses to be incorporated into Regulation 19 version of BLP. Report to Full Council 26 April 2017 to approve.	26/04/2017	GREEN	Corporate & Community Services	Cllr Wilson	Jenifer Jackson	Draft Borough Local Plan to go to 24 November Cabinet to endorse Regulation 18 consultation from 2 December 2016 to 13 January 2017.

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03.02	Deliver home ownership through shared equity and other models where the resident has a stake in their property	Deliverable	Planning & Housing	Phase I: A new shared equity model is developed by April 2016.  Phase II: An increase in home ownership for 40 homes per year by April 2019.	31/03/2019	Appraise new affordable housing options with RPs including Rent to Buy and Intermediate rent products by April 2017.  The DIYSO is just one homeownership product that will deliver 10 units. There are others such as rent to buy and starter homes which we can support partner housing associations to deliver and we are aiming to achieve 40 plus units by April 2019.	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Dudley	Hilary Hall	Finalise the DIYSO for Keyworkers offer with Housing Solutions to launch in October 2016.  Develop the 10% equity DIYSO with Housing Solutions to be online in October 2016.  Work to commence on the Affordable Housing Supplementary Planning Document agreed by Cabinet in March 2016.
03.03	Support innovative funding options for Right To Buy schemes	Principle	Planning & Housing	Residents have access to right to buy schemes by April 2017.	31/03/2018	Still awaiting feedback on pilots. The pilots are national pilots run by HCA the scheme can only be rolled out with associations once the pilots report back we are waiting confirmation on when the pilots will report.  Further discussions with housing providers on potential for developing local schemes.	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Dudley	Hilary Hall	Review the results of the voluntary right to buy pilots with housing associations to consider local application.
03.04	Enhance and support our conservation areas	Principle	Planning & Housing	Appraisal and review of current conservation areas.	31/03/2018	Following Planning and Housing Overview it was agreed that a review of Cookham Conservation Area appraisal requires to take place.	30/06/2017	GREEN	Corporate & Community Services	Cllr M Airey	Jenifer Jackson	Cookham Conservation Area Appraisal report to Planning & Housing Overview and Scrutiny on 17 November 2016
03.05	Continue to carry out rigorous planning enforcement activities	Principle	Planning & Housing	React and action infringement of planning legislation.	31/03/2018	Monitoring of Performance on Enforcement activities taking place. Team should be at full strength during Q4 2017.	31/03/2017	GREEN	Corporate & Community Services	Cllr Wilson	Jenifer Jackson	New performance indicator identified and assessment against this indicator to be made in Q4.
03.06	Reward deserving tenants with higher nomination rights e.g. for contributions to the community	Deliverable	Planning & Housing	A scheme to reward deserving tenants is built into local letting plans on new builds by 2016.	31/03/2018	As pipeline schemes are identified the plans will be implemented.  Discussions with Radian and other providers to take place in coming months to seek sign up to approach.	28/04/2017	GREEN	Adult, Children & Health Services	Cllr Dudley	Hilary Hall	HSL have agreed to adopt a scheme to reward deserving tenants built into the local lettings plans.  Finalise pipeline of local lettings opportunities and agree schemes with Registered Providers.
03.07	Support ex-Forces personnel with access to housing through local policies	Principle	Planning & Housing	Bespoke housing options advice is provided or the appropriate housing option for example Private rented sector to 100% of ex-Forces personnel who elect to stay in the local area.  100% of ex-Forces personnel who elect to stay in the area are supported to access shared ownership.	31/03/2019	Continue to work with Haig Housing to ensure that ex forces personnel get housed through Haig where appropriate.  Housing Options to continue to work with Army Welfare to ensure that personnel are advised appropriately and early enough to avoid homelessness and to benefit from shared ownership and other products on discharge.  We are still working to accurately capture the data on ex forces personnel but when they are identified 100% receive the relevant support.	28/04/2017	GREEN	Adult, Children & Health Services	Cllr Dudley	Hilary Hall	Continue to work with Haig Housing to ensure that ex forces personnel get housed through Haig where appropriate.  Housing Options to continue to work with Army Welfare to ensure that personnel are advised appropriately and early enough to avoid homelessness and to benefit from shared ownership and other products on discharge.  Continue the commitment through the allocations policy to ex forces personnel enabling them to access a range of housing options.
03.08	Protect the essential character of urban areas	Principle	Planning & Housing	Protect and enhance the identity of the Borough's urban areas.	31/03/2018	BLP Regulation 18 consultation taken place and responses to be incorporated into Regulation 19 version of BLP. Report to Full Council 26 April 2017 to approve.	26/04/2017	GREEN	Corporate & Community Services	Cllr Wilson	Jenifer Jackson	Draft Borough Local Plan to go to 24 November 2016 Cabinet to endorse Regulation 18 consultation from 2 December 2016 to 13 January 2017.
03.09	Continue to support the regeneration of our towns	Principle	Planning & Housing	Support all regenerations within the Borough.	31/03/2023	Joint Venture (JV) partner delivery on track for June 2017. Procurement of professional team for Maidenhead Golf Club concluded; Savills appointed January 2017.	31/01/2017	GREEN	Corporate & Community Services	Cllr Hilton, Cllr Evans	Chris Hilton	Maidenhead: Sign contracts with Joint Venture (JV) partner for delivery of York Road, West Street, St Clouds and Reform Road by May 2017. Determine next steps in taking forward the development of Maidenhead Golf Club in September 2016.  Ascot: Regular meetings are now taking place between the consortium of landowners, the developers, Ward Councillors and officers (Planning and Regeneration). The planning application will be timed to follow the adoption of the Borough Local Plan which it is intended will allocate the land for residential use.
03.10	Support local decision making for planning applications where appropriate	Principle	Planning & Housing	Decisions on agreed planning applications made at local level.	31/03/2018	The council continues to support devolved decision making and will continue to assist parishes who wish to do this. To date no parish has pursued this to the point of signing the drafted Memorandum of Understanding.	30/06/2017	BLUE	Corporate & Community Services	Cllr Wilson	Jenifer Jackson	The council continues to support devolved decision making and will continue to assist parishes who wish to do this. To date no parish has pursued this to the point of signing the drafted Memorandum of Understanding.

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04.01	Keep the weekly bin collection	Principle	Environment	Weekly bin collection maintained throughout the period of the current administration.	29/05/2015	Review collection system ahead of the procurement of a new waste and recycling collection contract to start in April 2019, to ensure weekly bin collection is maintained.	01/04/2017	BLUE	Operations & Customer Services	Cllr Cox	Craig Miller	Weekly bin collections have been maintained during this period.
04.02	Improve the incentives for recycling e.g. through better Greenredeem rewards	Deliverable	Environment	Provide incentives from a minimum of 5 national brands and retailers to residents at all times and a range of a minimum of 5 new local rewards to residents each month. By the end of the administration over 120 reward partners should be linked to the scheme.	31/03/2019	107 active reward partners currently available to residents. Greenredeem are seeking further reward partners in order to achieve the commitment within the term of the administration.	31/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	107 active reward partners currently available to residents, over 5 national brands are included within this. Further reward partners to be sought by Greenredeem and scheme to be marketed to residents not currently subscribed.
04.03	Recruit and promote recycling through local champions	Deliverable	Environment	4 local Community Champions a year will be recruited to help promote recycling within the Royal Borough. A team of 20 active Community Champions will be working in the area by the end of the administration. The champions will help at community events, and will promote recycling within their own local community. Each champion will be involved in at least one promotional activity a year, to encourage other residents to recycle more.	28/02/2017	29 community champions have now been recruited in total, undertaking actions in their communities such as monitoring recycling sites, encouraging their neighbours to recycle and helping with stalls at community events. 20 community champions have been involved in recycling/waste promotional activity to date. Whilst the manifesto commitment has been achieved this activity will be continued above this level.	31/03/2017	BLUE	Operations & Customer Services	Cllr Cox	Craig Miller	Local community champions will continue to support waste and recycling promotion events. An awareness and marketing programme will be implemented with the support of champions through to the end of the financial year including main seasonal events e.g. Halloween and Christmas.
04.04	Double the number of community wardens from 18 to 36	Deliverable	Environment	Establishment of a pool of 36 multi skilled officers delivering community and enforcement services across a broad range of functions.	31/03/2019	It was confirmed at Cabinet on 15 December 2016 that Community Wardens would not be considered alongside Civil Enforcement for future service delivery. Community Wardens are to be considered alongside other Community Protection & Enforcement Services with a view to greater integration. Options to be considered at Lead Member Briefing in February 2017 and future action plan produced.	31/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Doubling the number of Community Wardens is an integral part of the Delivering Differently in Operations & Customer Services project. A detailed business case will be submitted to Cabinet for review on 15 December 2016.
04.05	Continue to support the fight against anti social behaviour through our community wardens	Principle	Environment	Implement a phased programme to increase the number of Community Wardens to 36 (head count) resulting in at least ten additional enforcement functions being undertaken by Wardens (either new functions or those transferred from other departments realising efficiency savings).	31/03/2018	Cabinet paper not submitted to December Cabinet in view of decision to be taken to no longer merge Community Wardens with Civil Enforcement functions. Proposal to reconsider TVP accreditation at Cabinet in April 17.	27/04/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Cabinet report detailing additional enforcement possibilities for Community Wardens to be submitted for review by Cabinet in December (following review of options with Lead Member in Sept '16).
04.06	Encourage more community groups to join Greenredeem and receive donations	Principle	Environment	Encourage a minimum of 30 community groups to register for the new Greenredeem scheme each year, and distribute £20,000 a year to the most popular projects, based on the number of Green Redeem points allocated by residents to each project on a quarterly basis.	31/03/2017	Additional funding for community group rewards agreed as part of the Greenredeem extension. Details to be confirmed and advertised to community groups.	31/03/2017	BLUE	Operations & Customer Services	Cllr Cox	Craig Miller	Greenredeem launched as a stand alone scheme, distinct from the Neighbourhood Participatory Budgeting Initiative on 1 July 2015. Community Groups are invited to apply online to be part of the scheme. Residents can allocate points to their preferred community group project and the top five projects in each quarter receive £1000. Unsuccessful projects are moved forward into the next quarter. Each community group is eligible to be awarded a maximum of £2000 in a year period. with a maximum of twenty projects receiving a reward of £1000 during a one year period.
04.07	Implement a collective energy switching programme	Deliverable	Environment	A collective energy switching programme is implemented for Borough residents.	28/02/2017	Partner agreed and contract finalised. First switching auction October 16. Second auction February 17. Update report to be provided to the Lead Member by the end of March '17.	31/03/2017	BLUE	Operations & Customer Services	Cllr Cox, Cllr Copping	Craig Miller	Scheme partner agreed and contracts signed (30 June 2016) with a view to implementing the Council's first energy switching auction in mid October.
04.08	Continue enforcement of litter and dog fouling	Deliverable	Environment	100% of Community Wardens have the ability to enforce dog fouling and littering cases.	31/03/2019	Dog fouling campaign undertaken at Braywick Park, 16 September 2016. Further campaign events planned for Ockwells Park 27 January 2017 and Clewer Memorial Park 17 February 2017. 157 fixed penalty notices issued for littering and dog fouling in 2016 calendar year. Performance report to be provided to Lead Member by end of March '17.	31/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	All Community Wardens have the ability to issue notices for dog fouling and littering offences. Awareness programme to be developed and agreed with Lead Member and implemented at key parks in and around Maidenhead, initially.



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04.09	Lobby for continuing external funding for the River Thames Scheme	Principle	Environment	The Borough to continue to work with local partners and other agencies to secure more external funding.	31/03/2019	Continuing to be an active partner on the River Thames Scheme Sponsoring Group and Programme Board at Member and officer level.  Proactive partner on the recently formed funding group focussed on securing external funding.  Review and contribute to Outline Business Case for Treasury consideration	31/03/2017	GREEN	Operations & Customer Services	Cllr Dudley	Ben Smith	Continue to be an active partner on the River Thames Scheme Sponsoring Group and Programme Board at Member and officer level - <b>ongoing</b> .  Proactive partner on the recently formed funding group focussed on securing external funding - <b>Councillor Dudley engaged in this workstream</b> .  Conclude operational agreement between the Royal Borough and Environment Agency - <b>95% complete</b> .
04.10	Maintain lobby against Heathrow expansion	Principle	Environment	RBWM's position on expansion at Heathrow is submitted to Government for consideration within future decisions regarding runway capacity in South East England.	31/03/2019	RBWM to submit response to Department for Transport consultation on night flight restrictions at Heathrow, Gatwick & Stanstead by 28 Feb 2017. Response to National Planning Statement & UK Airspace Policy consultations to be submitted by 25 May 2017.	25/05/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	RBWM has submitted its response to the Airports Commission consultation regarding potential airport capacity expansion in the South East. In July, the IPSOS MORI survey to gauge residents' views was refreshed, with results published at the Aviation Forum in August. The council is prepared and ready to respond to Government when it determines where expansion should be undertaken. This decision is anticipated in October '16.
04.11	Work with local communities to manage flood risk	Principle	Environment	Well informed communities with an increased ability to manage flood risk and respond to flood events. Four new initiatives implemented by December 2017. Local Flood Risk Guide in place by April 2017.	31/03/2019	Community Flood Forum work underway, focussing on the communities surrounding Eton Wick. The latest community meeting was held on 15th September 2016. Further initiatives to be developed in 2017.	31/03/2017	GREEN	Operations & Customer Services	Cllr Bicknell	Ben Smith	Work with Parish Councils/ local communities to develop and adopt Local Flood Plans. Undertake a review to determine how the four new initiatives will be identified and delivered by December 2017.
04.12	Support the rural economy and agriculture by adopting policies that have worked elsewhere	Principle	Environment	An robust rural economy.	31/03/2018	BLP Regulation 18 consultation taken place and responses to be incorporated into Regulation 19 version of BLP. Report to Full Council 26 April 2017 to approve.	26/04/2017	GREEN	Corporate & Community Services	Cllr Rankin	Jenifer Jackson	Draft Borough Local Plan to go to Cabinet on 24 November 2016 to endorse Regulation 18 consultation.
04.13	Explore further deployment of PV cells	Deliverable	Environment	Additional solar panels are installed at Council owned/managed sites.	31/03/2019	The use of PV cells on the roof of the additional floor proposed for York House to be considered as an option for the final design.	28/03/2017	GREEN	Operations & Customer Services	Cllr Coppinger	Craig Miller	Following further investigations it was determined that the solar installation at Tinkers Lane Depot would not be possible due to the age of the roof. Central government have also announced a large reduction in the solar subsidy (feed in tariff) which has detrimentally affected the business case for future installations. Market testing is being carried out on a regular basis to highlight when conditions are once again suitable for a new solar installation.
04.14	Continue planting trees	Deliverable	Environment	More trees planted each year.	29/03/2019	Community whip planting at Thrift Wood completed December 2016.  Community whip planting in Broom Farm planned for early spring 2017.  The tree planting season is November to March annually, the programme for 2016/17 is near completion.  The 2017/18 season will be planned in September 2017.  The Council will also continue to encourage suggestions from residents, Councillors and Parishes.  300 trees distributed free to local residents as part of the residents tree planting scheme.	18/09/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Kevin Mist	The tree planting season is November to March annually. To support this, the Council will be assessing more sites for planting as part of an overall strategic review, both highways, cemeteries, parks and open spaces. The Council will also continue to encourage suggestions from residents, Councillors and Parishes.  The Council will be planting in excess of 150 standard trees in key areas in the Borough, on the highway and in parks and open spaces.  The Council is also offering 2,400 'Free trees for residents'. The collection station is Braywick Heath Nurseries – publicity in ATRB magazine, the website and via Tweets.  Volunteer tree planting of whips in Ockwells Country Park planned for Autumn/Winter 2016.
05.01	Promote school choice through support for free schools and satellite grammars, national legislation permitting	Principle	Education & Children's Services	Increased choice of schools available for residents in RBWM included more free schools and a new satellite grammar subject to DfE (Department for Education) and SoS (Secretary of State) approvals.	29/03/2019	Engage with any local or national schools that respond to the letters of invitation sent in January 2017 to establish any credible proposals which may emerge. These proposals will be dependent on national policy and regulation changes and the outcome will be reported back to Cabinet in August 2017.	25/08/2017	GREEN	Adult, Children & Health Services	Cllr Airey	Kevin McDaniel	New policy announcements in September 2016 have opened up a range of options for selective education subject to the outcome of national consultation and RBWM will engage with any school interested in exploring the opportunity afforded by the proposals.

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05.02	Support existing schools in provision of excellent education	Principle	Education & Children's Services	All schools in RBWM will be at least Good as judged by Ofsted Inspection. Schools at risk of not achieving (or retaining) Good or Better judgements to be supported to secure better outcomes. Based on current projections, the number of schools rated Good or Outstanding is anticipated to have increased to 78% by December 2015 and 84% by July 2016.	29/03/2019	Continued targeting of resource at schools judged as Requires Improvement and those judged Good with an imminent inspection to ensure continued strong performance across the Borough. Formal procurement of school to school support services for the new academic year (2017/18) to drive increased value for money.	21/07/2017	GREEN	Adult, Children & Health Services	Cllr Airey	Kevin McDaniel	Augmenting "team around the school" approach with targeted Pupil Premium project to deliver: champions network; audit of published school plans; and targeted "Pupil Premium Gaps Analysis" during 2016-17. The engagement of a specialist secondary network has increased the engagement with a number of schools. 86% of RBWM schools were judged Good or Outstanding as at 01/01/2017.
05.03	Reward and recognise teachers for going the extra mile through a local scheme	Deliverable	Education & Children's Services	Develop a local reward scheme for teachers in collaboration with Head Teachers that recognises the work of those teachers who going the extra mile.	29/03/2019	Identify top performers from autumn performance management round and develop case studies for publication and promotion.	14/04/2017	AMBER	Adult, Children & Health Services	Cllr Airey	Kevin McDaniel	Develop Pay Policy guidance for consultation in autumn 2016 which sets LA expectation that schools will use their policy to reward excellence in teaching. LA will develop case studies of those high achievers and use resident communications to promote the success of these teachers and learning support assistants.
05.04	Start a service for volunteers to add value to local schools at all levels	Deliverable	Education & Children's Services	Increased use of volunteers in schools to support a range of school activities, in line with individual school plans.	29/03/2019	Continue promotion of WAM Get Involved to schools throughout the academic year.	21/07/2017	BLUE	Adult, Children & Health Services	Cllr Airey	Kevin McDaniel	Further promotion of WAM Get Involved to schools during Autumn term. A couple of small opportunities identified.
05.05	Support broadening the vocational student offer and apprenticeship opportunities	Principle	Education & Children's Services	An increased range of apprenticeships and other vocational qualifications are available as an alternative to Higher Education for RBWM schools leavers.	29/03/2019	Support implementation of Joint Area Review which will see the merger of East Berkshire College and Strode College (Egham) to deliver a revised A level centre in Windsor. Increased focus of project Elevate and Grow Our Own following Cabinet decision and the implementation of the Apprenticeship Levy in April 2017 to make sure it is contributing to the development of the Royal Borough's workforce.	21/07/2017	GREEN	Adult, Children & Health Services	Cllr Rankin	Kevin McDaniel	Work with a number of schools and colleges to bid for Thames Valley LEP funding for a project to raise aspiration and engagement with key local industries based on STEM. Project was not funded following Area Review.
05.06	To ensure a fully functional safeguarding hub is in operation for Borough residents	Deliverable	Education & Children's Services	To establish a fully functioning MASH (Multi Agency Safeguarding Hub), as part of the integrated front door to social care to ensure a fully informed and effective Safeguarding Service.	29/03/2019	Learning from the LGA peer review to be embedded: Improve quality of referral information to MASH / Evidence that learning from audits generates change / Progress shared ownership and contribution from partner organisations into the Front Door by the development of a robust multi-agency audit programme and multi agency training.	31/05/2017	GREEN	Adult, Children & Health Services	Cllr Airey	Marie Bell	MASH went live on 25 January 2016. Full partner engagement with health and police input.  To secure adequate health input into the MASH to supplement the police provision now secured from Thames Valley Police. Discussions are taking place with the CCG (Clinical Commissioning Groups) and Berkshire Health Foundation Trust. Update report to Cabinet in December 2015. Cabinet report was well received and progress made to date noted. Further MASH developments to include the integration of the Child Sexual Exploitation pathway including children missing. This needs to be tested against Ofsted targeted inspection framework. Internal Audit have been commissioned to undertake an audit of this pathway in September 2016.  To confirm end-to-end processes for the MASH and review its operation through the Local Government Association (LGA) safeguarding peer review - December 2016.  MASH has been functioning for a year, fore-filling our manifesto commitment. We will continue to improve the service in line with the guidance provided from the LGA peer review.
05.07	Continue to improve the intensive family support programme	Principle	Education & Children's Services	The Intensive Family Support Programme will continue to deliver a high level of family support at a preventative level, meeting the needs of families earlier and reducing the need for them to receive support from statutory safeguarding services.	29/03/2019	Building on the work with our Pakistani community and provision of evidence based parenting and stress management programmes linked with Islamic values, we will submit a bid for community funding to support this and to provide holistic interventions involving fathers as well as mothers and extended family if appropriate.	31/03/2017	GREEN	Adult, Children & Health Services	Cllr Airey	Marie Bell	To review the destination of every family worked with in the Project over the last 12 months. Next update due in October in line with Troubled Families return. All of the key workers are trained to administer the Helping Families programme which was developed by the Maudsley Clinic; a clear structured way to work effectively with multi stressed families who have children with behavioural problems which is more effective for families with high and complex needs. We will continue to engage the local Muslim community through the provision of evidence based parenting and stress management programmes linked with Islamic values which is unique to RBWM and support active participation in the first ever Duke of Edinburgh Awards scheme for Muslim girls.

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05.08	Continue to invest money in school expansion, focussed on the best schools	Deliverable	Education & Children's Services	Successful and popular schools which are in demand are expanded and improved to increase capacity.	01/09/2017	Cabinet has approved the expansion of Cheapside Primary and set out the future options for the area.  A capital programme of £29.6m has been approved to expand six secondary schools across the borough, with new places available from September 2017.  The council will invest £1.6m in the expansion of Lowbrook Academy to provide 60 places each year starting in September 2016.	01/09/2017	BLUE	Adult, Children & Health Services	Cllr Airey	Kevin McDaniel	Report to July cabinet to update on progress of five secondary expansion schemes was complete and a further report to outline options for primary capacity in Ascot going to August 2016 cabinet.
05.09	Promote fostering and adoption	Principle	Education & Children's Services	To recruit 20 additional in house foster carers.  To reduce the time taken to place children for adoption and ensure that targets for the assessment of adopters are met.	31/03/2019	Continue to run monthly fostering information meetings, securing attendance by at least five interested people.  Continue to roll out recruitment strategy targeting carers for older young people, carrying out interim evaluation of success in September 2017.  Roll out new recruitment activity called "Join our Fostering Family", including foster carer day, social media and banner campaign, carrying out interim evaluation of success in September 2017.  Continue to work with Adopt Berkshire to maintain ongoing high performance in timelessness of placing children for adoption within 16 weeks of the Placement Order (current performance 100%).	31/10/2017	GREEN	Adult, Children & Health Services	Cllr Airey	Daniel Crampton, Hilary Hall	Four prospective foster carers to be presented to Fostering Panel for approval by December 2016.  Continue to run monthly fostering information meetings.  Develop new recruitment strategy targeting carers for older young people.  Develop new recruitment activity.  Maintain ongoing improvement in timeliness of placing children within 16 weeks of the Placement Order.
05.10	Seek increases in volunteer participation in our youth services both at the Council and outside	Deliverable	Education & Children's Services	Delivery of youth service provision including Outdoor Education and Duke of Edinburgh award, where volunteers account for 50% of all delivery.  Increase use of volunteers supporting delivery of evening sessions in local youth and community centres and delivery of wider community projects such as Summer Activity Programme.	29/03/2019	Build on the success of the Duke of Edinburgh young Asian girls group through awareness, to further increase volunteer numbers particularly from diverse communities. Build into the training needs analysis the training intensives to promote and support volunteers.	31/03/2017	GREEN	Adult, Children & Health Services	Cllr Airey	Marie Bell	Continue development for the volunteers through ongoing training and empowerment, enabling them to build confidence in delivering rather than helping the sessions and activities. Continue opportunities through additional activities, particularly for the 8-13 age group.  Celebration event held at the end of January 2016 recognising the adult and young volunteers in the youth service. There are currently 33 young volunteers and 26 adult volunteers and since April 2015, the financial benefit to the service alone has been nearly £28,000.  Include volunteer targets in all staff appraisal objectives for 2015/16.  Ongoing recruitment, training and retention of volunteers. Ensure volunteers have the necessary skills to enable them to lead rather than assist with session delivery. Promote volunteering opportunities through RBWM website, local volunteering organisations and social media. Develop volunteering opportunities for young people to enable them to volunteer in all areas of service delivery.
05.11	Work with schools to close any attainment gaps for poor pupils	Deliverable	Education & Children's Services	Raise the attainment and reduce the gap of those children from lower demographic groups.  Improve the performance of children on Free School Meals (FSM) to enable them to achieve as well as other top performing local authority areas and on a par with their Non Free School Meal (Non FSM) peers from within RBWM.	29/03/2019	Cabinet paper in March 2017 will launch Early Years plan from April 2017 to match Pupil Premium investment with a three strand plan to provide more resources; training and practical support to these vulnerable children. Mainstream school activity continues to target specific barriers to improvement for each school with a targeted action plan focussed on accelerating progress for pupils eligible for pupil premium.	21/07/2017	RED	Adult, Children & Health Services	Cllr Evans	Kevin McDaniel	Dedicated resource to focus on undertaking audit of published plans; "gap analysis" of vulnerable schools as part of core school improvement offer and restarting the all schools network. Audit shows increased focus on individual barriers to learning and a resultant targeting of resources. National Key Stage 4 data, published in January 2017 indicates that RBWM disadvantaged students achieved a performance that ranks the Royal Borough 25th out of 150 local authorities for summer 2016 GCSEs as measured by the new Progress 8 headline performance measure.

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05.12	Use key worker housing policies to support teacher recruitment	Deliverable	Education & Children's Services	Local Key Worker Housing policy and scheme established focused on Teachers (and potentially other key workers) to reduce the barrier housing can present to attracting and retaining new outstanding teachers into the Borough.	31/03/2018	Continue to nominate teachers to DIYSO; RP keyworker provision and private rented provision through the RBWM property company on target for delivery.  RBWM Property Company is actively working on proposals to deliver affordable accommodation for six key workers by April 2017 and up to 50 by the end of March 2018 subject to planning and any design and construction issues.  From the DIYSO for Keyworkers we are on track to deliver 10 units by April 2018.	31/03/2017	GREEN	Adult, Children & Health Services	Cllr Dudley	Kevin McDaniel, Hilary Hall	* Further progress to develop a portfolio of properties across tenures to benefit keyworkers through the council; housing associations and developers. Cabinet paper approved. * Promotion of Keyworker scheme to schools. * Publish the revised Keyworker Housing Policy. * RBWM Property Company is actively working on proposals to deliver affordable accommodation for key workers by April 2017 and up to 50 by the end of March 2018 subject to planning and any design and construction issues.
06.01	Continue to work with local employers to provide work placements and apprenticeships	Principle	Community	Increase in the number of young people able to secure apprenticeships and work experience locally to be on par with national levels for take up.	29/03/2019	A skills and apprenticeship event for Borough employers with partner organisations to be held 15 March 2017. 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. The council will initiate and support local employers events including:  <ul style="list-style-type: none"> <li>Windsor racecourse expo event. To be held 18th January 2017.</li> <li>Skills and careers event in partnership with Job Centre Plus in Maidenhead covering local area. To be held Friday 3rd February 2017</li> <li>National apprenticeship week events. To be held 6th – 10th March 2017</li> </ul> Council wide activity has been undertaken to identify and recruit 18 council apprenticeship post by 30 April 2017.  The new joint venture to initially develop four sites in Maidenhead will also take on apprentices in a range of areas. It is expected to create approximately 62 new apprenticeships throughout the programme starting from 2018/19.	30/04/2017	GREEN	Corporate & Community Services	Cllr Rankin	Harjit Hunjan	City Deal hubs available for young people - Windsor & Maidenhead and supported by key partners organisations (Nicholson Centre Maidenhead & EBC Windsor). Elevate me Website launched promoting apprenticeship opportunities to young people and employers. Reading Borough Council lead EU bid to provide funding to extend the City Deal Work has been successful. The Maidenhead Elevate Hub has been revamped and will be relaunched in September 2016 to promote local opportunities in time for release of GCSEs & A-levels results (August 2016).  An application has been made via Reading Borough Council/ TVLEP (Thames Valley Berkshire Local Enterprise Partnership) for additional funding to extend the Council's City Deal/Elevate Me offer for young people. Awaiting confirmation of successful award of further funding. The Council has allocated £40k to continue to offer apprenticeship place for the 2016/17.  Relaunch event at the Elevate me Hub September 2016.  A Cabinet report will be produced in October 2016 on the councils response to the apprenticeship Levy/public sector targets (introduced in April 2017), enhancing the councils apprenticeship scheme and actions to increase the take up of apprenticeships across the Borough (Cabinet report now to presented in February 2017).
06.02	Provide easy-to-access projects for people and businesses to help with through a volunteer matching scheme	Deliverable	Community	Phase I: Promote Volunteer matching scheme locally to increase number of registrations to 200 opportunities by January 2016.  Phase II: 300 registrations to the scheme by January 2017.	31/01/2017	Continue Initiate activity to promote the WAM Website so that by 01 April 2017 there will be:  <ul style="list-style-type: none"> <li>285 local volunteering groups and 1500 residents are registered/advertised on the WAM website.</li> <li>2500 visits to the WAM Website.</li> <li>235 volunteering opportunities advertised on the website.</li> <li>28 local businesses are supported to undertake local CSR projects.</li> </ul>	01/04/2017	BLUE	Corporate & Community Services	Cllr S Rayner	Harjit Hunjan	There are 53 Corporate Social Responsibility opportunities listed on WAM Get Involved website for local Businesses to undertaken. 17 local Businesses have been supported to undertake CSR activity since April 2016.  To December 2016 there have been:  <ul style="list-style-type: none"> <li>2500 visits to the WAM Website.</li> <li>1100 residents and 281 VCS groups now registered with the website.</li> <li>Monthly WAM volunteering e-news letter (sent to all registered users).</li> <li>230 volunteering separate opportunities currently advertised.</li> <li>14 volunteering surgeries held across RBWM during this period and provided face to face support to 38 residents.</li> </ul>
06.03	Use member individual budgets to continue spending on very local deserving causes	Deliverable	Community	100% of member individual budgets spent annually.	29/03/2019	To continue to assist Members, particularly those that have carried forward their budget to the following financial year, to identify a project/initiative to which to allocate their budget. All members need to complete or nominate a project/initiative for 2016/17 budget by end of March 2017.	31/03/2017	GREEN	Corporate & Community Services	Cllr S Rayner	David Scott	Send a reminder to those Members that have yet to identify a project/initiative to which to allocate their budget.



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06.04	Extend the "Love Dedworth" scheme to other areas of the Borough	Deliverable	Community	<p>Phase I: Other area for 'Love Dedworth' scheme to be identified by November 2015.</p> <p>Phase II: At least one area to be included in scheme by January 2016.</p> <p>Phase III: Improvements identified and 50 % of improvements made by January 2017.</p>	29/03/2019	<p>Love scheme has been extended to Love Laggan and Love Larchfield in 2016/17 target. Projects are now under review for implementation this winter.</p> <p>Inspired by Love Dedworth, Ascot PC are also initiating a We Love Ascot scheme.</p> <p>Outside of Urbis Apartments (1-31 Dedworth Road) we have installed a new bench base, and the bench will be installed shortly.</p> <p>We are now working on designs for paving improvements outside the parade of shops (77-91a) which will be called PAVE 6. Implementation ideally will be May/June 2017.</p>	01/06/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Harjit Hunjan	<p>Ward Members consulted to identify local areas to be included within an extended project by 30 March. At least one new area for local improvement to be identified by 1 April 2016 with residents consulted and local improvements agreed by 1 June 2016 for implementation. Action currently showing as amber but expected to be back to green by next update.</p> <p>Last financial year we implemented scheme improvements at PAVE 2 ( outside the shops at 236-244Dedworth Road). This scheme included removal of the old footpath paving, installation of new block paving, resurfacing of the existing surface road and out into the carriageway, drainage works, installation of new cycle racks, installation of a new flower tower and removal of electrical equipment no longer needed.</p>
06.05	Encourage more people to volunteer in their community	Principle	Community	Increase in the number of people able to volunteer in their local communities as and when they wish to do so. Increase number of volunteers recorded by 20% by March 2016.	01/04/2017	<p>Increase the number volunteer supporting Council services to 4500 by 1 April 2017.</p> <p>Host the Annual Volunteer of the Year Awards event by 30 September 2017.</p>	01/04/2017	BLUE	Corporate & Community Services	Cllr S Rayner	Harjit Hunjan	<p>The following volunteering events have been held between April and July 2016:</p> <ul style="list-style-type: none"> <li>Volunteering stand at the WAM Healthwatch Wellbeing Event (Apr).</li> <li>Charities Volunteering Fair at Maidenhead Library over 2 days (May).</li> <li>Volunteers Week Stand in Windsor Town Centre (June).</li> <li>Volunteers Week Stand in Maidenhead Town Centre (June).</li> <li>Volunteers Week Stand at Housing Solutions Employment and Volunteering Fair - Maidenhead Town Hall (June).</li> <li>The Annual Volunteer of the Year Awards event was held on 14 September 2016.</li> </ul> <p>Continue to work with the voluntary sector, local employers, communities and local media to promote volunteering and volunteering opportunities through local events such as the Annual Volunteer of the Year awards and Maidenhead Festival. There are currently 4403 volunteers supporting council services to January 2017.</p>
06.06	Provide publicly funded publicity space e.g. in Around the Royal Borough for local charities and groups to promote their work	Deliverable	Community	165 local charities and groups promoted within Borough publications by April 2018.	31/03/2018	We will continue to provide a page in Around the Royal Borough which features community classifieds. We have set up an email account for the community to email us with their information. The next issue for the Around the Royal Borough will be published in Spring 2017.	03/04/2017	BLUE	Corporate & Community Services	Cllr Bateson	Louisa Dean	Past two issues have included 'Community Classifieds'. It has been taken up by a number of local groups. The Council will continue to provide space in ATRB for community groups. Three community notice boards are to be installed in the Furze Platt area, which will help promote local events.
06.07	Continue to fund the Social Enterprise scheme, and the Bright Ideas competition	Deliverable	Community	100% of funding maintained for Social Enterprise scheme and Bright Ideas competition.	29/03/2019	<p>2016/17 Bright Ideas scheme launched by September 2016.</p> <p>All 2015/16 Bright ideas delivered by December 2016.</p> <p>Four new applications received for social enterprise funding by December 2016.</p>	01/12/2016	GREEN	Corporate & Community Services	Cllr S Rayner	Harjit Hunjan	The 2016/17 budget for social enterprise funding is £100,000. The scheme will be promoted in ATRB magazine. The Council funded a solar energy co-operative and will be considering 4 further applications for social enterprise funding in February. Bright Idea Awards evening took place on 10th March 2016 at the Windsor Guildhall.
06.08	Promote closer working with Parish councils, devolving powers by mutual agreement	Principle	Community	A wide range of services devolved to Parish Councils by April 2017 via a range of incentivised opportunities.	31/03/2017	<p>Working with parish councils during the mobilisation and future management of the new highway contracts.</p> <p>Engaging with parish councils in putting together the detailed highway work programmes for 2017-18.</p>	31/03/2017	BLUE	Corporate & Community Services	Cllr Bateson	Ben Smith, Kevin Mist	<p>Delivering Differently project report currently being prepared for submission to Lead Member - project complete and post-project implementation review prepared / Actions delivered or programmed for delivery.</p> <p>The government funded feasibility (of devolving services to local communities) study has now been completed and successfully submitted. The study identified opportunities in some areas to pass responsibility, where there is an interest to take them on, for budget and/or choices for how some services are prioritised to parish councils. The council will continue to work collaboratively with parish councils across the borough.</p>

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06.09	Launch a good neighbour scheme	Deliverable	Community	An easily accessible local volunteering scheme in place, volunteers recruited across the Borough & residents supported. Schemes to be launched at Silver Sunday (4 October 2015).	30/01/2017	25 volunteers to be in place by end of January 2017.	30/01/2017	BLUE	Corporate & Community Services	Cllr S Rayner	Harjit Hunjan	Meeting held with Royal Voluntary Service (RVS) in February 16 and an easy to access scheme has been established to be launched by the 1 March 16 on the Councils/RVS website. A key target agreed by the Loneliness forum & added to the action plan. Progress of Action plan reviewed quarterly. Meeting held with RVS (1/02/16) established a local scheme using of the RBWM website as a referral pathway for CareBank.  Local scheme launched with Carebank 10 volunteers in place by end of June 2016.
07.01	Ensure residents who receive council care are covered by a care plan	Deliverable	Adult Services	100% of residents who receive council care are covered by a care plan.	31/03/2019	As this commitment is an ongoing action this is monitored each month by Managers meeting with staff and reviewing case loads and the results of the monthly audits.	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Angela Morris	All residents receive a self assessment questionnaire and at the point of their social care needs review, social care staff are able to confirm that this has been received.  Have a care plan audit by March 2016, which will look at: was the care plan delivered in a timely manner to local residents and does it address all the residents needs?  Implement an QA (Quality Assurance) system to ensure the quality of care plans are of a high standard.  This process is embedded in our system and senior social workers and team managers review this in supervision with social workers.
07.02	Improve the availability of technology solutions to assist people to live in their own homes	Deliverable	Adult Services	Increase the range of technology products on offer in our assistive catalogue by 3 products per year.  5% increase in the uptake of telecare by April 2019.	31/03/2019	At December 2016 there have been 377 installations which is an increase of 23 on the same period last year. Work continues on the strategy's actions plan with progress in all areas. A leaflet aimed at working with people with a disability is now in use.  The process for monitoring medication supported in full by a local pharmacy is in place. A trial has begun on two new products;  <ul style="list-style-type: none"> <li>OwnFone (OwnFone Mobile is an easy to use telecare/mobile phone that works inside and outside the home) and,</li> <li>Footprint (Footprint is a wearable GPS device that delivers alerts by voice, SMS, web link or email - wherever you are).</li> </ul> Products added to the core stock list include: <ul style="list-style-type: none"> <li>Response Wireless Door Intercom.</li> <li>Pulseguard – an epilepsy sensor that can be used through the day and night has been placed as core stock and is available for staff to prescribe.</li> <li>3Rings – provides assurance that a loved one is ok.</li> </ul>	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Angela Morris	ATS (Assistive Technology Strategy) strategy developed, continued progress on delivering more telecare.  Assistive Technology Strategy (ATS) action plan agreed.  At June 2016 there had been 138 installations which is an increase of 15 on the same period last year.  Work has begun on the strategy's action plan which includes broad communications with dementia groups, GPs, and Royal Borough of Windsor & Maidenhead's providers. We are developing a leaflet aimed at working with people with a learning disability.  We are developing a tool which will support residents in storing their medication.
07.03	Proactively support programmes that tackle loneliness in our communities	Deliverable	Adult Services	Three anti-loneliness programmes proactively supported by April 2019.  An anti-loneliness strategy, to work alongside 2 partner organisations, agreed in the Royal Borough by April 2017.	31/03/2019	Joint working ongoing with CCG on social prescribing pilot will be reviewed in May 2017.	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Angela Morris	3 new programmes to be introduced by September 2016. Marianne Hiley, Better Care Fund Project Manager WAM CCG / RBWM is working with Harjit Hunjan to broaden the opportunity with the CCG and voluntary sector projects. Have an agreed strategy - work with two organisations and have a strategy in place by April 2016 to include an action plan with Housing Association and have dementia friendly systems. To engage with GP's to identify loneliness and raise awareness of the anti-loneliness programme. Strategy is now in place. The focus is to use WAM Get Involved to get the message out to the community. To develop a new model of social prescribing to address loneliness. For Radian to run a forum in Sept 16 to address loneliness.

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07.04	Work with local organisations and homes to improve services for residents with dementia problems e.g. Alzheimers	Principle	Adult Services	A dementia strategy and smart action plan agreed by September 2016.	31/03/2019	New Dementia Advisers are extending their role to work with all social care staff and the CCG to drive up the standards when working with people with dementia.	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Angela Morris	Draft Dementia Strategy completed. Final review with OPMH on 25th January 2016. Action Plan is in place and being reviewed by the Mental Health Commissioning Board. Regular updates will be reported to the Health and Social Care Joint Commissioning Board. Work with two organisations such as Alzheimers Dementia Support (ADS) and have a strategy in place by April 2016 including a smart action plan. Action plan in place and is structured around the key national and personal outcomes for those diagnosed with dementia. The dementia adviser is now on maternity leave and her post is being covered by two part time staff who have extensive knowledge of RBWM dementia services and direct experience of working with service users.
07.05	Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse	Deliverable	Adult Services	100% of all Adult Social Care staff fully trained to recognise symptoms of abuse by April 2016.	31/03/2019	RBWM is committed to ensuring that all adult social care staff attend the appropriate level of safeguarding training. RBWM is 100% in compliance that all adult social care staff have attended statutory safeguarding training.  Safeguarding training is offered to RBWM staff and PVI staff. In 2016, 256 staff attended safeguarding training.  Currently, a training needs analysis is being undertaken in RBWM to ascertain the levels of training required in the council to ensure we continue to be at full compliance. In addition, a review of the quality of training is being undertaken to ensure that it continues to be fit for purpose.	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Angela Morris	The Learning & Development Team provide a programme of Adult Safeguarding training at all levels. The courses and e-learning is available to all staff in the Royal Borough of Windsor & Maidenhead as well as the private, voluntary and independent sector (PVI). The training is accessible on Quality Matters, the borough's learning management system and are advertised in flyers via emails to managers and email group for the PVI. 151 people undertook courses in 2014/15.  Ensure robust training programme for health, voluntary and independent providers and commissioners.  The training programme has been agreed and signed off by the Safeguarding Adults Board sub-group and the quality of that training is monitored by the learning and development team. All training is advertised externally and is available to the PVI sector and attendance is monitored to ensure a wide section of the industry attends. An eLearning option is available to all staff, even those who are not required at a statutory level to attend training, this eLearning is advertised across the Council. In the last 12 months, 191 staff have attended safeguarding training. All staff within RBWM have received the required level of training as per statutory requirements.

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07.06	Support improved mental health services in the Borough	Principle	Adult Services	More effective use of existing resources to support a pathway to recognise dual diagnosis, chaotic lifestyles and suicide prevention is agreed and implemented by December 2016.	31/03/2019	<p>RBWM is committed to Brighter Berkshire the Year of Mental Health. This is a county-wide collaboration that brings together local authorities, health partners, businesses, schools and the wider community to share experiences.</p> <p>The objectives of the campaign are: 1) increasing general awareness and reducing stigma, 2) sharing best practice and integrating work streams across Berkshire, 3) providing a communications platform for local authorities and partners to highlight their pledges and mental health strategies including individual case studies, and 4) promoting mental health across the political and health spectrum for the benefit of patients and residents.</p> <p>An RBWM action plan is being developed to be taken to the JHWP in February 2017 which outline our priorities this year and for the following three years. The three pillars are:</p> <ul style="list-style-type: none"> <li>• Mental Health in all policy approach.</li> <li>• Building Resilience in Children and Young People.</li> <li>• Strengthening communities through an asset based approach.</li> </ul> <p>Initiatives include Mental Health First Aid (MHFA) Lite training for all managers in the council, MHFA training for all Borough schools, community choir, impact screening in all policies and asset mapping for example.</p>	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Carroll	Angela Morris	<p>Senior management attendance at the Berkshire Crisis Concordat Group which works in partnership with all key agencies i.e. Health, Police, BHFT.</p> <p>Themes from the Berkshire Crisis Concordat Group are then prioritised and agreed at the Joint Commissioning Mental Health Board which is chaired by Nick Davies.</p> <p>The Mental Health Partnership Board has a robust action plan and is making good progress on key elements of improving mental health services in the Borough.</p> <p>Partnership work evidences outcomes. To agree with our partners the Berkshire Health Foundation Trust and the Police and CCG how to support local residents who have mental health needs.</p> <p>RBWM continue to actively support and attend the Berkshire Crisis Concordat Group alongside all the other key agencies and themes from this group are prioritised and agreed at the Joint Commissioning Mental Health Board which is chaired by Nick Davies. The action plan has:</p> <ul style="list-style-type: none"> <li>• Seen the development of a Recovery College with a hugely successful consultation event on 5th July 2016 - 38 service users attending and a prospectus being developed to address the outcomes identified by service users.</li> <li>• now seen the introduction of 4 physical activities per week provided by Sport in Mind with just one left to be organised.</li> <li>• Friends in Need has a full programme of activities including weekends and evenings.</li> </ul>

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07.07	Ensure a falls prevention strategy is developed and is effective	Deliverable	Adult Services	Maintain current 20% reduction in non-elective admissions for falls.	31/03/2019	<p>Consistent Year on year comparators now in place to monitor progress transparently.</p> <p>Performance in Month 6 16/17 showing encouraging improvement on first half year figures – showing targeted work with high risk residents and older population is having positive impact.</p> <p>Successful collaborative event with third sector organisations and Fire Service (via WAM Get Involved) to promote falls prevention training with service users and their carers.</p> <p>Year round calendar of health promotion activity developed with Public Health - many items linked to falls prevention.</p> <p>Targeted follow up with individual GP practices using monthly hospital attendance/admission information supported by the pilot for frailty assessment toolkit to identify patients most at risk.</p> <p>Pilot introduction of social prescribing model with three GP practices to further refresh GP use of community and third sector services.</p> <p>Promote falls prevention advice and guidance through dementia care advisers working closely with RBWM Keep Safe Stay Well team.</p>	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Angela Morris	<p>Use the falls delivery group to sustain performance. This will be monitored and reviewed by the Royal Borough and the CCG at the Integrated Commissioning Board. This is now monitored by the Better Care Fund Board.</p> <ul style="list-style-type: none"> <li>2014/15 Better Care fund target of 9% year on year reduction in NEL (Non-Elective) admissions was achieved - against a national trend of NEL admission increases in all East Berkshire areas.</li> <li>Month 2 1206/17 figures show a marked upturn.</li> </ul> <p>Next step is to engage with third sector organisations (via WAM Get Involved) to promote falls prevention training with service users and their carers. Developed planned year round calendar of health promotion activity with Public Health - many items linked to falls prevention. Pilot project in WAM CCG creating a joint NEL/GP practice dashboard for patients most at risk. Promote SMILE programmes more widely - refresh GP and community service awareness of local locations as well as main centres. To develop a joint falls prevention / transport strategy with Transport &amp; Access Team Leader at RBWM - using transport more effectively to get people to classes and centres as well as promoting safe travel for individual service users and carers.</p>
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07.08	Use collaboration and influence with GPs and hospitals to keep health facilities as local as possible	Principle	Adult Services	Maintain effective engagement with our Clinical Commissioning Groups to ensure health facilities are kept as local as possible.	29/03/2019	The council continues to take a leading role in development of Frimley Sustainability and Transformation Plan. The plan is awaiting NHSE sign off. The Managing Director/Strategic Director Adult, Children and Health Services and Lead members are active members of the different leadership team. The LA are currently working on plans to integrate CCG governance alongside the Health and Wellbeing Board.	03/02/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Alison Alexander	The council continues to take a leading role in development of Frimley Sustainability and Transformation Plan to ensure local health provision continues to meet the needs of the borough, working in close collaboration with Frimley Park Hospital Trust, the two Clinical Commissioning Groups and other local authorities. The Managing Director/Strategic Director Adult, Children and Health Services is an active member of the leadership team and Members are engaged in the Member Reference Group. The next meeting of the Group is on 5 September 2016.
07.09	Campaign against hospital parking charges	Deliverable	Adult Services	Publicly support 3 campaigns against hospital parking charges by April 2019.	31/03/2019	The CE has been notified of the councils desire for retaining low rates for parking.	03/02/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Alison Alexander	Write to the Chief Executive at Frimley Acute Trust to seek clarity in their policy about concessions for six groups identified in Department for Health guidance.
08.01	Maintain through contract our high quality leisure centres at competitive prices	Principle	Leisure & Culture	5% increase in the Borough's leisure centres attendances by March 2017.	31/03/2017	<p>Raise awareness of Rehabilitation services at the leisure centres in conjunction with Legacy Leisure.</p> <p>Advertise improvements to Windsor Leisure Centre changing rooms and complete phase 2.</p> <p>Braywick Leisure Centre Development Manager appointment contract awarded.</p>	24/04/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Kevin Mist	<p>120 new members accepted onto the revised GP referral scheme. Target to recruit further 60 by 2 January 2017.</p> <p>New changing rooms at Windsor Leisure Centre to be installed over Christmas 2016, to be fully open Friday 6th January 2017.</p> <p>Braywick Leisure Centre programme launch 24/25 October 2016.</p>
08.02	Open at least one new library	Deliverable	Leisure & Culture	Identify at least three options for new libraries/Service Hubs.	29/03/2019	Conclude consultations with residents in areas currently not served by a library, with regard to times and locations for mobile library coverage. Once consultation is complete, acquire the best vehicle to deliver the requirements. Detailed report to Cabinet in March 2017.	31/03/2017	GREEN	Operations & Customer Services	Cllr S Rayner	Mark Taylor	<p>Conclude feasibility study to provide options for future consideration by Cabinet.</p> <p>Three potential sites identified. Consultation with Parishes to be held, to determine the preferred option.</p>



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08.03	Maintain and improve our parks and open spaces, including public art	Deliverable	Leisure & Culture	3% increased resident satisfaction with Borough parks and open spaces by March 2017 (2014/15 baseline of 83%).  3 pieces of new public art infrastructure installed in our parks and open spaces by March 2017.	29/03/2019	<b>Sir Nicholas Winton Memorial Garden:</b> complete bridge; rock cascade; pond; footpath and planting in April 2017.  <b>Alexandra Gardens:</b> complete works by Easter 2017 weekend.  <b>Bachelors Acre / Charles Knight:</b> improvements to the churchyard and creation of a designated area around the historic Charles Knight Grave - complete during March 2017.  <b>Chariots Place:</b> commence 'Pockets Park' construction in April 2017.  <b>Broom Farm Open Space:</b> complete planting - April 2017.  <b>Warhorse Statue:</b> subject to planning consent (Planning meeting on 30 March 2017).  <b>Thrift Wood Farm:</b> Purchased by RBWM. Masterplan being developed. Soft opening to public on 8 April 2017.	30/04/2017	GREEN	Operations & Customer Services	Cllr S Rayner	Ben Smith	Develop strategic approach for Thriftwood Farm - <b>1st draft scheduled for end of January 2017.</b>  Conclude consultation and implement Sir Nicholas Winton Gardens, including public art - <b>construction in progress.</b>  Chariots Place, Windsor - develop and agree design solution - <b>complete.</b>  Conclude consultation and agree public art scheme at Heatherwood roundabout, Ascot for implementation - <b>planning application submitted.</b>
08.04	Increase the number of litter and dog bins, and empty them regularly	Deliverable	Leisure & Culture	20 more litter / dog bins installed in parks.	31/03/2019	Installation of new litter and dog bins at priority sites - including All Saints Cemetery and Ockwells Park	31/03/2017	GREEN	Operations & Customer Services	Cllr S Rayner	Ben Smith	Installation of new litter and dog bins at priority sites - including Broom Farm ( <b>Complete</b> ); Town Moor ( <b>Complete</b> ) and All Saints Cemetery ( <b>Programmed</b> ). This will deliver 10 additional sites towards the target of 20.
08.05	Further enhance our parks and open spaces through drinking fountains and other fountains / water features	Deliverable	Leisure & Culture	Three more water fountains and 2 public fountains installed by September 2017.	01/09/2017	Winton Gardens - complete construction including new water feature  Oaken Grove - installation of new drinking fountain	31/03/2017	GREEN	Operations & Customer Services	Cllr S Rayner	Ben Smith	Install signage and seating for official opening of Clarence Road roundabout fountain - October 2016 ( <b>Complete</b> ).  Consultation on Commonwealth fountain options ( <b>Ongoing</b> ).
08.06	More computing facilities in libraries, including new technology e.g. tablets and extra free Wi-Fi time	Deliverable	Leisure & Culture	<ul style="list-style-type: none"> <li>32% increase in public access computing devices by April 2017.</li> <li>40 tablets available in libraries by December 2016 (subject to capital bid approval).</li> <li>63 additional hours of free WiFi time per week available by April 2016.</li> </ul>	29/03/2019	Complete the roll-out of corporate WiFi network across libraries. Two more to be completed.  Continue testing of solutions for tablet computing in libraries.	28/04/2017	GREEN	Operations & Customer Services	Cllr Hill	Mark Taylor	Complete installations and provide WiFi for residents using Eton, Old Windsor, Sunninghill & the Container Libraries using approved Borough capital and Treasury Grant in Aid/ACE funding.  Order/roll out tablet computers for use in libraries with approved capital funding.  Migrate existing libraries public Wi-Fi Solution over to corporate Wi-Fi solution to provide a consistent service delivery across all Libraries.  Proof of concept with iPads in libraries.
08.07	Provide more cycle racks at our parks and other places to encourage cycling	Deliverable	Leisure & Culture	Fifteen cycle racks spaces installed within the Borough.	29/03/2019	Review and integrate cycle parking in parks with other highway locations and install new cycle racks - focus on cycle racks adjacent to play areas (including skate parks) - 24 no. sites identified for feasibility and consultation.	31/03/2017	GREEN	Operations & Customer Services	Cllr Bicknell	Ben Smith	Review and integrate cycle parking in parks with other highway locations and install new cycle racks - focus on cycle racks adjacent to play areas (including skate parks) - <b>ongoing</b> . 24 no. sites identified for feasibility and consultation.  9 cycle racks installed at Barry Avenue café, Alexandra Gardens and Bachelors Acre.

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08.08	Increase further the range of council services available at libraries	Deliverable	Leisure & Culture	Phase I: Scope out a list of what additional services could be delivered from our libraries by March 2016.  Phase II: 5 additional council services available at libraries by April 2019.	31/03/2019	Cabinet agreed the proposal to merge Customer Services and Culture, Libraries & Registration in November 2016 and Employment Panel on 24 January 2017. Following formal consultation on 30 January 2017 to 28 February 2017 staff will be appointed into roles by the end of April 2017, with the first service hub in Windsor Library going live by 1 June 2017. (This will be relocated back to York House following completion of the refurbishment)	28/04/2017	GREEN	Operations & Customer Services	Cllr S Rayner	Mark Taylor, Jacqui Hurd	Customer Services are now operating from Eton Wick as a pilot offering the wide range of advice and council services. This includes Environmental Services, Parking and Council Tax. (Completed)  The Delivering Differently project within Operations and Customer Services is reviewing the Customer Service unit and Cultural, Libraries, Arts and Registrars with a view to all customer service functions being available at three main service hubs (Libraries). The final proposal for Cabinet consideration will be available by 30 November 2016. (Presented and agreed at Cabinet on 24 November 2016)
08.09	Continue to support the Borough's arts centres	Principle	Leisure & Culture	Service Level Agreements (SLAs) with our Arts Centres agreed by April 2016.	29/03/2019	Tender and award of service contract for Arts Services in Windsor is due to be concluded by 31st March 2017 after ITT was issued on 31 January 2017.	31/03/2017	GREEN	Operations & Customer Services	Cllr S Rayner	Mark Taylor	Conclude negotiation of SLA with Norden Farm - 30 March 2016.  Tender and Award service contract for Arts Services in Windsor - 31 May 2016.  Negotiation of SLA with Norden Farm completed - July 2016.
09.01	Work with leisure providers, GPs to provide facilities for people to get fitter and healthier	Principle	Public Health	Three more leisure facilities provided for residents by April 2019.  5% increase in leisure centre attendances by April 2017.	31/03/2019	Work to look at potential of application for Sport England match funding for 4 year Active Witnesses project aimed at older people.  Roll out of rehabilitation equipment to all the rehabilitation and SMILE sessions.  Appointed 2 apprentices for SMILE - induct and train.	31/03/2017	GREEN	Adult, Children & Health Services	Cllr Carroll	Hilary Hall, Kevin Mist	New equipment for SMILE sessions. Legacy Leisure engaged in encouraging referrals and memberships to increase participation. Next planned activity - January 2017 - annual new year resolution campaigns. Opening of refurbished Windsor Leisure Centre changing rooms January 2017. New Wrestling club planned for Furze Platt Leisure Centre and Gymnastics Club, opening early 2017.
09.02	Continue to promote health checks in the Borough	Principle	Public Health	Provide targeted support for the two GP surgeries in the borough who do not currently carry out health checks to take up the scheme.  Explore alternative options such as pharmacy health checks at nearby locations.	31/03/2018	Continue to provide targeted support in primary care to continue to improve the take up of health checks.  Promote NHS health checks through a range of media, including the "Fit for Life" programme and social media campaign.  Work with the Clinical Commissioning Groups to develop additional community based initiatives to increase the take up of health checks.	30/09/2017	GREEN	Adult, Children & Health Services	Cllr Carroll	Hilary Hall	Additional health checks to be promoted through the Fit for Life Week in May 2016.  Targeted campaigns linked to the new national healthier lives campaign, One You, to be developed for implementation from May 2016.
09.03	Use the Borough's publications to promote public health issues and awareness campaigns	Deliverable	Public Health	Eight public health awareness campaigns promoted per annum.	31/03/2019	Continue to deliver the communications campaign, reflecting the 12 priorities in the Joint Health and Wellbeing Strategy, using a wide range of channels, including social media and digital technology.	31/12/2017	GREEN	Adult, Children & Health Services	Cllr Carroll	Hilary Hall	Deliver a communications campaign, one a month for 12 months, reflecting the 12 priorities in the Joint Health and Wellbeing Strategy, using a wide range of channels, including social media and digital technology. Deliver a focused campaign promoting mental health issues and tackling related stigma, again using a wide range of media.
09.04	Identify young carers and help provide support	Deliverable	Public Health	Increase the number of young carers identified based on 2014/15 baseline and increase the range of services provided.	31/03/2019	Continue campaign to increase the number of young carers - seven new young carers accessing the Young Carers scheme since September 2016.  New service went live from 1 October 2016 with an evaluation of impact scheduled for June 2017.  Use the evaluation outputs to undertake assessment of demand and need for the service post 1 April 2018.	30/09/2017	GREEN	Adult, Children & Health Services	Cllr Airey	Hilary Hall	Campaign continues to increase the number of young carers - two new young carers accessing the scheme since March 2016. New service to go live from 1 October 2016 with an evaluation of impact after six months - April 2017.
09.05	Continue to raise awareness of mental health issues especially for children	Principle	Public Health	Run 4 awareness campaigns per annum promoting mental health issues amongst children and young people.	31/03/2019	Evaluate and report on the effectiveness of Mental Health First Aid courses in schools as part of the Brighter Berkshire action plan.	31/07/2017	GREEN	Adult, Children & Health Services	Cllr Airey	Hilary Hall	Roll out Mental Health First Aid courses in schools from September 2016 with an invitation to other key young people's workers to participate in the training.

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09.06	Support the SMILE programme through our leisure centres	Principle	Public Health	100% of SMILE hours maintained (against 2015 baseline). 5% increase in SMILE attendances by April 2017.	29/03/2019	Apprentices to Sports Development/SMILE Coach/Co-ordinator role starting Feb 2017 - Induct and train. Vinny and Peter.  2017 events programme development.  Additional rehabilitation equipment rolled out to all rehabilitation and SMILE sessions.	24/04/2017	GREEN	Corporate & Community Services	Cllr Carroll	Kevin Mist	New community session equipment in place. Xmas party on 27/11 (currently 112 tickets sold). New coach appointed to Wraysbury Village Hall and Holyport sessions. New rowing machines, upright cycles and weights ordered for Rehabilitation sessions, December 2016 for use in 2017. Appointing apprentice to Sports Development/SMILE Coach/Co-ordinator role.
09.07	Better deploy public health funds through objective assessment of effect and necessity	Deliverable	Public Health	Royal Borough Joint Health and Wellbeing Strategy agreed by April 2016 setting out the Borough's vision for public health.	31/03/2018	Continue to monitor the existing public health services/contracts through quarterly contract monitoring to ensure that residents' needs are addressed and value for money secured.	31/03/2018	GREEN	Adult, Children & Health Services	Cllr Carroll	Hilary Hall	Implement the directorate commissioning framework ensuring that all public health services/contracts coming up for tender/renewal are assessed in line with the strategic priorities to ensure residents' needs are addressed and value for money secured.
09.08	Use best practise from overseas and other local authorities to greatest effect in the Royal Borough	Principle	Public Health	Four best practice Public Health ideas to be investigated per annum.	31/03/2019	Deliver the Royal Borough action plan in support of the Brighter Berkshire initiative, focusing on three key pillars - internal policies and procedures that support staff in relation to mental health; education/training in schools around mental health; and mapping/signposting mental health services in the community.	31/12/2017	GREEN	Adult, Children & Health Services	Cllr Carroll	Hilary Hall	Roll out Diabetes Prevention Programme across the borough, targeting those with 'pre diabetes' to refer them to a bespoke programme in order to prevent further development of diabetes - initial roll out through three key surgeries agreed with the Clinical Commissioning Group.
10.01	Continue with the relentless commitment to deliver regeneration of the town	Principle	Maidenhead	Vibrant town centre.	31/03/2023	Still on track to appoint Maidenhead development partner by June 2017.	31/05/2017	GREEN	Corporate & Community Services	Cllr Evans	Chris Hilton	West Street development framework being prepared. Options for St Clouds Way to be presented to Cabinet Regeneration Sub-Committee May 2016.
10.02	Improve parking arrangements near Maidenhead station	Deliverable	Maidenhead	Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.	30/04/2019	Cabinet paper setting out proposals for Maidenhead Station forecourt incorporating parking arrangements scheduled for consideration in March.	23/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Procurement of a design, build, finance and operation of a new car park at Stafferton Way.  Cabinet paper detailing a revised parking strategy is to be submitted to Cabinet for consideration in Oct '16.
10.03	Review and revise as necessary Maidenhead's masterplan, the Area Action Plan	Principle	Maidenhead	Up-to-date Area Action Plan (APP).	31/01/2019	BLP Regulation 18 consultation taken place and responses to be incorporated into Regulation 19 version of BLP. Report to Full Council 26 April 2017 to approve.	26/04/2017	GREEN	Corporate & Community Services	Cllr Wilson	Jenifer Jackson	Draft Borough Local Plan to Cabinet on 24 November 2016 to endorse Regulation 18 consultation.
10.04	Keep the Town Hall	Principle	Maidenhead	Town Hall maintained.	31/03/2023	None required to meet commitment. The Town Hall is still here.	31/03/2017	BLUE	Corporate & Community Services	Cllr Rankin	Chris Hilton	None required to meet commitment.
10.05	Keep free on-street parking	Deliverable	Maidenhead	On-street parking in Maidenhead will continue to be provided free of charge with additional spaces created.	23/02/2016	Future parking strategy including commitment to free on street parking in Maidenhead agreed by Cabinet and full Council.	23/03/2017	BLUE	Operations & Customer Services	Cllr Cox	Craig Miller	Current Policy is free on-street parking in Maidenhead - 2016/17 Fees & Charges recommend no change to policy. Approved at Cabinet 11/02/16 subject to Council approval 23/02/16.
10.06	Support "shared space" arrangements to bring life to parts of the town centre	Principle	Maidenhead	St Ives Road, Queen Street and High Street to become shared space zones.	31/03/2023	Shared Space requirement is built into brief for JV partner. Preferred Developer expected to be identified by March 2017.	30/03/2017	GREEN	Corporate & Community Services	Cllr Rankin	Chris Hilton	Progress JV developer selection, including shared space requirement



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10.07	Continue to offer more extended markets and events in the town centre, with improved advertising	Deliverable	Maidenhead	18 additional events held in Maidenhead Town Centre by December 2017 (compared to 2014/15 baseline of 168).	30/11/2017	<p>Christmas 2016 was successful in attracting people to the town with footfall up 2.6% over November and December compared to 2015. The calendar year ended 19.7% up on the previous year.</p> <p>The post Christmas trading survey (37 respondents) showed 45.7% reporting increased trade over Christmas, 28.6% reporting trade was down and 25.7% unsure.</p> <p>86.1% were aware of the Christmas events and marketing for the town and 37.8% felt they helped attract footfall, 18.9% felt they didn't help, 27% reported footfall about the same and 16.2% were unsure.</p> <p>The calendar of events for 2017 is currently being finalised and sponsorship packages being developed for attracting additional income to expand the events programme for the town. The first quarter of the year will see Chinese New Year event (biggest yet), Valentines pop-up, Half Term Treasure Hunt in partnership with the Magnet, Shabbytique &amp; Eat on the High Street (monthly), Pancake Race and Easter activities.</p> <p>Marketing will include monthly e-newsletters, Valentines social media campaign and posters and flyers for the various events in the town. Social media engagement continues to grow.</p>	28/04/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Kevin Mist, Steph James	<p>The focus is currently on the Christmas programme. The Christmas leaflet is currently being distributed to 60,000 households in and around the town centre. The festive events start with the Christmas Lights Switch on which take place on the 26 November and then there are events every weekend in the run up to Christmas.</p> <p>New events include a having penguins in the town centre and 2 late night shopping markets on the last 2 Wednesdays before Christmas. The Living Advent Calendar will also be returning after a successful first year in 2015.</p> <p>The Christmas trading period is very important to businesses, especially independents and through Enjoy Maidenhead a lot of marketing support is offered. As well as the Christmas leaflet there will be a bill board at Maidenhead station for the first time and bus back advertising. Social media will also be used to promote events and businesses in the run up to Christmas.</p>
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10.08	Create a vibrant and lively town centre with space for community facilities and entertainment offers	Deliverable	Maidenhead	<p>4% increased overall footfall through Maidenhead town centre by 31/3/2017 (compared to 2014/15 baseline).</p> <p>2% increased night time footfall through Maidenhead town centre by 31/3/2017 (compared to 2014/15 baseline).</p>	31/03/2017	<p>Footfall in Maidenhead in 2016 was 19.7% up on 2015. The beginning of 2017 has started positively with footfall year to date up 19.6%.</p> <p>The new amphitheatre created as part of the Chapel Arches redevelopment was used for the first time as part of the Christmas Lights Switch on event and proved popular. A booking process for community groups is being developed in partnership with the library with the aim of monthly events during the summer.</p> <p>New shop openings in Maidenhead in 2016 improved resident perception of the town centre; including H&amp;M, Pandora, Smiggle, Warren James, Paperchase and Grape Tree. Vacant shops do still continue to be an issue particularly in secondary areas of the town.</p> <p>Meetings with businesses in secondary areas of the town centre are being arranged to expand the event programme to other areas of the town e.g. King Street as most events and activities in the past have been focussed on the retail core of the High Street</p>	31/03/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Kevin Mist, Steph James	<p>Footfall in Maidenhead High Street for the year to date is currently 22.8% up on the previous year. Footfall increases are mainly during lunchtimes (increase in office workers in the town centre) and on Sunday's (increase in the number of events on Sundays).</p> <p>The new amphitheatre will be ready for use from November 2016 and will be launched on the same day as the Christmas Lights Switch on (26 November).</p> <p>An event programme for the amphitheatre space will be developed for 2017 to ensure the new space is utilised.</p>
10.09	Bring in Town Centre WiFi	Deliverable	Maidenhead	WiFi should be available in Maidenhead Town Centre – wherever anyone may wish to access online resources (see ref 13.11).	01/09/2017	<p>Continue delivery phase with target 'soft launch' in May 2017.</p> <p>Official launch Summer 2017 as part of town centre events (to be agreed).</p>	31/05/2017	GREEN	Operations & Customer Services	Cllr Hill	Ben Smith	<p>Continue delivery phase - phase I to 'Go Live' in December 2016 - <b>implementation phase commenced: revised 'Go Live' date is May 2017.</b></p> <p>Continue to explore opportunities to develop network beyond the original scope - <b>ongoing</b></p>

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10.10	Smarten up street furniture to improve appearance	Deliverable	Maidenhead	Deliver the Maidenhead Public Realm Strategy.	31/03/2023	Capital Bids declined, so Manifesto Commitment cannot be met for 2017/18. Further bid to be made in 2018/19 bid process.	31/10/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Chris Hilton	Project costed and approval for new capital bid to be made.
10.11	Continue to support Maidenhead Waterways	Principle	Maidenhead	Restore the historical Maidenhead Waterways.	30/09/2018	Practical Completion May 2017	31/05/2017	GREEN	Corporate & Community Services	Cllr Rankin	Chris Hilton	Completion of sections north of Chapel Arches and underpinning to Chapel Arches Bridge still on track for November 2016.
10.12	Explore extensions including mezzanine parking to existing surface car parks	Deliverable	Maidenhead	Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.	30/04/2019	Parking provision paper detailing additional parking across the Royal Borough approved by Cabinet 26 January 17. Detailed feasibility to be undertaken for eight sites, seven in Maidenhead and one in Windsor including the use of mezzanine levels on existing assets. Investment case to be submitted to Cabinet in May and Full Council in June 17.	25/04/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	This will be incorporated within the Parking Strategy paper to be considered by Cabinet in Oct '16.
10.13	Improve access into the town centre for pedestrians	Deliverable	Maidenhead	10% increase in Maidenhead town centre footfall by April 2019 (compared to April 2015 baseline).	31/03/2019	Maidenhead Town Centre Missing Links scheme likely to be included in Growth Deal 3 programme. Consultant to be appointed to develop business case.	31/03/2017	GREEN	Operations & Customer Services	Cllr Bicknell	Ben Smith	Continue project and progress development of proposals for component parts (car use; walking; cycling and public transport) and report to Cabinet in November 2016. The proposed strategy enables a range of infrastructure to be delivered which creates facilities to improve access to the town centre. This will support the manifesto commitment and create conditions to increase footfall which is linked to the 'offer' of the town centre. <b>Access &amp; Movement Strategy on hold pending development of traffic model and resolution of issues with Station Interchange scheme.</b>
11.01	Review and increase parking provision in Windsor - including Meadow Lane car park in Eton	Deliverable	Windsor	Minimum of 200 additional car parking spaces in Windsor and Eton by April 2019.	30/06/2017	Cabinet paper detailing additional parking provision with the Royal Borough approved by Cabinet 26 January 17. Detailed feasibility assessment to be undertaken for an additional deck at River St, Windsor. Investment case to be submitted to full Council April 17 for approval.	25/04/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Parking Strategy to be considered by Cabinet (Oct). Additional on street parking spaces are currently being reviewed with Ward Councillors along with the use of private parking in the evenings and at weekends. The review will continue until March 2017
11.02	Introduce 'pay on exit' parking in RBWM controlled car parks	Deliverable	Windsor	Pay on exit parking installed in 3 Windsor car parks by April 2019.	30/06/2017	River Street equipment go live date scheduled end of February 2017, in order to avoid Christmas period 2016. Meadow Lane, Eton equipment to be activated by end of March following successful launch at River Street.	31/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Install new parking equipment in Meadow Lane Car Park Eton and make live the equipment already installed in River Street Car Park by 31st October 2016.
11.03	Enhance and restore Alexandra Gardens	Deliverable	Windsor	Alexandra Gardens restoration works completed by December 2017. 10% increased resident satisfaction with Alexandra Gardens by April 2018.	31/03/2018	New entrance plans being developed with water feature, access ramp, steps and seating. Opening planned for May 2017	26/05/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Kevin Mist	Work to replace the Depot in Alexandra Gardens, Windsor - area to be used to create new 'gateway' between the coach park and Alexandra Gardens. Design in progress  Revised project plan shows final designs by the end of October 2016 work to commence on site 6 January 2017. Delayed due to staff resource issues.  Work to start on site mid January (following restoration after Ice Rink removal).
11.04	Pursue options to promote a safe night time economy, maintaining residential amenity	Principle	Windsor	Implementation of an action plan resulting in a reduction of 10-15% of complaints regarding anti social behaviour in the Night Time Economy.	31/03/2018	RBWM supporting a TVP pilot to have Police personnel located within the council's CCTV control room to enable more dynamic resource deployment. Review of CCTV system to be undertaken to identify options to utilise modern digital and wireless technology to provide better more flexible coverage in particular NTE locations approved by Cabinet in January 2017. Report to be submitted to Cabinet with outcome of full technological review.	24/08/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	RBWM to coordinate a Stakeholder/Community problem solving workshop in conjunction with Thames Valley Police with a view to developing a robust Night Time Economy Strategy that empowers the NTE community to support and assist with NTE service delivery and management.
11.05	Campaign to keep Windsor police station open and accessible to the public	Deliverable	Windsor	Ensure accessibility to police services in Windsor.	31/07/2019	Planning application submitted for RBWM element, due to committee 29th March 2017. Conditional contract with Police being progressed. Second RBWM application (in case TVP doesn't proceed) due in 19th Feb.	30/03/2017	GREEN	Corporate & Community Services	Cllr Alexander	Chris Hilton	Still on track to submit planning application by 31 December 2016 and continue to work with Thames Valley Police.

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11.06	Continue to support the taxi marshalling scheme	Principle	Windsor	Improved resident feedback.	29/03/2019	Specification of new unit confirmed, Purchase order has been raised and delivered. Awaiting delivery of new unit before March 2017.	01/03/2017	GREEN	Corporate & Community Services	Cllr Cox	Kevin Mist, Paul Roach	New order to be placed for new booking office for Goswell Hill.
11.07	Work with the Crown Estate to enhance local sports and leisure facilities	Principle	Windsor	Four local sports and leisure facilities enhanced by September 2017.	31/08/2017	Archery Club pavilion official opening in early 2017. Junior park run, 1st Sunday of the month, now at 113 participants.	27/03/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Kevin Mist	New pavilion for Archery Club in Home Park (public) now open. Junior Park Run session from Savill Garden Car Park, monthly on a Sunday.
11.08	Ensure Windsor has a well maintained and high quality public realm for both residents and visitors alike, e.g. from the Coach Park to the town centre	Principle	Windsor	Realising Windsor potential.	31/03/2025	Regen Subcommittee to approve Brief to develop options for Alexandra Gardens	31/05/2017	GREEN	Corporate & Community Services	Cllr Alexander	Kevin Mist, Chris Hilton	Approve the design and appoint contractor to undertake work in November/December 2016.
11.09	Continue the campaign against Heathrow expansion, and to protect Windsor from night flights and more aeroplanes	Principle	Windsor	RBWM's position on expansion at Heathrow is submitted to 100% of all formal consultations and submitted to Government as part of a robust campaign intended to influence future decisions regarding runway capacity in South East England.	31/03/2019	RBWM to submit response to Department for Transport consultation on night flight restrictions at Heathrow, Gatwick & Stanstead by 28 Feb 2017. Response to National Planning Statement & UK Airspace Policy consultations to be submitted by 25 May 2017.	25/05/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Development of an RBWM strategy and campaign to lobby Central Government and relevant departments to ensure RBWM's position on expansion at Heathrow are considered within future decisions regarding runway capacity in South East England.
11.10	Work to alleviate congestion and parking problems on Thames Street	Deliverable	Windsor	Implementation of a robust enforcement programme including specific operations to address parking problems during daytime and night time hours.	31/03/2019	Operations to be undertaken in Q4 2016/17 focussing on licensing operations including taxis - use of meters, parking in Thames St etc.	31/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Proposal to utilise Windsor Coach Park for Taxi parking as submitted to the Windsor Improvement Project to be presented to Lead Member for consideration for onward submission to Cabinet for approval.
11.11	Use Borough licensing and enforcement powers to combat issues in central Windsor	Deliverable	Windsor	At least 12 operations are undertaken each year focussing on licensing issues both in the daytime and night time economy hours.	31/03/2019	42 operations complete at end of Q3. Further operations to be undertaken within Q4 bringing total to 72 including taxi meter operations.	31/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Further planned operations will continue in Q2 and throughout the year to meet the target of 60 operations for 2016/17. These operations will include: Licensed premises checks, taxi compliance operations etc.
11.12	Monitor and seek solutions to air quality problems, e.g. planting trees 51	Principle	Windsor	Implementation of at least two innovative and alternative air quality improvement schemes (if proven to be viable and provide tangible benefits).	31/03/2019	Feasibility study to be undertaken in partnership with two sites within AQMAs for future tree planting. Article to be included within Around the Royal Borough encouraging planting near in areas adjacent to or near busy roads.	24/08/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Cross service workshop to be undertaken to consider innovative ideas for improving air quality and determine viability with a view to providing appropriate Lead Members with a briefing in Dec 2016.
12.01	Support Ascot High Street regeneration	Principle	Ascot & The Sunnings	Influence Land owners to bring forward a co-ordinated development brief for the Ascot High Street regeneration proposal.	31/03/2018	Negotiations with landowners continuing.	31/03/2017	GREEN	Corporate & Community Services	Cllr Hilton	Jenifer Jackson	Planning Performance Agreement being negotiated with landowners/developers
12.02	Work with Frimley Park Hospital Trust to ensure and encourage extended facilities at the Heatherwood site	Principle	Ascot & The Sunnings	Maintain ongoing formal and informal meetings with Frimley Park Hospital and the Clinical Commissioning Groups.	29/03/2019	The Council continues to be actively engaged in the development of the plans for extended facilities at the Heatherwood site at both Member and officer level. This is a key outcome of the Frimley Sustainability and Transformation Plan.	03/02/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Alison Alexander	The Council continues to be actively engaged in the development of the plans for extended facilities at the Heatherwood site at both Member and officer level. This is a key outcome of the Frimley Sustainability and Transformation Plan. The next Member engagement meeting is on 5September 2016 and there will be a presentation on the progress around the Heatherwood site development at the Health and Wellbeing Board in November 2016.
12.03	Work with local GPs to secure appropriate facilities for all local residents	Principle	Ascot & The Sunnings	All local residents in Ascot & the Sunnings have access to local health facilities.	31/03/2019	Continue to identify and deliver opportunities for joint working to improve health outcomes for residents in Ascot and the Sunnings through the Frimley Sustainability and Transformation Plan prevention group.  From April 2017 onwards, Clinical Commissioning Groups (CCGs) are responsible for GP surgeries.	31/12/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Hilary Hall	Continue to support Bracknell Forest Council to secure sufficient GP provision specifically in the Ascot area. Identify and deliver opportunities for joint working to improve health outcomes for residents in Ascot and the Sunnings through the Frimley Sustainability and Transformation Plan prevention group.
12.04	Support better sports and leisure facilities in Ascot and the Sunnings	Principle	Ascot & The Sunnings	Three more leisure facilities in Ascot and the Sunnings by September 2017.	31/08/2017	Draft accommodation schedule for new facilities at Charters are under development for member scrutiny by April 2017.	27/04/2017	GREEN	Corporate & Community Services	Cllr Bateson	Kevin Mist	Install Dog Agility Area at Allen Field.  Working with Parish on Fundraising with Charters School in Ascot for extension throughout year.  Working on new plans for enlarged leisure offer in the Ascot & Sunnings area.  Developing proposals for enhanced offer at Charters Leisure Centre, Sunningdale.

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12.05	Build a roundabout at the junction of the A329 and B383	Deliverable	Ascot & The Sunnings	Roundabout constructed by April 2018.	31/03/2018	Estimated scheme costs have significantly increased, primarily due to hidden utility costs. At current levels the scheme is not cost-effective. No funding for this scheme agreed in 2017/18 budget. Will explore the possibility of CIL or other funding as part of Borough Local Plan. A feasibility study will be commissioned to look at other possible alternatives for revising the scheme to provide an agreeable solution.	31/03/2017	RED	Operations & Customer Services	Cllr Bicknell	Ben Smith	Continue consultation and finalise design solution; detailed design; utility searches and quotes and secure fixed price for construction. Funding approved across financial years 2016/17 and 2017/18 to deliver the new roundabout by April 2018 - <b>Civils and estimated public utility diversion costs would require funding in 2017-18 of up to £945,000. Traffic modelling has indicated that the double roundabout would lead to increased queuing on the A329 than at present. Additionally, possible future development of the Sunningdale Park site may lead to the need for, and possible funding and space for, a single larger roundabout rather than two separate smaller roundabouts.</b>
12.06	Consult and consider traffic calming measures in the area e.g. in Sunningdale at Chobham Road	Principle	Ascot & The Sunnings	Traffic calming measures consulted on by April 2017.	01/04/2017	This is a phased programme and funding may be received from Surrey County Council.	31/03/2017	BLUE	Operations & Customer Services	Cllr Bateson	Ben Smith	Finalise scheme design with Ward Members and implement design solution by April 2017 - <b>Officers met with Members to discuss next steps following public consultation on zebra crossing and traffic calming. Outcome of meeting was that scope of scheme increased significantly beyond available budget. Agreed to produce outline designs to inform the value of future capital bid.</b>
12.07	Support a library for Sunningdale	Principle	Ascot & The Sunnings	A new library in Sunningdale open by April 2018.	31/03/2018	Conclude consultations with Sunningdale residents, with regard to times and locations for mobile library coverage. Once consultation is complete, acquire the best vehicle to deliver the requirements. Detailed report to Cabinet in March 2017.	31/03/2017	BLUE	Operations & Customer Services	Cllr Bateson	Mark Taylor	Conclude feasibility study to provide options for future consideration by Cabinet. Three potential sites identified.
12.08	Support the provision of Christmas Lights for Ascot, Sunninghill and Sunningdale	Principle	Ascot & The Sunnings	New Christmas lights installed in three locations - Ascot, Sunninghill and Sunningdale.	03/12/2016	Christmas Lights installed for December 2016. Completed.	01/11/2016	BLUE	Corporate & Community Services	Cllr Bateson	Kevin Mist	Christmas lights installed in Ascot, Sunninghill and Sunningdale - November 2015.
12.09	Campaign for additional opening hours at Ascot Police Station	Principle	Ascot & The Sunnings	Opening Hours extended to meet the needs of the local community.	31/10/2016	Opening hours have been extended through the recruitment of local volunteers. Continue to recruit volunteers as required. Number of volunteers and additional opening hours to be confirmed. A review of the volunteers will be conducted in October 2016 to establish whether there are sufficient volunteers in place to meet the demand for opening hours locally.	31/10/2016	BLUE	Corporate & Community Services	Cllr Bateson	Harjit Hunjan	Local campaign initiated to engage with local residents and media to raise awareness and galvanise support for extending opening hours.
13.01	Keep finding good practice and implementing it	Principle	Council Transformation	Five examples of best practice from elsewhere, implemented in RBWM.	29/03/2019	Developments are in progress and the services will transfer on 3 April 2017.	03/02/2017	GREEN	Corporate & Community Services	Cllr Dudley	Alison Alexander	Proposals for delivering differently in children's services, adult social care and operations based on best practice from elsewhere.
13.02	Remove bureaucracy and red tape	Principle	Council Transformation	List of evidence where bureaucracy has been reduced/removed.	30/11/2016	Contact with the National Landlords Association will be made to proactively seek responses to their own survey of members which has sought to find examples of local authority red tape. Officers will consider any feedback received from the NLA and assess whether there are improvements to be made in this area.  Similar examples will be sought in this quarter from other key service users to systematically consider alternative areas of the council where this may apply.  Pilot of new, simplified adult social care self assessment form will be reviewed at the end of November.	30/11/2016	BLUE	Corporate & Community Services	Cllr Dudley	Alison Alexander	Range of practical examples being taken forward including devolving planning decisions to parish councils, enabling additional hour of telephone response to residents by transferring phones to open neighbourhood libraries, streamlining the process for parking refunds and redesigning the planning information and processes on the website to make it more customer focused and assist people with the planning processes and self serving where they wish to - 30 June 2016.  Develop improvement plan for providing better management information to inform decision making drawing on learning from the Children's Services pilot - 30 June 2016. Next phase of fast FSRs will be completed by September 2016. This will set out further options for where redesigned services can be implemented drawing on innovation and best practice - 30 September 2016.  Pilot in Adult Social Care commenced 18th July 2016 on significantly reduced in size form for social care self assessment.
13.03	Involve councillors at all levels in decision making where it affects their communities	Principle	Council Transformation	Processes and systems in place to include councillor input to decisions on local matters.	31/03/2017	Work to improve earlier engagement with ward councillors and increased use of workshops to inform overall approaches.	31/03/2017	BLUE	Corporate & Community Services	Cllr Dudley	Alison Alexander	Processes and decisions to be scoped and opportunities to utilise new technology identified including new Jadu system.



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13.04	Increase multi-skilling of council officers to better enable change and diversify jobs	Principle	Council Transformation	<ul style="list-style-type: none"> <li>Development of additional skills across all teams, including the ability to manage change more efficiently.</li> <li>Greater cross skilling across RBWM.</li> <li>Review of the content of job accountabilities.</li> <li>Shared Legal Services (SLS) review of employment contracts.</li> <li>Create a centralised training team, budget and assets. Standardise equality of opportunity to promote a common language and baseline competencies within RBWM to support flexible working and co-operative endeavours.</li> </ul>	28/07/2017	<p>Review by 31 March 2017, with Public Health colleagues, the effectiveness of mental health first aid training which was launched in January 2017.</p> <p>March 2017 - present to senior leadership team the 21st Century Public Servant research carried out by Birmingham University. Use this research to help identify the skills required for the new RBWM management structure and plan how to meet those requirements.</p> <p>Complete 2017/18 training needs analysis by 31 March and confirm budget for meeting those needs, working in partnership with AfC and Optalis.</p>	31/03/2017	GREEN	Adult, Children & Health Services	Cllr Targowska	Terry Baldwin	Delivery of on line coaching facility for senior leadership team, to support them with the change programme. Programme launched October and continuing until 31 March 2017. Extended to include managers reporting to heads of service and also cabinet members.
13.05	Introduce a proper feedback "tell us once" Customer Relationship Management system so chasing progress is a thing of the past	Deliverable	Council Transformation	<p>By April 2018 a CRM system will be implemented and customers will be able to:</p> <p>A) Set up a Digital Account and 'do business with the Royal Borough online as services are digitally transformed'.</p> <p>B) Receive notifications of progress so they do not need to chase progress.</p> <p>C) Have access to their contact history with the Council.</p> <p>D) Opt in for notification about various service information.</p>	31/03/2018	<p>Integration with Confirm and Uniform to be completed by 31 March 2017 so that the reporting of Highways, Environmental and Street Scene issues can be reported (In progress).</p> <p>Decommissioning of Lagan CRM by 31 March 2017.</p> <p>Implementation of on-line calendar integration so that Bulky Waste and booking collections can be launched by 31 March (In progress).</p>	31/03/2017	GREEN	Operations & Customer Services	Cllr Hill	Jacqui Hurd	<p>Further processes will be developed, tested and deployed so that residents can access more services by the digital channel.</p> <p>A) Corporate Complaints process (Completed).</p> <p>B) Call back forms for services that Customer Services and Libraries are unable to resolve (Completed).</p> <p>C) Bulky Waste and booking collections (In progress).</p> <p>D) The reporting of Environmental and Street Scene issues (In progress).</p>
13.06	Implement effective learning for customer service excellence	Principle	Council Transformation	<p>A) The delivery of customer services training will have commenced with the timetable of course dates available (Completed - on going training as the norm)</p> <p>B) Five further services will be live via digital channel - Bulky Waste, Call back forms, Complaints, Environmental Service reporting and Facilities Management (Partially completed - Call back and complaints completed. Bulky Waste awaiting calendar integration, Environmental Services awaiting UNIFORM integration, Facilities Management being scoped)</p> <p>C) A quarterly satisfaction survey will be undertaken by the Customer Services and Libraries units to understand the feedback</p> <p>D) Internal focus - implementing staff service action plan. (in progress)</p> <p>E) Maintain the first time resolution rate over 80% (on target)</p> <p>F) Analysis on a service-by-service basis will be completed and action plans drawn up with service leads with a view to reducing avoidable contact by 10% by April 16 which should support greater customer satisfaction - 30 April 2016. (work being undertaken but off target)</p>	31/03/2019	<p>In Q4 complaints trends and performance will be analysed and action plans set up with the Residents Champion. The satisfaction stars feedback on the website will be used to make continual improvements. Customer service training will continue.</p>	31/03/2017	GREEN	Operations & Customer Services	Cllr Hill	Jacqui Hurd	<p>A) The delivery of customer services training will have commenced with the timetable of course dates available (Completed - on going training as the norm)</p> <p>B) Five further services will be live via digital channel - Bulky Waste, Call back forms, Complaints, Environmental Service reporting and Facilities Management (Partially completed - Call back and complaints completed. Bulky Waste awaiting calendar integration, Environmental Services awaiting UNIFORM integration, Facilities Management being scoped)</p> <p>C) A quarterly satisfaction survey will be undertaken by the Customer Services and Libraries units to understand the feedback</p> <p>D) Internal focus - implementing staff service action plan. (in progress)</p> <p>E) Maintain the first time resolution rate over 80% (on target)</p> <p>F) Analysis on a service-by-service basis will be completed and action plans drawn up with service leads with a view to reducing avoidable contact by 10% by April 16 which should support greater customer satisfaction - 30 April 2016. (work being undertaken but off target).</p>

Ref	Manifesto Commitments	Principle or Deliverable	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
13.07	Continue channel shift to bring in more 24/7 council services	Deliverable	Council Transformation	By April 2018, the replacement CRM (Customer Relationship Management) and Telephony systems will provide the infrastructure for a 24/7 Council. In addition, the transformation programme is addressing simpler process, website content and increasing places where and how advice can be obtained. A) 70% of customer interactions will be via Digital Channels. B) The cost per transaction will be cheaper by 40%. C) There will be an increased range of customer service advice available in Libraries and other public buildings in line with ref 8.8.	31/03/2018	In Q4 2016-17 Customers will be able to report Highways issues on line and integration will be developed to allow Environmental Service issues to be reported. The website content refresh will continue with a further 20% of the content having been reviewed and forms created.	31/03/2017	GREEN	Operations & Customer Services	Cllr Hill	Jacqui Hurd	At the end of Q3 2016/17, we will analyse how customers are contacting RBWM for services that are available in the digital offering. (6,300 My Accounts have been set up)  The Website Homepage will be re-designed and implemented and 30% of the content pages will be reviewed. (In Progress - Home page design options created, and four services contents reviewed)  The telephony requirements will have been fully scoped and options developed for a decision by Council. (This is deferred until August 2017 due to the focus being on the successful merger of Customer Services and Culture, Libraries and Registration Service)  A review of the Eton Wick face to face Pilot will be undertaken to analyse the success of delivering of first tranche of customer services from within libraries. (Review completed)  The Delivering Differently Project in Operations & Customer Services is proposing to review delivery of our Libraries and Customer Services functions, which will be considered by Cabinet in November 2016. (Cabinet agreed the merger and proposal goes to Employment Panel on 24 January 17)
13.08	Use libraries and other community facilities e.g. Parish offices and children's centres to enable greater access to council functions	Deliverable	Council Transformation	By April 2018, customers will be able to use a public building local to where they live to access a wider range of council services face to face and digitally.	31/03/2018	Cabinet agreed the proposal to merge Customer Services and Culture, Libraries & Registration in November 2016 and Employment Panel on 24 January 2017. Following formal consultation on 30 January 2017 to 28 February 2017 staff will be appointed into roles by the end of April 2017, with the first service hub in Windsor Library going live by 1 June 2017. (This will be relocated back to York House following completion of the refurbishment)	28/04/2017	GREEN	Operations & Customer Services	Cllr S Rayner	Mark Taylor, Jacqui Hurd	The Delivering Differently project in Operations and Customer Services is proposing to review the delivery of Libraries and Customer Services functions. This will be considered by Cabinet in November 2016. (Approved at Cabinet in November 16)
13.09	Use benchmarking to compare our services with others	Deliverable	Council Transformation	Ensure that (Integrated Performance Monitoring Reports) IPMR Indicators are benchmarked against primarily similar authorities.	31/03/2017	Benchmarking increased from 10 indicators to 24 in Q3. Further work will be undertaken in Q4 to refine benchmarking for planning indicators.	03/04/2017	GREEN	Corporate & Community Services	Cllr Dudley	Alison Alexander	The council's performance management framework is undergoing a comprehensive review and benchmarking more national and statistical neighbour performance wherever possible in the Q2 2016/17 report (November Cabinet) is a key priority for the revised framework.
13.10	Introduce a residents champion - a local ombudsman - to further improve our response to complaints	Deliverable	Council Transformation	A 'Local Ombudsman' is appointed by July 2016.	01/10/2016	Post up and running and working on improving approach.	01/10/2016	BLUE	Corporate & Community Services	Cllr Hill	Russell O'Keefe	Job accountabilities and grade being agreed currently. Once agreed, the role will go out to recruitment.
13.11	Create widespread WiFi coverage for residents and visitors	Deliverable	Council Transformation	WiFi should be available where residents and visitors are, including parks, open spaces, all Council and Parish buildings, and car parks – wherever anyone may wish to access online resources.	31/03/2019	A list of priority sites is being compiled for the next phase of the Wifi rollout (Corporate) which will provide greater Wi-Fi Servers at RBWM locations including public libraries.  A Project is underway to install public Wi-Fi within the Town Centres and parks and other open spaces could be explored.	31/01/2017	GREEN	Corporate & Community Services	Cllr Hill	David Wright	Improving WiFi provision in Council buildings including Libraries, Town Hall and York House - 30 June 2016.  The Council will create an agile project to map a prioritised list of parks, open spaces, parish buildings and car parks with a view to developing proposals for the roll out of further WiFi services - 30 June 2016.

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Report Title:	<b>Standards and Quality of Education – A Review of the Academic Year 2015-16</b>
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor N Airey, Lead Member for Children’s Services and Councillor D Evans, Deputy Lead Member for School Improvement
Meeting and Date:	Cabinet - 23 March 2017
Responsible Officer(s):	Alison Alexander, Managing Director and Strategic Director of Adults, Children and Health Kevin McDaniel, Head of Schools and Education Services
Wards affected:	All

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## REPORT SUMMARY

1. This report highlights a number of areas:
  - Progress against the outcomes set by cabinet in March 2016.
  - Overall performance of all pupils in 2015-16.
  - OfSTED judgements of schools in the borough.
  - The attainment of Disadvantaged pupils.
  - The volatility in the number of permanent exclusions.
  - The quality of information about 16 and 17 year old destinations.
2. The report sets out the overall high level of educational achievement of pupils attending schools within the Royal Borough. There is particularly good performance in the two new benchmarks in Key Stage 2 attainment and Key Stage 4 progress, see Appendix A which details the changes from previous years.
3. Young people who are or have been eligible for Free School Meals continue to achieve at a significantly lower level than other borough children from early years through to age 11. Two action plans to support early years settings and schools with this challenge are set out in Appendix B and C.
4. Volatility continues in the number of permanent exclusions from schools over the last four years. The Council works with schools to try to reduce this number, however plans are being developed to respond should the higher level of exclusion continue.

## 1. DETAILS OF RECOMMENDATIONS

**RECOMMENDATION: That Cabinet notes the report and:**

- i) **Approves the statutory school age pupil premium plan as outlined in 2.18 and detailed in appendix B.**
- ii) **Approves the early years pupil premium plan as outlined in 2.20 and detailed in appendix C.**

- iii) **Delegates to the Lead Member for Children’s Services and the Director of Children Services, the decision to approve a plan, funded through the High Needs DSG block, to increase the support for increased levels of permanent exclusion.**
- iv) **Approves the proposal to consult with all schools on a revised Fair Access Protocol and process as set out in 2.28**
- v) **Request a report on validated attainment and progress data for academic year 2016-17 on 22 March 2018.**

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

2.1 This report is the seventeenth annual report on the quality of education. It presents analysis of the performance of pupils in state funded schools located within the Royal Borough of Windsor and Maidenhead in the academic year 2015/16 against national, statistical neighbour and previous years. It is based on validated data published by the Department for Education, most recently in February 2017. A consolidation of a wide range of education data is presented in Appendix D: The Education Data Pack 2015-16.

### Impact of work since March 2016

2.2 In March 2016 Cabinet approved four outcomes in relation to education standards, one of which had two parts, see table 1 for progress.

**Table 1: Achievements against cabinet report outcomes**

Defined Outcomes	Progress	Commentary															
85% schools inspected during April 2016 to March 2017 secure at least Good in inspection by OfSTED.	<b>Unmet</b> 78% (7 of 9) were judged Good or Outstanding <sup>1</sup> . The others were judged Requires Improvement <sup>2</sup>	At the end of Academic year 2015-16 in September 2016, 83% of all state-funded schools* were judged to be Good or Outstanding within the Royal Borough. That has increased to 86% at the end of February 2017 with only one school <sup>3</sup> remaining inadequate.															
Reduce FSM gaps at Key Stage 2 and Key Stage 4 by at least 4%	<b>Unmet in KS2</b> The gap grew by 9% in RBWM compared to 4% nationally	In Key Stage 2, there was a new benchmark in 2015-16 based on pupils reaching the expected standard in reading, writing and mathematics. The gap can be compared although the actual results cannot.															
		<table border="1"> <thead> <tr> <th></th> <th colspan="2">2014-15</th> <th colspan="2">2015-16</th> </tr> <tr> <th></th> <th>RBWM</th> <th>Nat</th> <th>RBWM</th> <th>Nat</th> </tr> </thead> <tbody> <tr> <td>non-FSM (1)</td> <td>84%</td> <td>83%</td> <td>62%</td> <td>57%</td> </tr> </tbody> </table>		2014-15		2015-16			RBWM	Nat	RBWM	Nat	non-FSM (1)	84%	83%	62%	57%
	2014-15		2015-16														
	RBWM	Nat	RBWM	Nat													
non-FSM (1)	84%	83%	62%	57%													

<sup>1</sup> All Saints Junior, Riverside Primary, St. Michael’s Primary, Waltham St. Lawrence Primary, Wessex Primary, The Royal First, Furze Platt Senior.

<sup>2</sup> Bisham Primary, Datchet St. Mary’s.

<sup>3</sup> St Peters Middle School



Defined Outcomes	Progress	Commentary																										
	<b>Met in KS4</b> The gap fell by 5% in RBWM compared to remaining flat nationally	FSM (2)	58%	66%	27%	36%																						
		Gap (1-2)	26%	17%	35%	21%																						
		<p>The overall gap in RBWM has risen to 35% in 2015-16 compared to 26% in 2014-15.</p> <p>There has been a similar change in benchmark for Key Stage 4, which is now based on pupils achieving grade A*-C in Mathematics and English.</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">2014-15</th> <th colspan="2">2015-16</th> </tr> <tr> <th>RBWM</th> <th>Nat</th> <th>RBWM</th> <th>Nat</th> </tr> </thead> <tbody> <tr> <td>non-FSM (1)</td> <td>66%</td> <td>61%</td> <td>74%</td> <td>67%</td> </tr> <tr> <td>FSM (2)</td> <td>38%</td> <td>33%</td> <td>51%</td> <td>39%</td> </tr> <tr> <td>Gap (1-2)</td> <td>28%</td> <td>28%</td> <td>23%</td> <td>28%</td> </tr> </tbody> </table> <p>The overall gap in RBWM has fallen to 23% in 2015-16 compared to 28% in 2014-15 and is now 5% less than the national average.</p>						2014-15		2015-16		RBWM	Nat	RBWM	Nat	non-FSM (1)	66%	61%	74%	67%	FSM (2)	38%	33%	51%	39%	Gap (1-2)	28%	28%
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Every school has a published Pupil Premium Plan	<b>Met</b>	The websites of all 66 state-funded schools in October 2016 contained a Pupil Premium plan as required by regulation.																										
5% increase in pupils going to 'top third Higher Education Institutions'.	<b>Unmet</b>  Performance fell from 21% to 19%.	Over a quarter (26%) of students leaving RBWM schools go onto a top third HEI. This reduces to 2% for those that attend a Further Education college for post 16 education .																										

\* This includes the last published inspections for schools that have converted to Academy status and have yet to be inspected under that new leadership.

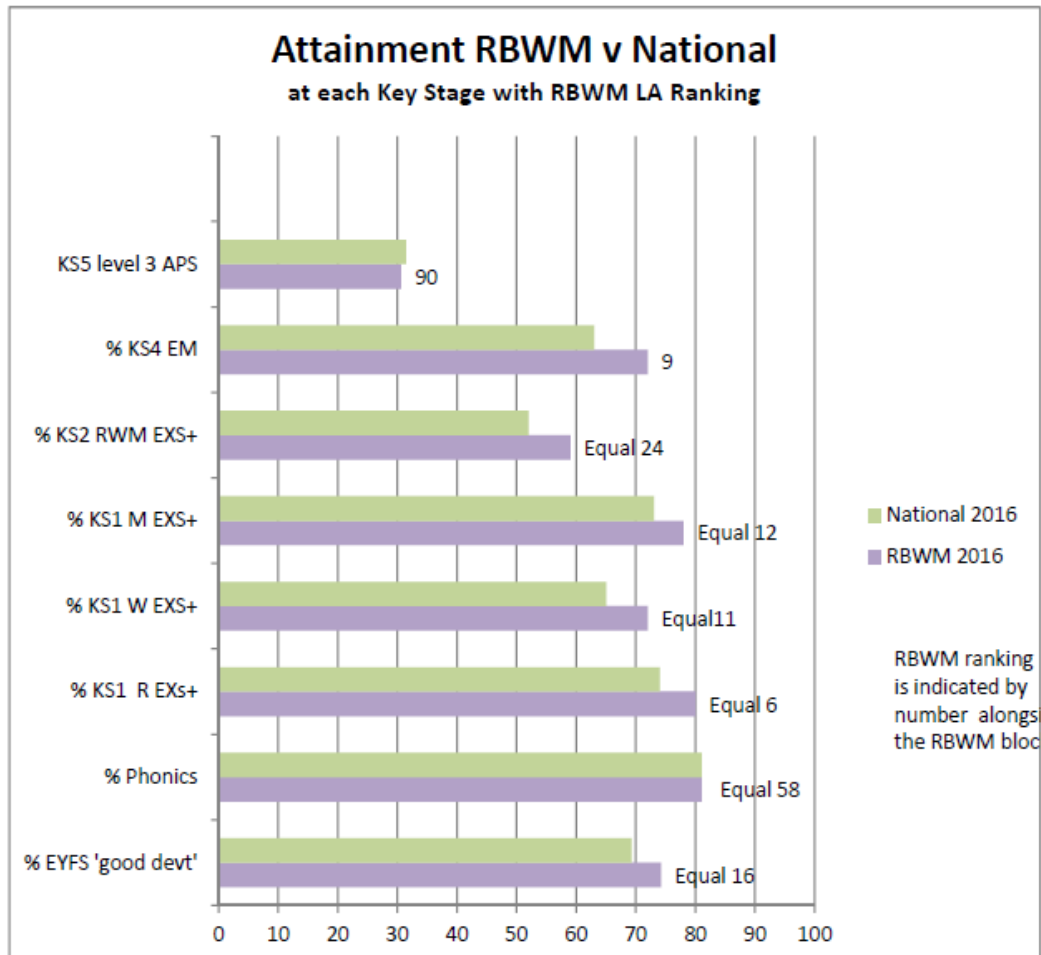
2.3 In summary two of the five defined outcomes have been met, and three were unmet. The achieved outcomes relate to all schools having published pupil premium reports and the improved outcomes for Free School Meals pupils in their GCSE examinations. The areas of declining performance are the gap between Free School Meal and non- Free School Meal pupils in SAT tests and assessments at the end of year 6, and the proportion of students going onto top third Higher Education institutions, especially from further education colleges. The fifth outcome was unmet due to an insufficient volume of OfSTED inspections. This lower volume of inspections is expected to continue in the remaining of the academic year 2016/17 and into academic year 2017/192017. Consequently it is proposed to measure future outcomes in terms of the overall proportion of all schools judged Good or Outstanding regardless of when their inspection takes place.

#### Overall attainment for all pupils

2.4 The data in Appendix E sets out attainment and progress in great detail, covering all of the different measures that the Department for Education specifies for education. Overall, the Royal Borough outperformed the national

average level of attainment at all key stages, and the ranked comparison at each key stage against the 150<sup>4</sup> education authorities in England is summarised in Chart 1. The Royal Borough has maintained its broad position as a top 20% local authority area for attainment in 2015-16. This includes a notable improvement at Key Stage 2 where the ranking has increased to 24<sup>th</sup> from 44<sup>th</sup> in 2014-15.

**Chart 1: All pupil performance compared to national**



2.5 The government introduced a new benchmark in Key Stage 4, called Progress 8, which is focused on measuring improvement from age 11 to 16. The Royal Borough ranks in the top 20% of local authority areas for this measure, with no secondary schools below the national average. Of note is the improvement in attainment for students at Altwood, with 62% achieving A\*-C in English and Maths GCSEs which is close to the national average in 2015-16.

2.6 The data in chart 1 is the consolidation of the performance of individual schools. Appendix D details the summary results for all schools collated by education phase. The changes in benchmarks in recent years makes comparison over the last three years difficult, The focus continues to be one measuring the overall cohort performance to ensure that all pupils achieve well.

<sup>4</sup> There are 152 Local Authorities with education responsibilities however the Scilly Isles and City of London are excluded as they have a very small number of schools.

- 2.7 Alongside the lower attainment for those eligible for pupil premium, attainment of pupils from Pakistani and Black background is low. School improvement officers will ensure that these groups are included in school level data analysis and school development plans during the Autumn term link visits.

### **OfSTED judgements**

- 2.8 At the start of Academic year 2015-16 the proportion of schools judged to be Good or Outstanding in the Royal Borough was 75%. During the Academic year 2015-16 there were 12 inspections which raised the proportion of schools judged to be Good or Outstanding to 83%, compared against the 89% national average.
- 2.9 Of those 12 inspections<sup>5</sup>:
- 8 improved.
  - 3 remained constant.
  - 1 declined by one grade.
- 2.10 Of the 10 schools in the borough judged Requires Improvement or below at the end of academic year 2015-16, two have been inspected in 2016-17 and have secured Good judgements. Eight schools are still awaiting inspection.
- 2.11 86% of schools in the borough are judged Good or Outstanding at the end of February 2017. Five of the remaining schools have, or will shortly convert to have, Academy status and therefore they are not expected to be inspected in the next year. Consequently there is limited scope for the overall proportion of schools judged Good or Outstanding to increase in the academic year 2016/17. The Council's school improvement resource will continue to be used to ensure appropriate support for all schools, with focus on those schools currently judged Good and due for their next Ofsted inspection, and those that are expanding in both primary and secondary phases.

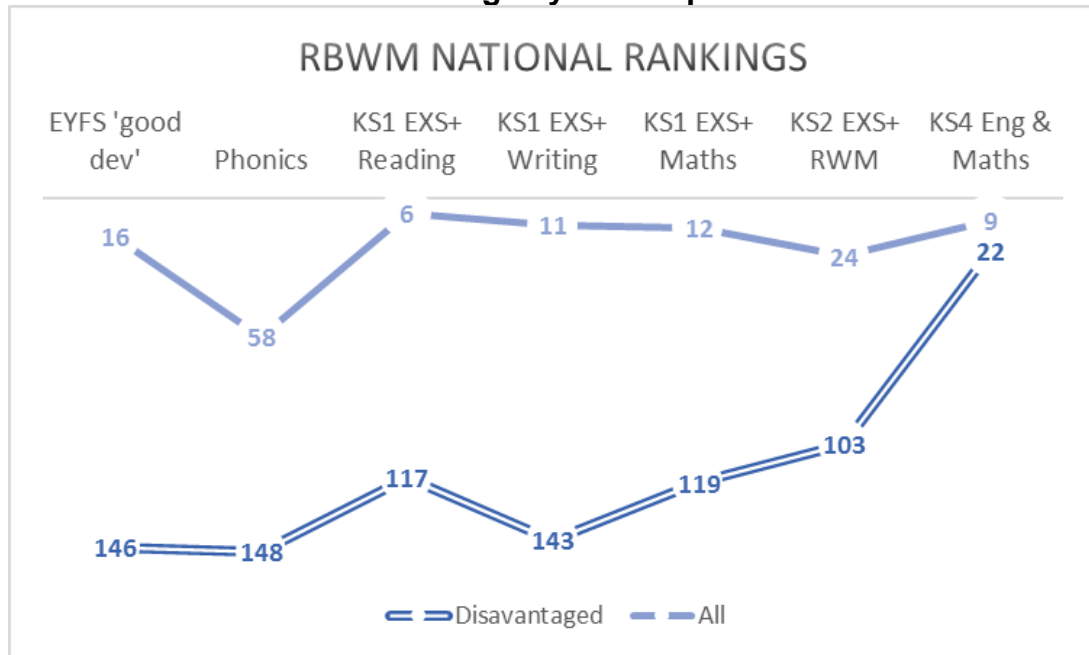
### **The impact of financial disadvantage**

- 2.12 The government provides statistics about pupils who are eligible for free school meals at the time they sat their exams. This was a cohort of 95 pupils at Key Stage 2 and 87 pupils at Key Stage 4. These pupils are included in a cohort called Disadvantaged pupils which includes those who have been eligible for free school meals at any time in the last six years and children in care of the Local Authority on the roll of a school. This wider groups totals 255 pupils in Key Stage 2 and 227 pupils in Key Stage 4. This group attract additional funding called Pupil Premium and is commonly used for comparative purposes. Chart 2 shows the ranking of the Royal Borough compared to the 150 local authorities in England where a rank of 1 is the highest performance in 2015-16. The two lines are for All pupils and Disadvantaged pupils.

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<sup>5</sup> Bisham Primary, Holy Trinity Primary Cookham, Riverside Primary, South Ascot Village Primary, St. Michael's Primary, Wessex Primary, Churchmead Secondary and Furze Platt Secondary improved. Eton Porny First, The Queen Anne Royal Free First and St Mary's Primary unchanged. Eton Wick First declined.

**Chart 2: RBWM National rankings by school phase**



- 2.13 Chart 2 shows that Disadvantaged pupils attending RBWM schools on average achieve less well, up to the age of 11, than others attending schools in at least two thirds of other local authorities in England. However, by the age of 16, this cohort achieves in line with the top15% of local authorities in the core subjects of English and Mathematics.
- 2.14 In 2016, the Key Stage 2 Disadvantaged cohort in the Royal Borough totalled 255 pupils, the third smallest in England. In all ten Local Authorities with a cohort of less than 400 pupils in this cohort the attainment was less than the national average of 39% reaching the expected standard in reading, writing and mathematics. This includes other overall high performing local authorities (top 20%) such as Richmond, Kingston and Wokingham. This similarity has been identified in discussion with Achieving for Children and joint planning for 2017/18 is underway.
- 2.15 It is important for each school to understand the barriers to success for each pupil in the Disadvantaged group and to make differentiated plans which enable the schools to identify which interventions allow the individual pupils to make progress. This is challenging for schools where there are small numbers as systematic solutions are rarely a good fit.
- 2.16 During October 2016, an audit of published Pupil Premium plans for all state-funded schools. confirmed all schools in the Borough had a published plan, however plans were of variable quality and highlighted the importance of each school knowing the issues which impact their pupils. There were a few examples which demonstrated the impact the school was having with their pupils. This good practice was showcased at the School Improvement Forum in November 2016 and has been used in follow up activity with other schools.
- 2.17 Since September 2016, the Royal Borough has offered every school a Pupil Premium gap analysis as part of the school improvement offer. At the end of February 2017, 45 have taken up that offer for the current school cohort. This exercise has shaped the published plans for the schools to enable them to

have more impact on their pupils, based on the impact of the chosen intervention in other schools.

- 2.18 The School Pupil Premium Improvement plan, set out in Appendix B is devised to further impact on practise in schools and improve the overall outcomes our children achieve. The plan sets out how:
- Pupil Premium Gap Analysis started in 2016-17 will continue because it can help each school focus on the specific barriers for their pupils and the generation of an effective, published pupil premium plan.
  - Pupil Premium Champions network will be continued as it is enabling practitioners to share good practice and raise expectations for all students.
  - Local expertise as part of School Improvement offer in 2017-18, will be used to share widely what has worked well.
  - Pupil premium training for staff and governors which will allow schools to undertake their own gap and impact analysis on a regular basis will be provided.
- 2.19 Chart 2 indicates that the Early Years settings and classes are the least effective at addressing the weaknesses of those living with such disadvantage. While it is true that these settings have the least time with the pupils, almost all other local authorities manage to achieve a higher level of success. From April 2017, the Royal Borough will match the level of Early Years pupil premium to support increased efforts to raise the chances these youngest pupils.
- 2.20 The Early Years pupil premium plan set out in Appendix C sets out how::
- Targeted CPD with the teaching school alliance to address the weakest area within the good level of development (GLD) measure following an analysis of 2016 results in order that every setting has the opportunity to develop their staff.
  - A network of “Champions” who provide both general and targeted advice to grow the confidence of all adults working with these children.
  - A fund for additional resources to support a particular child in a setting for a defined period will be established. The fund can secure time from Champions and others to model the required practice or additional resources which will enhance the education of the pupil.

**Volatility in the level of permanent exclusions**

- 2.21 The rate of permanent exclusions from schools is expressed as a percentage of school population and the latest published national figure for 2014-15 was 0.07%, or 7 in every 10,000 pupils. Table 2 shows that figure for the Royal Borough including local figures for 2015-16

**Table 2: Permanent exclusions of RBWM resident pupils**

	2012-13	2013-14	2014-15	2015-16	2016-17 to date
Per 10,000 pupils	4	9	3	9	n/a
(actual number)	(8)	(20)	(11)	(24)	(10)

- 2.22 While some of this volatility is a result of relatively small numbers, more detailed analysis suggests that the fall in numbers during 2014-15 was due in part to the local authority coordinating more managed moves and jointly funding alternative provision. That was less common in 2015-16 due to tighter budgets and less capacity for such pupils. To the end of January 2017 there have been 10 permanent exclusions in the current academic year which is comparable to the same stage in academic year 2015-16.
- 2.23 For academic year 2016/17 the local authority has contracted for additional capacity to meet the duty to provide fulltime education provision from day six for all excluded pupils. The high number of excluded pupils increases the pressure on the High Needs block of the dedicated schools grant. Given the number of exclusions and requests for the Local Authority to support alternative provision, for those not yet excluded, the local authority are planning for a higher level of exclusions (9 per 10,000 pupils) and developing plans for appropriate provision for this cohort of young people from September 2017.
- 2.24 Similarly, there is an increasing number of young people considered as Hard to Place, with 24 cases referred to the Fair Access Protocol since September 2016. The aim of the Fair Access protocol is to ensure that all pupils can promptly access education and is required, through statute, that all state-funded schools sign up to the protocol. It is becoming increasingly difficult for schools in the Royal Borough to reach agreement on placements on young people hard to place with a range of pressures within different schools.
- 2.25 During the remaining of the academic year 2016/17 consultation with schools in the Royal Borough will take place on changes to the Fair Access Protocol and process. The changes are designed to evenly allocate pupils to schools while recognising the existing demands within the system. In particular, it is proposed to:
- Require a recorded vote on the proposed school for each case presented under the protocol.
  - Appoint an independent chair of the fair access panel, with admissions experience, to ensure each decision of the panel is made in accordance with the local protocol.
  - Agree to a binding admission decision without direction or referral to the Secretary of State for Education to speed up the process of securing a school place for all pupils.

#### **Tracking 16/17 year olds in education, employment or training**

- 2.26 During academic year 2014-15, schools became accountable for the destinations of pupils who took their GCSE's at the school. Whilst schools hold the accountability the local authority hold the duty to report to Government. Since 2014/15 the Local Authority resources were focussed on offering services to those young people known to be not in education, employment or training (so called NEETs) and no resource has been expended on following those whose destination is not confirmed.
- 2.27 The DfE are measuring young peoples destinations. During the annual measuring point, Sept to November 2016, an average of 59 of young people aged 16 and 17 (2.3%) in the Royal Borough were known to be NEET each month. This is in line with the England average for the same period.

However, the proportion who status was unrecorded and therefore considered unknown is 47.4%. This is the highest in England and significantly above the England average of 15.4%.

- 2.28 A part-time resource has recently been deployed for 12 hours a week to focus on reducing the number of unknowns, and that number fell by just under 200 during December 2016, a reduction of 15%. This resource will concentrate on reducing the number of 16 year-olds whose status is unknown during the remainder of academic year 2016-17 and preparing for the new cohort that will come forward in September 2017.

### 3. KEY IMPLICATIONS

- 3.1 The analysis and recommendations set out in section 2 support the four key implications.

**Table 3: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
% of all state funded schools are judged to be Good or Outstanding	< 86%	86% - 89%	90-93%	>93%	31 March 2018
Improve disadvantaged pupil attainment at EYFS so that RBWM is ranked at least:	>120 <sup>th</sup>	120 <sup>th</sup> – 100 <sup>th</sup>	99 <sup>th</sup> – 76 <sup>th</sup>	< 75%	31 Aug 2017 (National validated data in February 2018)
Improve disadvantaged pupil attainment at KS2 so that RBWM is ranked at least:	> 75 <sup>th</sup>	75 <sup>th</sup> – 70 <sup>th</sup>	69 <sup>th</sup> – 61 <sup>st</sup>	< 60 <sup>th</sup>	31 Aug 2017 (National validated data in February 2018)
Increase the proportion of 16 and 17 year olds known to be in employment, education or training	< 81%	81% - 85%	86%-90%	> 90%	31 December 2017

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

- 4.1 The medium term financial plan has been set with the confirmation that the Education Support Grant, which is not ringfenced, declines from September 2017. The council continue to fund a proportion of education and school services from the council budget.. Education based services are supported with budget from the Dedicated Schools Grant as agreed with the Schools Forum. There are increasing demands on school budgets and the Schools Forum has committed to a review of High Needs spending to seek better value for money during 2017-18, with an expected outturn in 2016-17 of about £18,000,000, an overspend of £1,200,000
- 4.2 The indicative national funding formula for schools block funding, due to take effect from April 2018 indicates that while the Royal Borough will see a slight increase of about £200,000 a year, there are a range of impacts on individual schools in the range +3.5% to -2.8% depending on the outcome of the national phase 2 consultation which closes on 22 March 2017.

**5. LEGAL IMPLICATIONS**

- 5.1 The Council is accountable for the performance of maintained schools, both Community and Voluntary Controlled, including as the employer. This includes a statutory duty for school improvement which extends to Voluntary Aided schools.
- 5.2 With the advent of Academy schools and Free Schools, the Royal Borough has no statutory role to provide school improvement services for these schools. That responsibility now sits with the Trust accountable for the Academy with oversight from the Regional Schools Commissioner for North West London and the South.

**6. RISK MANAGEMENT**

**Table 5: Risk Management**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Academy schools decide to not collaborate with the action plans set out in this report	MEDIUM	Ensure Academy schools and the Regional Schools commissioner are fully aware of the support being offered by RBWM	LOW

**7. POTENTIAL IMPACTS**

- 7.1 An Equality Impact Assessment (EQIA) was not required for this report as the recommendations apply to all pupils in all schools.



## 8. CONSULTATION

- 8.1 The headline performance data was shared with schools at the Education Leadership Forum on 1 February 2017.
- 8.2 The report will be considered by Children’s Overview and Scrutiny Panel on 22 March 2017.
- 8.3 The data pack will be circulated to schools immediately following the publication of this report for Children’s Overview and Scrutiny Panel.

## 9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The data presented relates to attainment in the past academic year 2015-16. Actions to address priorities for improvement are being implemented during the current academic year, 2016-17.

**Table 6: Timetable for implementation**

Date	Details
September 2016	School improvement resource focussed on statutory school age pupil premium action plan.
September 2016	Increased resources applied to identifying 16 and 17 year old students engagement with education, employment or training.
April 2017	Start of Early years pupil premium plan with increased funding.

- 9.2 Implementation date if not called in: ‘Immediately’.

## 10. APPENDICES

- 10.1 This report has five appendices
- A: A glossary of education terms.
  - B: The Statutory School Age Pupil Premium Plan.
  - C: The Early Years Pupil Premium Plan.
  - D: Primary and Secondary Phase Results Summary 2015-16.
  - E: The RBWM Education Data Pack. Academic Year 2015-16. (available electronically)

## 11. BACKGROUND DOCUMENTS

- 11.1 Education standards report 2014-15, Cabinet papers from March 2016.

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr N Airey	Lead Member Children’s Services	21/2/17	21/2/17 & 12/3/17
Alison Alexander	Managing Director	21/2/17	21/2/17 &

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Commented &amp; returned</b>
			12/3/17
Russell O'Keffe	Strategic Director	21/2/17	
Rob Stubbs	Section 151 Officer	21/2/17	
Hilary Hall	Head of Commissioning	21/2/17	
Anna Trott	Service Manager Performance	21/2/17	21/2/17

## REPORT HISTORY

<b>Decision type:</b> For information	<b>Urgency item?</b> No
Report Author: Kevin McDaniel, Head of Schools and Education Services, 01628 683592	

## Appendix A: A glossary of relevant Education Terms

A.1 This Appendix sets out a number of terms used in this report and notes in particular where they are different to previous terms, measures or definitions.

Term	Description	Replaces	Comparable?
Good Level of Development	Early years measure of a pupil's ability in 10 areas. Assessed by professionals in the setting against a national definition and curriculum.		
Expected Standard (EXS)	Judgement informed by mixture of assessment and tests by professionals in primary age classes against broad standards but not curriculum.	Numeric levels	No
Progress 8	A measure at Key Stage 4 calculated for each student based on the change in their attainment between Key Stage 2 and Key Stage 4. Spread over 8 subjects with a national definition for calculation. School, LA and national figures are a simple aggregation process.	Value added measures	No
Attainment 8	Similar to Progress 8 in methodology but ignores starting position and looks only at GCSE results	5+ A*-C grades	No
English and Maths	A pupil meets this criteria if they achieve a grade C or above in GCSE maths and one or more of of English Language or Literature. Wider definition that previously	5+ A*-C inc English and Maths	Similar
Free School Meals	A family is considered Eligible for Free School meals if their financial circumstances meet the DWP thresholds at a given point in time.		
Disadvantaged pupils	Have been eligible for Free School Meals at some point in the last six years. This is known as Ever6 or EverFSM. The data set includes Children in Care		

	who are on the roll of a school.		
Pupil Premium	Is additional funding provided to a school for each pupil identified in their census as being Ever6. Currently £1900 per school year.		
Pupil Premium Plus	Is additional funding provided to local authorities, via the Virtual Head to support the educational progress of Children in Care. It is a nominal £1900 per child per year and normally provided to the school to support the objectives of the Personal Education Plan.		

# Action Plan to Improve the attainment of statutory school age Pupil Premium Children

<p><b>Aim:</b> To raise the attainment of all children at the end of the Early Years Foundation Stage with a particular focus on improving the “good level of development” of pupil premium children.</p>
<p><b>Success criteria:</b></p> <ul style="list-style-type: none"> <li>All key stage attainment measures for the disadvantaged cohort improves on 2016 outcomes year on year over the next 3 years.</li> <li>RBWM Local Authority ranking for Disadvantaged KS2 EXS in reading, writing and maths is 35th or better in English LA rankings.</li> </ul>
<p><b>Context:</b> Although the borough is regarded as a high performing local authority the outcomes for pupil premium children are poor with a large gap between their attainment and that of their peers nationally. The gap in attainment to the age of 11 is below that of over two thirds of other local authorities and this is clearly not acceptable, particularly when the absolute level of attainment is also low.</p>
<p><b>Headline plan to be effective by 1st September 2016:</b></p> <ol style="list-style-type: none"> <li>Pupil Premium Gap Analysis to help each school focus on the specific barriers for their pupils and the generation of an effective, published pupil premium plan.</li> <li>Pupil Premium Champions network which builds on the initial group working in 2016/17 so that practitioners can share good practice and raise expectations for all students.</li> <li>Skills brokering as part of School Improvement offer in 2017/18 which will enable local expertise to support others.</li> <li>Pupil premium training for staff and governors which will allow schools to undertake their own gap and impact analysis on a regular basis.</li> </ol>

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Actions	Date	Personnel	Resources	Evaluation/Evidence
1	Analyse similar authorities with better outcomes for their PP children and assimilate best ideas in RBWM practice	January–December 2017		Key actions for LA PP champion following comparator visits
2	Audit 2016 results pertaining to PP compared to national and NPP Analysis of R/W/M	Initial results - July and September 2016 – Raise on line Nov '16	2 days	List formulated with schools whose gaps are larger than NA and large in-school gaps
2	The LA offer – toolkit – best practice model inc. examples of website compliance, case-studies, Ofsted criterion	Devised with PP support group October – April 2017		Aspects of kit are used for new champions and routinely adapted as necessary dependent on school expertise and confidence – rolled out
2	Analysis of individual schools with priority lists; subsequent invites for gap analysis and action	By July 2017	One day per school – including	All schools engage in the process of action planning and are data aware with personalised plans/case studies for a

## Action Plan to Improve the attainment of statutory school age Pupil Premium Children

	planning			academies	proportion of their PP children
2	Collate PP Champion list and associated governors from letter to schools	By July 2017		1 day	All schools have assigned PP champions Schools are aware of trends and gaps and have an action plan to improve outcomes
3	Identify areas of good practice Schools invited to showcase these ideas in the School Improvement Forum twice yearly	By December 2016		As necessary	Match need to expertise Collection of borough wide good practice is available and celebrated
4	Initiate PP support group from good practice practitioners	September 2016		As necessary	Formulation of ideas to share – school to school support.
5	Offer PP gap analysis/review to all schools – prioritising those with significant numbers or large gaps	Completed by October half term		One day for each school	Diarised: Riverside – 26 <sup>th</sup> September Dedworth Middle – Wraysbury- Larchfield – St Peters – Review All Saints SAVs Waltham St Lawrence – 20 July 16 Dedworth First – 6 July '16 Oakfield – 18 July '16
6	Website compliance update	July 2017		2/3 days	All schools have relevant evaluative information, up to date and comprehensive. Follow up to individual schools as necessary
7	Training needs identified with individual schools: Dedworth Datchet St Peters Eton Wick	By July 2017		As necessary dependent on need	Data training and use of FFT Wider opportunities availability linked to outcomes Attendance data and initiatives
8	Support Alternative Provision with ensuring PP compliance and collation of outcomes evaluation	August 2016		2 days	Website compliance Case studies complete, evaluative and useful for transition Data is used effectively to appraise outcomes and monitor use of resources to ensure value for money.

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**Additional activities:**

# Action Plan to Improve the Good Level of Development of Pupil Premium Children in Early Years Settings

## Aim:

To raise the attainment of all children at the end of the Early Years Foundation Stage with a particular focus on improving the “good level of development” of pupil premium children.

## Success criteria:

- Overall GLD improves on 2016 outcomes
- The FSM “gap” reduces to be at least in line with national RBWM ranking for FSM GLD is 35<sup>th</sup> or better in the country

## Context:

Although the borough is regarded as a high performing local authority the outcomes for pupil premium children are poor with a large gap between their attainment and that of their peers. The gap in attainment at the end of the early years foundation stage is one of the widest in the country and this is clearly not acceptable.

## Headline Plan to be effective by April 1<sup>st</sup> 2017:

1. Develop and deliver targeted CPD with the teaching school alliance and with early years leading practitioners to address the weakest areas within the GLD measure following an analysis of 2016 results in order that every setting has the opportunity to further develop their staff.
2. Instigate a network of “Champions” to provide both general and targeted support to grow the confidence of all adults working with EYPP children.
3. Set up a fund for additional resources to support identified children in a setting for a defined period. The fund can secure time from Champions and others to model the required practice or additional resources which will enhance the education of the pupil.

Actions	Date	Personnel	Resources	Evaluation/Evidence
RV and EY team to undertake research to identify LAs where high numbers of PP children achieve GLD	Jan 17	Rita Vasa (RV) and Sian Thomas (ST) meet with Kens & Chelsea	Time	<ul style="list-style-type: none"> <li>• Successful outcome.</li> <li>• School visits in Tri Borough arranged (ST RV)</li> <li>• Partnership formed and future activities discussed</li> <li>• Practice shared – many similarities.</li> <li>• Information will be shared at launch event in March.</li> </ul>
Identify all current FSM reception children across the borough Identify those remaining in EY settings in receipt of EYPP	Jan 17	Karin Taylor (KT)  Ian Povey (PVI)		<ul style="list-style-type: none"> <li>• Accurate picture of PP children in reception classes and settings across borough</li> <li>• Received Feb 3<sup>rd</sup></li> <li>• Received Feb 1<sup>st</sup> for EY settings</li> </ul>
Identify a group of champions for reception PP children – outstanding practitioners Briefing/coaching for champions to include SLCF (JL)	Jan 17	MNS SLEs and leading teachers		<ul style="list-style-type: none"> <li>• List of champions – outstanding practitioners including PVI rep.</li> </ul>
Allocate PP children to champions  Allocate EYPP in PVI to EY team plus outstanding practitioners (dependent on numbers)	Jan/Feb 17	RV		<ul style="list-style-type: none"> <li>• Champions know all their allocated children and plan series of visits to their schools/settings – dates in diary – master for RV</li> <li>• Records of visits</li> <li>• Key points arising</li> </ul>
Agree the scope and terms of reference for project	Jan/Feb 17	RV and team	RV/ST meeting and planning time	<ul style="list-style-type: none"> <li>• Draft in place prior to Feb 22nd</li> </ul>
Hold event for champions – hosted by FPI	Feb 22nd	RV & ST	Time Prep Refreshments	<ul style="list-style-type: none"> <li>• LA context, priorities and action re PP GLD shared</li> <li>•</li> </ul>
Hold launch meeting for reception teachers – Alwyn to host	March 1st	RV & ST	Time Prep	<ul style="list-style-type: none"> <li>• Share learning from HMI conference – Liz Clark/RV</li> </ul>

## Action Plan to Improve the Good Level of Development of Pupil Premium Children in Early Years Settings

			Refreshments	
Initiate monthly twilight sessions to focus on pupil premium	From Feb 17	RV/ST		
Plan appropriate training and support - to include Communication Early writing Adult interactions Number		MNS teaching school alliance  Jenni Lark (JL)  Lindsay O'Connell (LoC)	Time and resources/equipment	
Hold monthly meetings of PP champions with allocated schools to discuss, monitor and evaluate provision and progress of PP reception children.	From March 17			<ul style="list-style-type: none"> <li>• Clear, accurate data to show progress of PP reception children – regularly updated</li> </ul>
Hold monthly meetings of champion team to scrutinise data and progress and identify strengths and weaknesses.	From March 17			<ul style="list-style-type: none"> <li>• Analysis of data and actions to address and arising issues.</li> </ul>
Identify and agree CPD opportunities for PP champions.				

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### Additional activities

Feb 2<sup>nd</sup> – RV and RBWM headteacher to attend HMI conference on improving outcomes for disadvantaged children

Evaluation – conference attended along with reps from SE LAs – very informative; valuable information sharing and gathering....to be shared and used

The MNS teaching school alliance are leading on moderation and will be active partners in this project

RV and ST are visiting schools in the Tri –borough in March



Appendix D - Primary and Secondary Phase Results Summary 2015-16  
Primary Attainment by School

School Name	OFSTED Inspection as at 31.08.15	OFSTED Inspection as at 31.08.16	Similar Schools** Ranking 2016 (out of 125)	Average attainment at end KS2*** or KS4 2016
Alexander First	Good	Good		
All Saints CE Junior	Good	Good	76 / 125	102.0
Alwyn Infants	Good	Good		
Bisham CE Primary	Inadequate	Requires Imp.	61 / 125	104.6
Boyne Hill CE Infant and Nursery	Outstanding	Outstanding		
Braywick Court Free School				
Braywood CE First	Outstanding	Outstanding		
Burchetts Green CE Infants	Outstanding	Outstanding		
Cheapside CE Primary	Outstanding	Outstanding	36 / 125	104.1
Clewer Green CE Aided First	Good	Good		
Cookham Dean CE Primary	Good	Good	33 / 125	105.8
Cookham Rise Primary	Good	Good	107 / 125	101.2
Courthouse Junior	Good	Good	78 / 125	103.2
Datchet St Mary's Primary	Requires Imp.	Requires Imp.	55 / 125	100.9
Dedworth Green First	Good	Good		
Dedworth Middle	Good	Good	na	99.9
Eton Porny CE First	Inadequate	Requires Imp.		
Eton Wick CE First	Good	Requires Imp.		
Furze Platt Infants	Good	Good		
Furze Platt Junior	Good	Good	9 / 125	105.6
Hilltop First	Outstanding	Outstanding		
Holy Trinity CE Primary Cookham	Requires Imp.	Outstanding	14 / 125	104.7
Holy Trinity CE Primary Sunningdale	Good	Good	36 / 125	105.6
Holyport CE Primary	Requires Imp.	Requires Imp.	70 / 125	103.0
Homer First	Good	Good		
King's Court First	Good	Good		
Knowl Hill CE Primary	Good	Good	4 / 125	105.6
Larchfield Primary and Nursery	Good	Good	9 / 125	103.2
Lowbrook Primary	Outstanding	Outstanding	1 / 125	110.7
Oakfield First	Good	Good		
Oldfield Primary	Outstanding	Outstanding	5 / 125	107.6
Riverside Primary	Requires Imp.	Good	110 / 125	100.3
South Ascot Village School	Requires Imp.	Good	34 / 125	102.8
St Edmund Campion Catholic Primary	Outstanding	Outstanding	32 / 125	106.1
St Edward's Catholic First	Outstanding	Outstanding		
St Edward's Royal Free Ecumenical Middle	Good	Good	77 / 125	104.3
St Francis Catholic Primary	Outstanding	Outstanding	40 / 125	103.9
St Luke's CE Primary	Good	Good	29 / 125	102.2
St Mary's Catholic Primary	Good	Good	66 / 125	103.2
St Michael's CE Primary	Requires Imp.	Good	79 / 125	104.9
St Peter's CE Middle	Inadequate	Inadequate	na	104.2
The Queen Anne Royal Free CE First	Good	Good		
The Royal (Crown Aided)	Requires Imp.	Requires Imp. *		
Trevelyan Middle	Requires Imp.	Requires Imp.	na	103.3
Trinity St Stephen CE Aided First	Good	Good		
Waltham St Lawrence Primary	Good	Good	58 / 125	103.7
Wessex Primary School	Requires Imp.	Good	84 / 125	103.0
White Waltham CE	Outstanding	Outstanding	16 / 125	105.8
Woodlands Park Primary	Good	Good	43 / 125	102.6
Wraysbury Primary	Good	Good	46 / 125	101.1
RBWM				
National				

EYFS (ages 4 - 5)			
2016 NOR	2014 % Good Level of Dev't	2015 % Good Level of Dev't	2016 % Good Level of Dev't
19	60	65	74
100	68	77	71
2	76	67	50
59	66	78	81
26		86	90
30	85	93	90
23	72	78	91
17	75	88	94
60	53	77	72
27	96	77	96
30	62	73	80
31	63	76	81
30	35	84	77
29	39	75	55
30	71	80	70
88	72	73	68
41	55	71	78
30	81	80	80
46	57	69	78
50	75	80	66
39	57	65	79
39	93	87	92
	80	83	76
30	63	70	77
60	90	95	95
58	57	70	79
60	68	70	72
41	47	52	61
31	81	71	77
60	78	74	73
59	80	88	68
31	62	73	81
44	55	61	64
42	51	73	71
29	87	77	72
30	57	69	77
15	80	75	87
29	60	73	72
15	75	80	80
60	71	76	67
28	80	90	79
13	44	46	62
60	52	60	73
	66	74	74
	60	66	69

PHONICS Y1 (ages 5 - 6)			
2016 NOR	2014 % Wkg At Standard	2015 % Wkg At Standard	2016 % Wkg At Standard
20	68	48	80
101	89	65	77
11	67	88	82
61	45	46	72
			93
29	97	90	100
17	85	87	100
16	47	82	88
59	50	68	75
27	85	89	93
31	77	87	90
55	60	87	86
42	77	80	57
29	48	70	83
30	62	73	80
90	74	80	76
46	74	80	76
30	97	97	97
30	87	76	93
48	58	88	83
43	81	83	61
45	88	93	91
7	85	88	86
30	62	97	83
60	100	100	100
59	80	85	78
61	85	87	89
31	61	75	77
27	75	67	63
59	98	98	98
58	77	71	86
31	72	87	94
43	66	61	72
45	62	64	78
30	100	100	93
30	79	83	70
20	100	76	90
30	62	90	80
10	79	84	90
62	82	89	77
30	97	97	93
23	81	78	91
59	70	81	68
	75	80	81
	74	77	81

KS1 % L2+ (ages 6 - 7)							KS1 % meeting age related expectations		
2016 NOR	2014 Rdg	2014 Wtg	2014 Ma	2015 Rdg	2015 Wtg	2015 Ma	2016 Rdg	2016 Wtg	2016 Ma
26	73	73	91	93	93	93	89	50	65
99	95	92	99	95	94	100	81	67	77
10	100	100	100	86	86	86	70	40	60
60	95	95	98	93	88	95	80	83	75
27	97	93	97	93	93	93	89	82	85
22	100	100	100	100	100	100	86	82	82
16	100	94	100	100	100	100	88	81	81
60	98	95	100	97	90	98	75	60	85
27	100	96	100	96	96	96	93	85	89
29	97	97	100	90	90	87	69	55	66
27	77	80	83	83	87	83	67	37	52
29	87	87	90	100	93	93	76	52	72
24	79	57	93	100	100	100	63	54	67
30	96	88	100	83	83	90	70	43	57
90	94	90	98	91	90	96	73	69	71
44	95	95	95	100	100	100	75	80	73
31	97	94	94	100	100	100	94	94	87
30	93	90	97	100	93	97	80	73	73
60	92	92	93	94	94	94	85	85	88
44	100	98	100	100	100	100	73	68	68
45	93	96	100	98	98	98	89	87	91
20	100	100	100	100	100	92	95	75	90
30	92	92	100	87	77	90	77	63	70
60	100	97	100	100	100	100	98	98	98
58	98	81	95	95	92	90	91	85	83
60	100	97	100	95	92	97	80	68	78
30	87	81	84	83	60	89	67	63	63
31	90	86	90	85	83	88	81	71	77
60	97	98	100	93	90	97	83	73	82
58	95	89	98	93	90	100	85	90	91
31	93	93	97	97	97	97	87	87	84
43	85	83	95	89	78	91	77	61	72
42	98	91	98	98	89	98	76	76	74
30	100	97	100	100	100	100	90	70	93
29	100	93	100	96	96	100	69	66	79
20	95	90	100	95	100	100	80	70	80
28	90	87	90	86	86	100	96	82	86
19	95	79	100	100	100	100	74	74	74
60	93	97	97	95	92	97	72	67	73
28	97	93	100	97	97	97	96	96	96
29	85	80	90	89	89	96	72	59	69
58	84	78	90	74	69	76	83	71	90
	93	90	96	92	89	94	80	72	78
	90	86	92	91	88	93	74	65	73

KS2 % Reading, Writing & Maths L4+ (ages 7 - 11)				KS2 % meeting expected standard
2016 NOR	2014 RWM4+	2015 RWM4+	2016 RWM	
65	87	94	49	
7	78	86	57	
16	69	71	69	
27	92	92	70	
27	71	86	37	
97	88	78	57	
21	75	82	48	
122	76	65	34	
74	92	91	84	
30	100	96	67	
32	77	81	72	
46	79	81	54	
12	89	100	83	
25	54	67	76	
29	98	97	100	
30	100	100	90	
28	72	67	21	
25	77	90	64	
42	93	98	69	
119	82	88	66	
31	93	97	71	
30	85	90	56	
39	93	93	59	
31	87	86	58	
56	69	82	58	
105	81	79	61	
19	71	71	63	
59	78	86	56	
30	96	97	83	
14	83	93	62	
36	74	63	42	
	82	82	59	
	79	80	53	

\*Furze Platt subsequently rated Good (Sep 2016)  
\*The Royal subsequently rated Good (Nov 2016)

\*\* Similar Schools are those which have a similar KS1 Average Points Score  
\*\*\*KS2 Average Attainment is Average Scaled Scores for Reading and Maths Tests and Writing Teacher Assessments - this is NOT an official DFE figure

Key for All Phases

Well Above National - i.e. 10 or more percentage points HIGHER than NATIONAL OR 100%
Above National - i.e. between 5 and 10 percentage points HIGHER than NATIONAL
In Line with National - i.e. within 5 percentage points of NATIONAL
Below National - i.e. between 5 and 10 percentage points LOWER than NATIONAL
Well Below National - i.e. 10 or more percentage points LOWER than NATIONAL

Appendix D - Primary and Secondary Phase Results Summary 2015-16

School	Ofsted Rating as at 31.08.16	Cohort Number	Intake (KS2 Reading, Writing & Maths Level 4+)	Key Stage 4 Attainment					Key Stage 2-4 Progress					Destinations	Absence
				A*-C in English + Maths GCSes	English Bacc		Attainment 8		Progress 8					Pupils staying in education or going into employment (2014 leavers)	% Overall absence 2014/15
					%	% Entered	% Achieved	Score	As Grade	Score	Range	DfE Descripton	Ranking		
Altwood	Requires imp.	133	69	62	30	20	50.6	C	-0.15	-0.34 to +0.03	Average		-0.32	97	5.3
Charters	Outstanding	245	75	78	47	35	56.9	B-	0.3	+0.17 to +0.44	Above average		-0.02	98	4.8
Churchmead	Good	87	61	69	29	22	51.0	C	0.20	-0.05 to +0.46	Average		+0.31	90	6.2
Cox Green	Good	146	67	74	40	29	54.6	C+	0.20	+0.02 to +0.37	Above average		-0.01	91	5.0
Desborough	Good	64	56	64	33	20	48.1	C-	-0.02	-0.29 to +0.24	Average		-0.49	96	4.7
Furze Platt	Requires imp. (Good - Sep 2016)	186	71	74	47	31	55.3	B-	0.26	+0.10 to +0.42	Above average		-0.18	96	4.1
Newlands	Good	181	82	88	52	70	58.5	B	0.42	+0.25 to +0.58	Above average		+0.19	98	3.8
Windsor Boys' School	Requires imp.	222	58	68	39	24	52.3	C+	0.17	+0.02 to +0.32	Above average		-0.05	95	5.2
Windsor Girls' School	Outstanding	183	71	73	49	39	51.5	C	0.1	-0.06 to +0.26	Average		-0.09	95	5.6
RBWM		1470	69	72.4	44.1	31.6	53.0	C+	0.16	+0.11 to +0.22	Above average		-0.12	95.0	4.8
National 2016 (state funded)				63	39.7	24.7	49.8	C	-0.03				-0.38	94.0	5.3

Source: Performance Tables 2016

Report Title:	Proposal for a Shared Emergency Planning Service for Berkshire
Contains Confidential or Exempt Information?	Main body of the report Part I Appendix A, Part II - Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.'
Member reporting:	Councillor Carwyn Cox – Lead Member for Environmental Services including Parking.
Meeting and Date:	23 March 2017
Responsible Officer(s):	Andy Jeffs, Interim Strategic Director of Operations and Customer Services.
Wards affected:	All

1. During 2016 a review of Emergency Planning services was completed across the six Berkshire Authorities on behalf of the Berkshire Chief Executives Group. The report concluded that the six authorities should seek to deliver Emergency Planning and Business Continuity Planning through a shared service arrangement, with West Berkshire being the host authority for the service.
2. The Royal Borough Emergency Planning Service currently has one officer who is required to cover all areas of planning. A shared arrangement would increase expertise and resilience of the service provided in the borough.
3. If approved by all six authorities the new shared service would go live on 1 October 2017 and cost the Borough £71,000.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) **Delegates authority to the Interim Strategic Director of Operations & Customer Services in conjunction with the Lead Member for Environmental Services including Parking to implement a shared Emergency Planning service subject to a satisfactory inter authority collaboration agreement being achieved, including provision for one FTE to have its primary base as Windsor & Maidenhead.**

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

- 2.1 The Royal Borough currently shares 30 services with other local authorities. This paper sets out a proposed additional shared service for Emergency Planning and Business Continuity Planning across Berkshire. The proposal to share services was initially proposed in 2015. At this point only four of the six Berkshire were in agreement. In late 2016 the six Berkshire Authorities requested the initial proposal be reviewed and a new shared service considered, see Appendix A.

- 2.2 The current Berkshire Emergency Planning model was introduced in 1998 and is based on each Unitary Authority employing dedicated resource with informal joint working arrangements across a range of shared activities managed through a Memorandum of Understanding (MOU). Resourcing levels for the six services have changed in each authority. There is now interest in a shared service.
- 2.3 The review, see appendix A, highlighted a number of issues with existing arrangements, for instance:
- A lack of resilience in each authority due to a reliance on one or two key individuals, with vulnerabilities identified where vacancies or prolonged periods of absence occurred.
  - No consistent approach and therefore on occasion duplicate work, wasted resource so inefficient use of resource
  - Disparity in the resourcing of Emergency Planning between the Councils, resulting in the cost of multi-agency work being funded inequitably.
  - A lack of career structure/personal development framework with opportunities for succession planning to aid retention.
  - Multiple points of contact for communication with partner agencies.
- 2.4 The review concluded that the EP services have demonstrated a high level of professionalism and some joint working. However, the operating framework established in 1998 is no longer effective or sustainable. The need for Berkshire to present a stronger single voice coupled with opportunities to avoid duplication of effort are clearly evident.
- 2.5 A team of five FTE is proposed. This would comprise two teams of two FTE with each team covering one of two regions, Berkshire West and Berkshire East. An Emergency Planning Team Manager would be based in the Lead Authority with the two operational teams working across the six authorities; see proposed staffing structure in Appendix A.
- 2.6 There are six critical success factors determined for this proposal:
- **Enhanced resilience:** resources can be deployed much more effectively to where they are needed rather than rely on mutual aid arrangements.
  - **Enhanced effectiveness:** considerable scope exists to reduce or eliminate duplication of effort. Enhanced leadership and strategic direction.
  - **Strengthened mutual aid arrangements:** this will be easier to coordinate in a shared arrangement.
  - **No increase in costs:** some authorities will realise a small efficiency saving. The proposal would result in no additional cost to the Royal Borough but offer value through increased resilience and more effective BCP arrangements.
  - **Local presence:** the proposed model is not based on dedicated resource located in each authority but two regional teams that will be deployed dynamically and based on need.
  - **Enhanced working relationship with Thames Valley Local Resilience Forum (TVLRF):** The appointment of a single manager providing one point of contact for Berkshire will greatly enhance relationships with the TVLRF. Efficiencies will be achieved through rationalising attendance at regional and sub-regional EP meetings and forums.

- 2.7 The host authority would be West Berkshire and the Berkshire Chief Executives Group would receive quarterly reports on the performance of the service, which will be shared with the Lead Cabinet member and Cabinet.
- 2.8 The council has a number of factors and high profile locations that influence its Emergency Planning risk profile:
- Fluvial Flood Risk from River Thames and tributaries
  - Crowded Spaces - Significant National and Regional Tourism Sites
  - Ministry of Defence facilities
  - Transportation - Heathrow Flight Paths, Motorway network
  - VIP presence - Royal Household, Eton College
  - Public Events - Ascot Racecourse, Horse Show
- 2.9 The inter authority collaboration agreement confirmed with the host authority will ensure proportionate and robust coverage and response mechanisms for the Boroughs high profile locations. West Berkshire is the only authority to have a higher profile than the Royal Borough and this is due to the Atomic Weapons Establishment, Aldermaston being located in its area.
- 2.10 There are a number of day to day operations that cross over with the EP function that will need support and input from any proposed shared service e.g. Safety Advisory Group, Ceremonial Events Group etc. These functions will be satisfactorily covered within the agreement entered. In addition the proposed Emergency Planning model incorporates BCP, supporting Council service areas in developing robust continuity plans.
- 2.11 The new team would coordinate out of hours arrangements for Emergency Planning. This is currently shared across Heads of Service and Service Leads in the Operations and Customer Services Directorate. This arrangement will mean that qualified EP personnel will provide out of hours cover going forward. This will not remove the need for a local 'duty officer' to lead on the Royal Borough's out of hours response and to initially fulfil the Local Authority Liaison Officer (LALO) role.

**Table 1:**

<b>Option</b>	<b>Comments</b>
Implement a shared Emergency Planning service with the five other Berkshire authorities conditional on one FTE having Windsor and Maidenhead as their base location in the Berkshire East region.	This option will offer an opportunity for the council to increase resilience and reactivity for Emergency Planning and Business Continuity Planning arrangements.
<b>The recommended option</b>	
Retain dedicated Emergency Planning resource and continue with a stand alone service delivery model.	The council will be able to deliver its statutory obligations under this arrangement. It will not have the opportunity to increase resilience through partnership with other Berkshire authorities.
Not recommended option	

### 3. KEY IMPLICATIONS

**Table 2: Defined outcomes**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Shared Emergency Planning service implemented	30/11/17	01/10/17	25/09/17	18/09/17	01/10/17

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

- 3.1 The Borough has allocated £71,000 for emergency planning services in 2017/18.
- 3.2 Existing EP functions across Berkshire are estimated to have a net cost of £404,000 per annum. The proposed model is expected to operate with a budget of £371,000 in year one based on current assumptions and including a £14,000 contingency budget. A one off cost of approximately £9,000 is anticipated for the creation of the new working arrangement. This cost would be shared by the six authorities.

### 5. LEGAL IMPLICATIONS

- 5.1 Powers to share services are contained within sections 101 and 102 of the Local Government Act 1972 and Sections 9EA and 9EB Local Government Act 2000 (as amended) for executive functions. The legislation is supplemented by the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012/1019. The Regulations set out who within a Local Authority is able to authorise entering into shared arrangements or any delegation of functions. These authorised persons will usually be one of the following: the elected mayor, the executive of the local authority or a committee of the executive.
- 5.2 Inter authority collaboration agreement will be agreed between the six authorities prior to start up of the new shared service.

### 6. RISK MANAGEMENT

**Table 4: Potential risks**

Risks	Uncontrolled Risk	Controls	Controlled Risk
Loss of dedicated EP resource and ability to develop working relationships	Medium	A robust inter authority collaboration agreement is negotiated that is proportionate to the needs and risk profile of the council with provision	Low

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
with local stakeholders and partners.		for one FTE resource to have the Royal Borough as their primary base.	
Staffing arrangements not reviewed and configured appropriately for the shared service.	Medium	A review of staffing arrangements and requirements undertaken including administrative, infrastructure and equipment support for a shared service has been undertaken. Staffing arrangements approved by the council.	Low
The council's requirements are/appear subordinate to partner authority's requirements.	Medium	The inter authority collaboration agreement secures the profile of the council with one FTE resource based in the Royal Borough.	Low

## **7. POTENTIAL IMPACTS**

- 7.1 An external consultant is currently providing Emergency Planning services across the council under a consultancy agreement. Consequently there would be no TUPE implications for the council as the substantive post is vacant.
- 7.2 The shared service proposal strengthens the resilience of the council service.

## **8. CONSULTATION**

- 8.1 This report is scheduled to be considered by the Highways, Transport & Environment Overview & Scrutiny meeting on 14 March 2017. The panel's comments will be provided to Cabinet prior to consideration of the report.

## **9. TIMETABLE FOR IMPLEMENTATION**

**Table 5: Indicative implementation timeline**

<b>Date</b>	<b>Details</b>
23 March 2017	Cabinet considers shared service report
31 March 2017	Call in period ends
01 April 2017 – 30 June 2017	Inter authority collaboration agreement negotiation
01 July – 31 July	Collaboration agreement finalised and signed
21 August 2017	Six week transition/mobilisation period
01 October 2017	Shared service goes live

## 10. APPENDICES

Appendix A – Shared service review detailed report – Part II

## 11. BACKGROUND DOCUMENTS

11.1 None

## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Commented &amp; returned</b>
Cllr Carwyn Cox	Lead Member for Environmental Services inc. Parking	20/02/17	23/02/17
Alison Alexander	Managing Director	17/02/17	19/02/17
Andy Jeffs	Interim Strategic Director of Operations & Customer Services	13/02/17	17/02/17
Russell O'Keefe	Strategic Director of Corporate & Community Services	17/02/17	
Rob Stubbs	Head of Finance	17/02/17	
Terry Baldwin	Head of HR	17/02/17	
Roxanna Khakinia	Head of Shared Legal Services	17/02/17	21/02/17
Mark Lampard	Finance Partner	17/02/17	20/02/17
Steve Johnson	Enforcement Principal	13/02/17	
Arthur Rabjohn	Emergency Planning Lead	13/02/17	15/02/17

## REPORT HISTORY

<b>Decision type:</b> Key decision	<b>Urgency item?</b> No
Report Author: Craig Miller, Head of Community Protection & Enforcement	



Report Title:	Adult Services Business Plan 2017-2018
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr David Coppinger, Lead Member for Adult Services, Health and Sustainability
Meeting and Date:	Cabinet – 23 March 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. In October 2016, the Royal Borough agreed to enter into a partnership with Wokingham Borough Council to deliver its adult services through Optalis, a local authority trading company. This report provides the business plan for the delivery of adult services through Optalis in 2017-2018.
2. The service objectives set out in the business plan build on those delivered in 2016-2017.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) **Approves the Adult Services Business Plan for 2017-2018.**

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

- 2.1. In October 2016, the Royal Borough agreed to enter into a partnership with Wokingham Borough Council to deliver its adult services through Optalis, a local authority trading company. This report provides the business plan for the delivery of adult services through Optalis in 2017-2018.
- 2.2. The service objectives set out in the business plan, see appendix 1, build on those delivered in 2016-2017 and have been developed in the light of current performance and key priorities, including delayed transfers of care and the NHS commitment around Transforming Care Pathway.
- 2.3. There are seven objectives for 2017-2018:
  - Deliver a more agile and rapid response to residents which is based on having different conversations with residents maximising community support, enhancing residents' abilities and independence.
  - Deliver the Transforming Care Pathway action plan.
  - Work on a career structure to retain high performing social care staff who do not hold a social work qualification.
  - Implement making safeguarding personal across the statutory agencies.
  - Maintain a good performance on delayed transfers of care.
  - Ensure contract compliance with the Royal Borough's service specification.

- Ensure all regulatory services achieve a good outcome through Care Quality Commission inspection.

2.4. The business plan is the operational delivery plan for adult services. The service specification with Optalis sets out the performance management framework and expectations for the contract.

**Table 1: Options**

<b>Option</b>	<b>Comments</b>
Approve the Adult Services Business Plan for 2017-2018.  <b>This is the recommended option.</b>	The business plan sets out the objectives for Adult Services for 2017-2018 which aims to provide a consistent and coordinated response to residents with adult social care needs.
Not to have a business plan for Adult Services  This is not the recommended option.	Not having clear objectives for Adult Services for 2017-2018 will not enable the Royal Borough to meet its statutory duties under the Care Act.

### 3. KEY IMPLICATIONS

3.1 The key implications of the recommendation are at table 2.

**Table 2: Key implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Delivery of Adult Services business plan 2017-2018	30 June 2018	31 March 2018	28 February 2018	31 January 2018	31 March 2018

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 No financial implications. All activities outlined in the Business Plan will be met from existing budgets.

### 5. LEGAL IMPLICATIONS

5.1 The Council has a range of statutory duties in relation to the provision of adult services principally:

- Those linked to its functions and responsibilities under the Care Act 2014.
- Regulations in relation to the delivery of public health duties as set out in the Health and Social Care Act 2012.

5.2 Delivering the business plan service objectives will support the Royal Borough to comply with its statutory obligations in relation to adult services.

## 6. RISK MANAGEMENT

6.1 The risks are set out in table 3.

**Table 3: Risks and controls**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Impact of transition to Optalis delays implementation of the service objectives.	MEDIUM	Tight performance monitoring.  Senior management sponsorship	LOW
Service objective activities do not have the desired impact.	MEDIUM	Robust monitoring of the business plan.  Senior management sponsorship	LOW

## 7. POTENTIAL IMPACTS

7.1 None.

## 8. CONSULTATION

8.1 The report will be considered by Adult Services Overview and Scrutiny Panel on 16 March 2017, comments will be reported to Cabinet.

8.2 Consultation has also taken place with the Deputy Director Health and Adult Social Care.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 The implementation timetable is at table 5.

**Table 5: Implementation timetable**

<b>Date</b>	<b>Details</b>
1 April 2017 to 31 March 2018	Delivery of Adult Services business plan

9.2 Implementation date if not called in: Immediately.

## 10. APPENDICES

10.1 Adult Services Business Plan 2017-2018

## 11. BACKGROUND DOCUMENTS

11.1 None

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr David Coppinger	Lead Member for Adult Services	22/2/17	23/2/17
Alison Alexander	Managing Director	22/2/17	23/2/17
Russell O'Keefe	Strategic Director	22/2/17	
Andy Jeffs	Interim Strategic Director	22/2/17	
Rob Stubbs	Section 151 Officer	22/2/17	
Terry Baldwin	Head of HR	22/2/17	
Angela Morris	Deputy Director Health and Adult Social Care	22/2/17	

### REPORT HISTORY

<b>Decision type:</b> Key decision 15 February 2017	<b>Urgency item?</b> No
Report Author: Hilary Hall, Head of Commissioning – Adults, Children and Health, 01628 683893	

# **Adult Services Business Plan 2017-2018**

**March 2017**

**“The Royal Borough of Windsor & Maidenhead is a great place to live, work, play and do business supported by a modern, dynamic and successful Council”**

**Our vision is underpinned by four principles:**

*Putting residents first*

*Delivering value for money*

*Delivering together with our partners*

*Equipping ourselves for the future*

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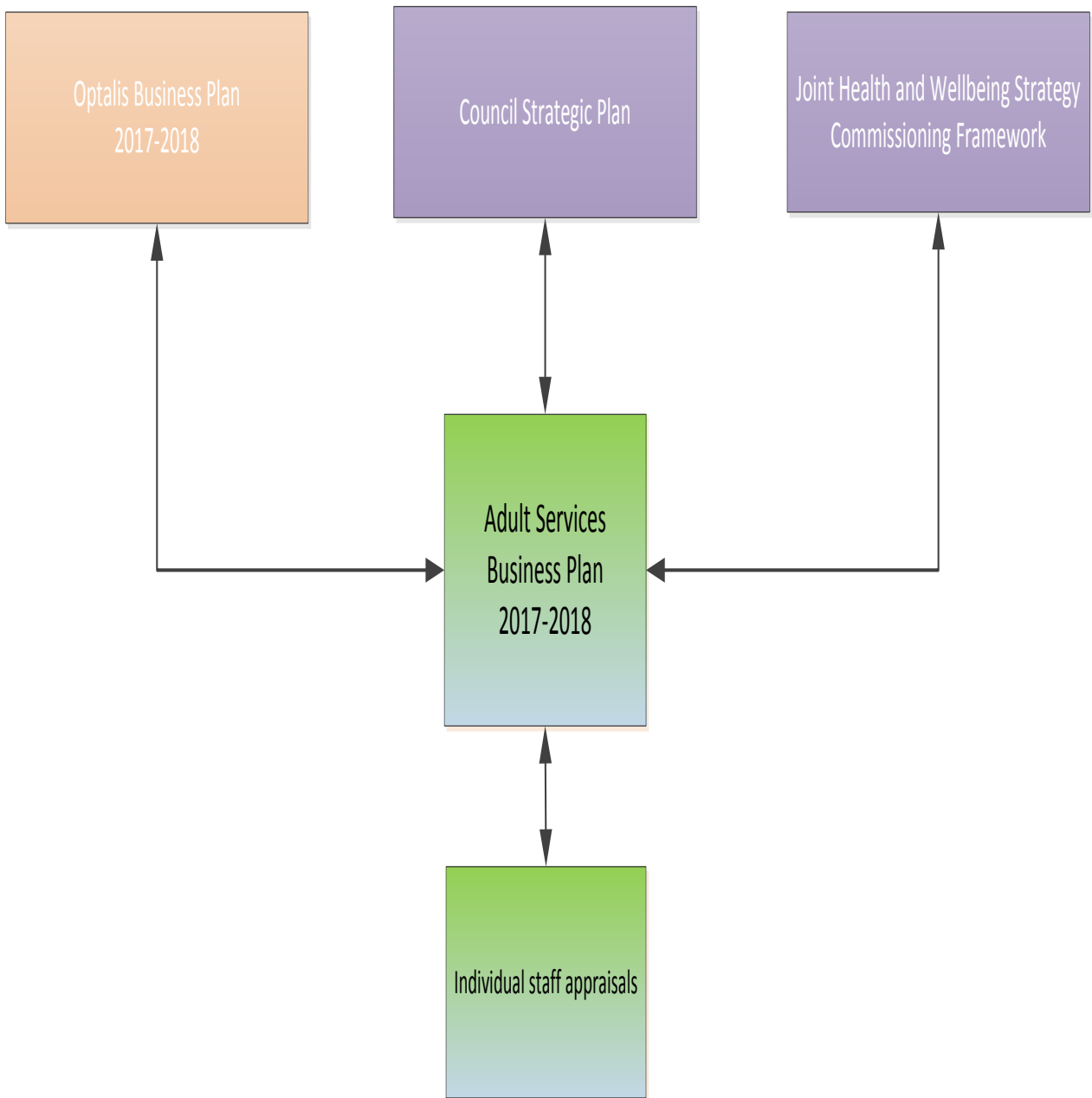
## Content

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### Commonly used acronyms

EST	Each Step Together
FTE	Full time equivalent
RBWM	Royal Borough of Windsor and Maidenhead

**Diagram 1: The Golden Thread**





## 1 INTRODUCTION

- 1.1 The Adult Services' workforce aims to provide a truly outstanding service for each and every resident it serves.
- 1.2 This Business Plan, which stems from the Council's Strategic Plan, describes the operating context, vision, values and aims and objectives of the service for 2017-2018. On 3 April 2017, the Royal Borough will form a partnership with Wokingham Borough Council to deliver its adult services through Optalis, a local authority trading company. In addition to the transfer of operational staff and services, there will be a proportionate transfer of support services resource.
- 1.3 This is the first business plan for the new delivery arrangements and it summarises our commitment to our workforce and shows how finances are used to effect change. It outlines the achievements in 2016-2017. The plan is part of the 'golden thread' of plans and strategies which underpin the work of the service and its employees (see diagram 1).
- 1.4 Delivery of the plan will be monitored internally by the Optalis Executive Board and the Shareholders Board. External monitoring of performance will be undertaken through the agreed commissioning arrangements, with additional scrutiny through the Lead Member for Adults Services, Health and Sustainability and the Adult Services and Health Overview and Scrutiny Panel.
- 1.5 The service's annual resource equates to £30m gross, which is sufficient to meet current levels of demand in the Royal Borough. The service also has access to draw down from block contracts commissioned and managed by the Royal Borough, totalling just under £10m. Adult services' business is delivered through four service areas:
  - Adult Care.
  - Integrated Learning Disabilities Service.
  - Integrated Community Mental Health Team.
  - Adults Governance and Quality Assurance.

## 2 VISION AND BUSINESS

- 2.1 Adult services' vision is that:

***Residents' needs are met as early as possible by highly skilled professionals and our residents are given every opportunity to fulfil their potential.***

- 2.2 Our vision reflects the core values of Optalis, see diagram 2.

Diagram 2: Optalis core values



- 2.3 The Borough's ambition for our residents is high. The Adult Services and wider Council management team's activities are focussed on supporting the workforce to work successfully with all those who need our services. This includes:
- Ensuring that basic standards of service delivery are met for every service user.
  - Raising practice standards, so that every team becomes a pocket of excellence and service users are genuinely at the centre of their business.
  - Strengthening effective partnerships to increase the level of service available.
  - Creating a healthy working environment, where staff are respected, enjoy their work and experience inspirational leadership.

- 2.4 Core business is structured around prevention and safeguarding, underpinned by robust commissioning and a skilled workforce.

#### **Prevention**

- 2.5 The Borough's Adult Services deliver a number of services to help our residents and prevent their needs escalating to specialist services. For instance: the Short Term Support and Rehabilitation team provides intensive support to residents coming out of hospital to enable them to continue living in their own homes and domiciliary care is delivered on the basis of outcomes and independence plans.

#### **Safeguarding**

- 2.6 Whilst large numbers of the borough's residents do not require safeguarding services, robust systems are in place for those who need protection from abuse and harm. There is a commitment, across the borough and the wider services, to ensure that all agencies work together in a purposeful and timely fashion to maintain the safety of residents in the borough.

### **3 DESCRIPTION OF SERVICES PROVIDED**

- 3.1 Adult Services provides a range of services for the benefit of residents as innovatively as possible to ensure that services are fit for purpose for the future.
- 3.2 Under the Care Act, local authorities must ensure that local residents receive services that prevent their care needs from becoming more serious and they have a range of high quality, appropriate services to choose from.

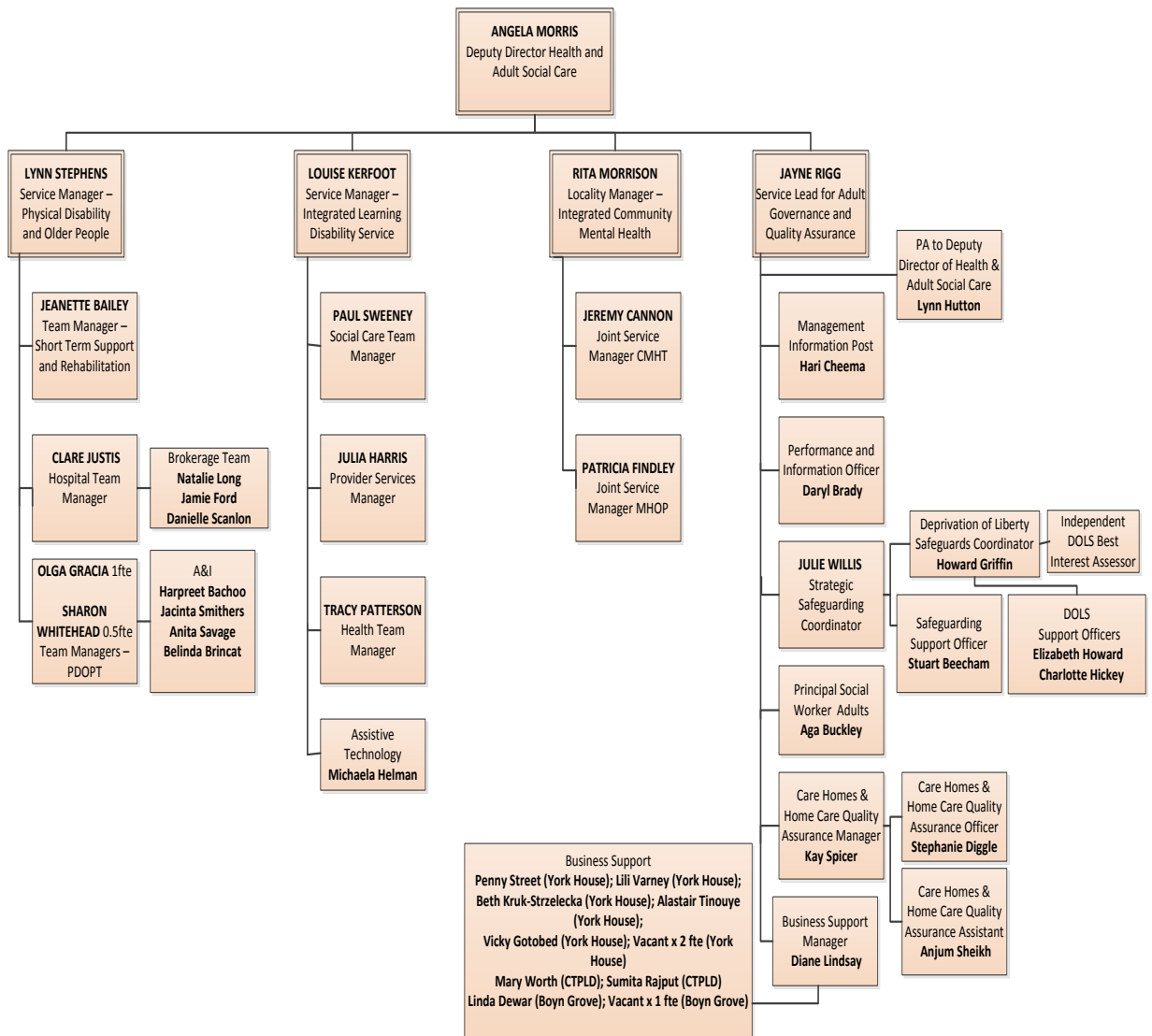
3.3 The Royal Borough, through Optalis, discharges this duty through:

- Services for around 1,400 older people and those with a physical disability, encompassing a hospital team and a short term support and rehabilitation team.
- An integrated service with Berkshire Healthcare Foundation Trust providing services for around 350 people with a learning disability or difficulty.
- An integrated mental health service with Berkshire Healthcare Foundation Trust for around 700 residents.
- A governance and quality assurance service managing around 700 safeguarding alerts each year and maintaining a standards of care framework for the borough's 46 care homes.
- Day centres for adults with a learning disability and those with dementia.
- Residential homes for adults with disabilities.
- Respite facility for adults with a learning disability.

4 WORKFORCE

4.1 Adult Services is structured through four service areas, see diagram 3.

Diagram 3: Adult Services structure



4.2 The Borough's Adult Services comprises 260FTE. Its sickness levels are currently higher than the targeted six sickness absence days lost per FTE. Data to the end of December 2016 show an actual of 11.74 days lost per FTE (year to date). Individual service areas have undertaken specific targeted work to support reducing higher levels of long term sickness and staff exceeding the Bradford factor trigger of 120<sup>1</sup>. Sickness absence rates have been reduced – but remain a priority for 2017/18.

### Workforce development

4.3 Recruitment and retention for hard to fill posts continues to be business critical. The over reliance on interim and agency workers, currently xx in the service, means that organisational history is not always known and knowledge is lost. Alternative recruitment strategies are being utilised including search and selection at senior levels and possibly international recruitment for social workers. Whilst these methods can traditionally be more costly, securing a permanent workforce will have a long term positive effect in reducing overall staff costs.

4.4 The alternative recruitment methods will be used alongside the continued development of our current workforce, whereby those who have the required competence and interest in promotional opportunities are actively encouraged to make applications. For those who require further development first, as identified through appraisals and ongoing 1-1s and supervisions, this will be given and, where required, funded through the agreed training needs analysis.

## 5 FINANCE SUMMARY

5.1 Adult Services' gross expenditure budget for 2017-2018 transferring to Optalis is £31.4m, see table 1.

**Table 1: Adult Services revenue budget 2017-2018 in Optalis**

Service Areas	Gross Budget £'000
<b>Directly provided services</b>	
Windsor Day Care Centre for older people	289
Oak Bridge Centre for adults with learning disabilities	445
Boyn Grove day care centre	1,229
Short term support and reablement	2,403
Winston Court registered residential home	527
Homeside registered residential home	487
Allenby Road respite services	362
<b>Care management</b>	
Physical disabilities and older people – staffing	1,781
Integrated service for learning disabilities – staffing	486
Adult Governance and Quality Assurance - staffing	543
Community mental health – staffing	1,094
<b>Brokerage support services</b>	
Operational commissioning – care brokerage and placements	87
Business Support	283
Data analyst and telecare	90
<b>Senior management</b>	

<sup>1</sup> The Bradford Factor is a system used to calculate a score for each employee's absence in a year and it identifies persistent short-term absence for individuals. It places greater emphasis on the number of occasions of absence, rather than the total number of days' absence.

<b>Service Areas</b>	<b>Gross Budget £'000</b>
Adult social care management and support	365
<b>Commissioned services</b>	
Residential/Nursing Care - spot contacts	6,610
Direct payments, respite care, external daycare and other	2,364
Spot contracts for services for learning disability	8,981
Adult social care support services	446
Mental health care budget – services	2,332
Projects funded from Better Care Fund	236
<b>Total</b>	<b>31,440</b>

5.2 In addition to the £31.4m transferring to Optalis, Adult Services is able to draw down services from a number of block contracts commissioned and managed by the Royal Borough, totalling around £14m, see table 2.

**Table 2: Royal Borough commissioned services for adults**

<b>Commissioned services</b>	<b>Gross budget £'000s</b>
Homecare - outcome based commissioning contract	4,277
Residential/Nursing Care - care element of block contracts for tender in 2016	5,226
Equipment BCES contract - telecare & other	457
Block contracts for LD services	4,214
<b>Total</b>	<b>14,174</b>

5.3 In 2016-2017, the Royal Borough took up the new adult social care precept at the maximum then permitted of 2%, adding £18.14 to band D council tax of £906.95. In 2017-2018, the budget assumes the recently revised maximum of 3%, adding a further £27.75 to sustain the growing need for adult social care services.

## **6 REVIEW OF PERFORMANCE 2016-2017**

6.1 The performance of the directorate in 2016-2017 is set out in table 3.

**Table 3: Performance 2016-2017**

<b>Performance</b>
<ul style="list-style-type: none"> <li>• Services were delivered to 2,246 service users, a rate of 200 adults per 10,000 in the borough.</li> <li>• 2,958 contacts were received, of which 86% progressed to a referral and 14% resulted in no further action.</li> <li>• Of the referrals which required adult social care intervention, 67% were allocated to long term care teams.</li> <li>• Of the long term care service users, 60% were living in the community, 26% were in residential care and 14% were in nursing care.</li> <li>• 2,308 support plans were completed, a rate of 206 per 10,000 adults in the borough.</li> <li>• 652 safeguarding alerts were received, a rate of 58 per 10,000 adults.</li> </ul>

- 6.2 A regional peer review of adult safeguarding was undertaken in October 2015. A number of recommendations were made primarily around processes and systems to support 'Making Safeguarding Personal' and a comprehensive action plan has been delivered in 2016-2017 to address the recommendations.
- 6.3 The Care Quality Commission undertakes inspections of all regulated services in the borough and in 2015-2016, rated the Short Term Support and Rehabilitation service as Good in all categories. In 2016-2017, inspections were undertaken of 9 Allenby Road in July 2016 and 16 Homeside Close and 5 Winston Court in November 2016. 9 Allenby Road was judged Good and the other two services were judged Requires Improvement, see table 4.

**Table 4: Care Quality Commission judgements, 2016-2017**

	<b>9 Allenby Road</b>	<b>16 Homeside Close</b>	<b>5 Winston Court</b>
<b>Overall rating for this service</b>	<b>Good</b>	<b>Requires Improvement</b>	<b>Requires Improvement</b>
Is the service safe?	Good	Requires Improvement	Requires Improvement
Is the service effective?	Good	Requires Improvement	Requires Improvement
Is the service caring?	Good	Good	Good
Is the service responsive?	Good	Good	Good
Is the service well-led?	Good	Requires Improvement	Requires Improvement

## **7 ENVIRONMENTAL CHANGES**

7.1 There are a range of changes in legislation and demography which will impact on the delivery of adult services during 2017-2018. These include:

- The borough's population is ageing with the number of people aged 65 and over increasing by 9.2% (2,500 individuals) in the next five years to 2020 and by 20.1% (5,500 individuals) in the next 10 years to 2025. This represents a significant and growing challenge in terms of health and social care services because the need for care services increases significantly over the age of 85. Reablement, out of hospital care services and residential care services are all likely to experience increases in demand as the population ages with the number of individuals requiring crisis care, such as stroke, heart attack, falls and hip fracture, rises.
- The borough has the largest number of care homes per population size in England, 46, for which the Royal Borough has the safeguarding duty and which consumes significant resource in managing the risk.
- Approximately 13,125 people have identified themselves as carers in RBWM in the 2011 Census, and this is likely to be an underestimate of the true numbers of people caring. This number has increased by 15.1% since 2001 – which is much faster than the rise in the overall population (8.2%). Carers make up 9.2% of the total population in the borough. 27.4% of carers provide care for more than 20 hours per week, 16.6% for more than 50 hours per week. The peak age for

caring is between 50 and 64 years. As the caring role gets more intensive, the proportion of older carers increases.

- The requirement from government for a local health and social care integration plan to be agreed in 2017 that will deliver integration of health and social care by 2019-20.
- The Sustainability and Transformation Plan for the Frimley Health and Care System.

## 8 OBJECTIVES 2017-2018

8.1 The objectives for the Adult Services for 2017-2018 have been set, see table 5. They represent the priorities for the service for the year linked to the corporate objectives and the manifesto commitments. Day to day business is monitored through detailed action plans and management arrangements.

**Table 5: Service objectives**

<b>Contributes to manifesto commitment(s):</b>	<ul style="list-style-type: none"> <li>• Ensure residents who receive council care are covered by a care plan.</li> <li>• Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse</li> </ul>
<b>Contributes to corporate objective(s):</b>	Residents First, Delivering Together, Equipping Ourselves for the Future

No:	Directorate level outputs	Achieved 2016-2017	Target 2017-2018	Target 2018-2019
1	Deliver a more agile and rapid response to residents which is based on having different conversations with residents maximising community support, enhancing residents' abilities and independence.	Jan 2017		
2	Deliver the Transforming Care Pathway action plan.	Remodelled inpatient and support services for people with learning disabilities, autism and challenging behaviour in place, meeting RBWM's priorities	Reduced hospital admissions and strengthened community support meeting RBWM's needs	Reduced hospital admissions and strengthened community support meeting RBWM's needs
3	Work on a career structure to retain high performing social care staff who do not hold a social work qualification.	N/A	Improve the retention rate for social care staff by April 2018.	

No:	Directorate level outputs	Achieved 2016-2017	Target 2017-2018	Target 2018-2019
4	Implement making safeguarding personal across the statutory agencies.	N/A	Have a robust system in place to measure outcomes by April 2018	
5	Maintain a good performance on delayed transfers of care.	Ongoing	Continue the engagement and solution based approach to respond in an agile manner to transfer of care	
6	Ensure contract compliance with the Royal Borough's service specification.	N/A	All targets achieved within the performance management framework.	
7	Ensure all regulatory services achieve a good outcome through Care Quality Commission inspection.	2 Good 2 Requires Improvement	4 Good judgements	

## 9 RISK AND MITIGATION

9.1 Adult Services undertakes an annual analysis of risk. There are currently four areas of risk and all have plans for mitigation, see table 6 for a summary.

**Table 6: Risk and mitigation**

No	Risk	Mitigation
1.	Net increase in demand as service users transition from children's to adults' services alongside lack of cost effective placements.	<ul style="list-style-type: none"> <li>• Increase collaborative working in East Berkshire.</li> <li>• Implement supportive care pathway tiers defined primarily on customer risk and need.</li> <li>• Plan services four to five years in advance in terms of commissioning and framing expectations.</li> <li>• Plan and manage transitions by good operational working between Optalis and Achieving for Children.</li> </ul>
2.	Delayed transfers of care that stop people leaving hospital when they are medically fit increase and the Royal Borough is charged for the delay.	<ul style="list-style-type: none"> <li>• Delayed transfers of care are monitored closely by the hospital discharge and commissioning teams</li> <li>• Weekly updates are provided to the Deputy Director Health and Adult Social Care to escalate as required</li> <li>• Ongoing work with the acute trust and East Berkshire project to address delayed transfers of care.</li> </ul>
3.	Provider failure leads to significant harm/death to vulnerable people.	<ul style="list-style-type: none"> <li>• Deploy the Provider Failure protocol.</li> </ul>



No	Risk	Mitigation
4.	Homecare contract fails to deliver independence outcomes for residents and therefore budget efficiencies	<ul style="list-style-type: none"> <li>• Carewatch and sub contractors take 100% of referrals.</li> <li>• Robust financial processes ensure payments are accurate and timely.</li> <li>• Care governance process holds the provider to account.</li> <li>• Data enables accurate forecasting of demand and budget.</li> <li>• Independence plans and the new way of working is realised.</li> </ul>

Document Name	Adult Services Business Plan 2017-2018		
Document Author	Adult Services management team		
Document owner	Deputy Director Health and Adult Social Care		
Accessibility	This document can be made available in other formats upon request.		
Destruction date	N/A		
Document approval dates	Version 1	Author	March 2017
	Version 2	Directorate Management Team	March 2017
	Version 3	Cabinet	March 2017
Circulation restrictions	None		
Review date	March 2018		

Report Title:	Children's Services Business Plan 2017-2018
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr Natasha Airey, Lead Member for Children's Services
Meeting and Date:	Cabinet – 23 March 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. In September 2016, the Royal Borough agreed to enter into a partnership with the London Borough of Richmond upon Thames and the Royal Borough of Kingston upon Thames to deliver its children's services through Achieving for Children, a community interest company. This report provides the business plan for the delivery of children's services through Achieving for Children in 2017-2018, together with the improvement plan.
2. The Royal Borough had its inspection of children in need of help and protection, children in care and care leavers under Ofsted's single inspection framework in March 2015 and received an overall judgement of Requires Improvement. It is unlikely that there will be a further inspection under this framework for at least three years. As a result, the Royal Borough signed up to a safeguarding peer review by the Local Government Association to take place in December 2016. This commitment was made in order to assess progress following the inspection. The areas for consideration identified in the peer review have been consolidated within the existing improvement plan that had been developed following completion of the initial Ofsted action plan and forms the appendix to the 2017-2018 business plan.
3. This report also confirms that the formal transfer of children's services to Achieving for Children will be effective 1 August 2017 and outlines the arrangements that will be put in place between 1 April and 31 July 2017.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) **Approves the Children's Services Business Plan for 2017-2018 and accompanying improvement plan.**

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

### **Achieving for Children**

- 2.1. In September 2016, the Royal Borough agreed to enter into a partnership with the London Borough of Richmond upon Thames and the Royal Borough of Kingston upon Thames to deliver its children's services through Achieving for

Children, a community interest company. This report provides the business plan for the delivery of children's services through Achieving for Children in 2017-2018.

### **Peer review**

- 2.2. The Royal Borough had its inspection of children in need of help and protection, children in care and care leavers under Ofsted's single inspection framework in March 2015 and received an overall judgement of Requires Improvement. It is unlikely that there will be a further inspection under this framework for at least three years. As a result, the Royal Borough signed up to a safeguarding peer review by the Local Government Association to take place in December 2016. This commitment was made in order to assess progress following the inspection.
- 2.3. Whilst it is not an inspection, the peer review is undertaken against a standard set of key lines of enquiry and the local authority can specify additional lines of enquiry. The Royal Borough requested a focus on the Multi-Agency Safeguarding Hub, the Duty and Assessment team and the SMARTness and quality of child protection plans including development and delivery. The standard themes are:
  - Effective practice, service delivery and the voice of the child.
  - Outcomes, impact and performance management.
  - Working together, including the Health and Wellbeing Board.
  - Capacity and managing resources.
  - Vision, strategy and leadership.
- 2.4. Overall, the feedback from the review was very positive, see section 3 for a summary of the strengths and areas for consideration under each of the standard themes. The self assessment completed by the Royal Borough in advance of the site visit was reflected in the outcomes of the peer review and there were no surprises in terms of the peer review team's findings. The team concluded from the cases that they had reviewed that there was no evidence of unsafe practice. Many of the areas of strengths identified by Ofsted, particularly around focus on children and practice within the Pods (the long term social work teams), have been confirmed by the peer review.
- 2.5. The areas for consideration identified have been consolidated within the existing improvement plan that had been developed following completion of the initial Ofsted action plan.
- 2.6. The key headlines from the review were:
  - Ambitious and innovative political and senior managerial leadership.
  - Political and managerial commitment to continue to enhance stability and consistency to children's services in the Borough.
  - Excellent examples of collaborative and transparent working with all partners.
  - Children are at the heart of everything that is done.
  - Required performance and standards need to be fully embedded across services.
  - Processes need to be streamlined to support effective co-ordination and planning that meets the needs of children.
  - Continue to enhance stability and support staff during this time of change.

- Staff and partners are passionate about the contribution they make for children and young people.

### Improvement plan

2.7. Drawing together good practice from other authorities, areas for consideration identified in the peer review and current performance, the Children’s Services improvement plan, see appendix 1 to the business plan, is shaped around eight key themes:

- Delivery of an integrated early help offer and alignment with MASH.
- Missing/child sexual exploitation.
- Recruitment and retention of staff including caseloads, supervision and management development.
- Corporate parenting.
- Educational improvements for those eligible for free schools meals.
- Alternative provision offer for vulnerable children and young people.
- Quality assurance and performance management, including audit.

2.8. The business plan is the operational delivery plan for children’s services. The service specification with Achieving for Children sets out the performance management framework and expectations for the contract.

### Timescales

2.9. Cabinet will be aware that the Royal Borough has been working with Achieving for Children to complete all the work to enable Children’s Services to be delivered through Achieving for Children from April 2017.

2.10. The formal decision to enable the Royal Borough to enter the partnership with the founding councils, Richmond and Kingston, needs to be made at their relevant executive meetings. Formal decisions are scheduled for 19 and 27 April, with the final ratification in Richmond on 4 July 2017.

2.11. Between March and July 2017, the Royal Borough and Achieving for Children will continue to develop their partnership working, as already agreed, forming relationships between staff and services and identifying opportunities for joint work and integrated services. The formal transfer of staff will take place on 1 August 2017.

**Table 1: Options**

<b>Option</b>	<b>Comments</b>
Approve the Children’s Services Business Plan for 2017-2018 and accompanying improvement plan.  <b>This is the recommended option.</b>	The business plan with the improvement plan sets out the objectives for Children’s Services for 2017-2018 in order to meet the needs of children and young people in the borough.
Not to have a business plan and improvement plan for Children’s Services  This is not the recommended option.	Not having clear priorities for improvement for Children’s Services for 2017-2018 will not enable the Royal Borough to meet its statutory duties to safeguard and promote the welfare of children and young people in the borough.

### 3. KEY IMPLICATIONS

3.1 The key implications of the recommendation are at table 2.

**Table 2: Key implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Delivery of Children's Services improvement plan 2017-2018	30 June 2018	31 March 2018	28 February 2018	31 January 2018	31 March 2018

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 No financial implications. All activities outlined in the Improvement Plan will be met from existing budgets.

4.2 On 15 December 2016, Cabinet agreed to the recommendation: "Approves the consideration for purchase of shareholding a 20% stake in Achieving for Children and recommends to Council that this is funded from the 2016/17 capital programme, delegating authority to the Leader, Lead Member for Finance and Managing Director/Strategic Director Adult Children and Health Services to negotiate and agree the value of the shares." The admission fee of £750K has now been agreed with Richmond and Kingston.

### 5. LEGAL IMPLICATIONS

5.1 The statutory framework for the local authority to deliver services for children in need of help and protection, children in care and young people leaving care includes:

- Children Act 1989.
- Children (Leaving Care) Act 2000.
- Adoption and Children Act 2002.
- Children Act 2004.
- Working Together 2015 (statutory guidance).

5.2 Delivering the improvements identified will support the Royal Borough to properly comply with its legal obligations regarding its duties towards children in need of help and protection, children in care and young people leaving care. Failure to make such changes could lead to potential risks to vulnerable children and young people in need, and a failure of the local authority to comply with its legal obligations.

### 6. RISK MANAGEMENT

6.1 The risks are set out in table 3

**Table 3: Risks and controls**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Impact of transition to Achieving for Children delays implementation of improvement plan.	MEDIUM	Tight performance monitoring.  Senior management sponsorship	LOW
Improvement activities do not have the desired impact.	MEDIUM	Robust monitoring of the improvement plan.  Redefinition of improvement activity as required.	LOW

## **7. POTENTIAL IMPACTS**

7.1 None.

## **8. CONSULTATION**

8.1 The report will be considered by Children’s Services Overview and Scrutiny Panel on 22 March 2017, comments will be reported to Cabinet.

8.2 Consultation has also taken place with senior managers within Children’s Services.

8.3 Consultation is taking place with the Youth Ambassadors and Kickback, the children in care council on 21 March 2017.

## **9. TIMETABLE FOR IMPLEMENTATION**

9.1 As the improvements identified following the December 2016 peer review have been consolidated within the existing Improvement Plan, a number of the activities are already underway.

**Table 5: Implementation timetable**

<b>Date</b>	<b>Details</b>
January 2017 to 31 March 2018	Delivery of Children’s Services Improvement Plan

9.2 Implementation date if not called in: Immediately.

## 10. APPENDICES

10.1 Children's Services Business Plan 2017-2018

## 11. BACKGROUND DOCUMENTS

11.1 Adult, Children and Health Services Directorate Business Plan 2016-2017.

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Natasha Airey	Lead Member for Children's Services	22/2/17	23/2/17
Alison Alexander	Managing Director	22/2/17	23/2/17
Russell O'Keefe	Strategic Director	22/2/17	
Andy Jeffs	Strategic Director	22/2/17	
Rob Stubbs	Section 151 Officer	22/2/17	
Terry Baldwin	Head of HR	22/2/17	
Ian Dodds	Deputy Chief Executive, Achieving for Children	22/2/17	

### REPORT HISTORY

<b>Decision type:</b> Key decision 16 January 2017	<b>Urgency item?</b> No
Report Author: Hilary Hall, Head of Commissioning – Adults, Children and Health, 01628 683893	





**achieving  
for children**



# **Children's Services Business Plan 2017-2018**

**March 2017**

**“The Royal Borough of Windsor & Maidenhead is a great place to live, work, play and do business supported by a modern, dynamic and successful Council”**

**Our vision is underpinned by four principles:**

*Putting residents first*

*Delivering value for money*

*Delivering together with our partners*

*Equipping ourselves for the future*

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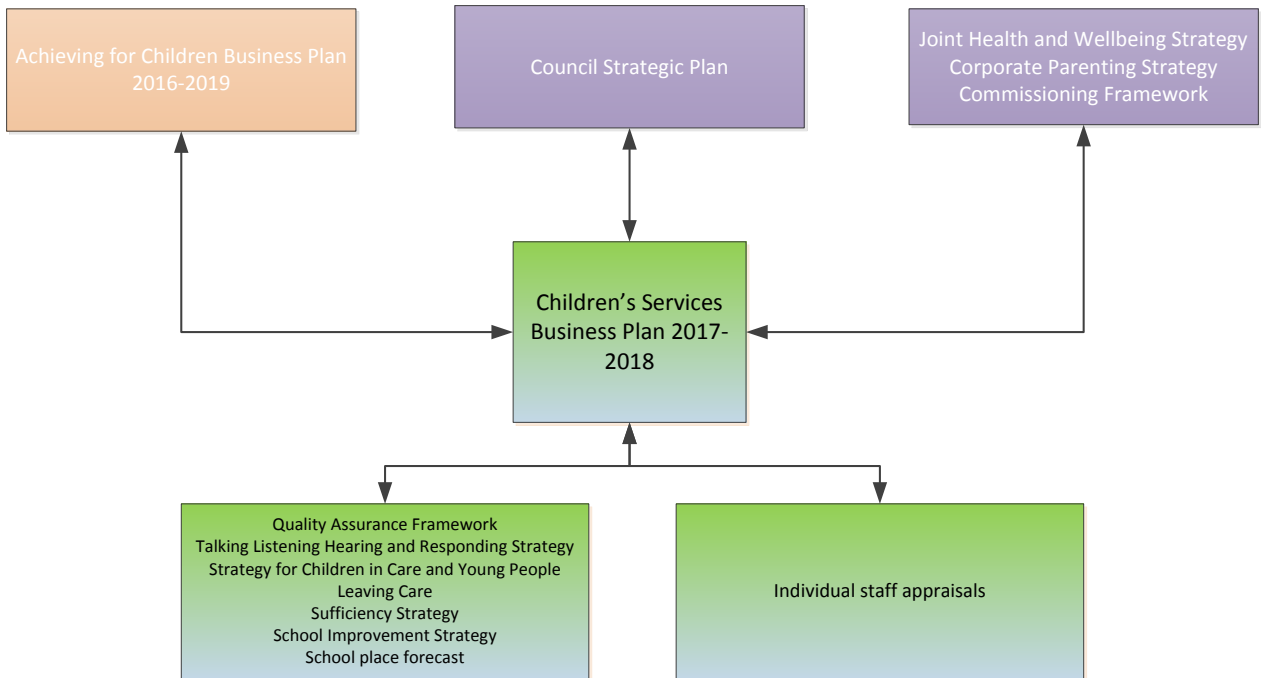
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### Commonly used acronyms

DSG	Dedicated Schools Grant
FTE	Full time equivalent
RBWM	Royal Borough of Windsor and Maidenhead

**Diagram 1: The Golden Thread**



## 1 INTRODUCTION/EXECUTIVE SUMMARY

- 1.1 The Children's Services workforce aims to provide a truly outstanding service for each and every resident it serves.
- 1.2 This Business Plan, which stems from the Council's Strategic Plan and Achieving for Children's Business Plan 2016-2019, describes the operating context, vision, values and aims and objectives of the service for 2017-2018. On 3 April 2017, the Royal Borough will form a partnership with London Borough of Richmond upon Thames and the Royal Borough of Kingston upon Thames to deliver its children's services through Achieving for Children, a community interest company. In addition to the transfer of operational staff and services, there will be a proportionate transfer of support services resource.
- 1.3 This is the first business plan for the new delivery arrangements and it summarises our commitment to our workforce and shows how finances are used to effect change. It outlines the achievements the workforce achieved in 2016-2017. The plan is part of the 'golden thread' of plans and strategies which underpin the work of the service and its employees, see diagram 1.
- 1.4 Delivery of the plan will be monitored internally by the Achieving for Children Executive Board. External monitoring of performance will be undertaken through the agreed commissioning arrangements, with additional scrutiny through the Lead Member for Children's Services, Deputy Lead Member for School Improvement and the Children's Services Overview and Scrutiny Panel.
- 1.5 The service's annual resource equates to £92m, including Dedicated Schools Funding, which is sufficient to meet current levels of demand. Children's services business is delivered through three operational service areas, supported by corporate support services:
  - Schools and Educational Services.
  - Early Help, MASH and Assessment.
  - Safeguarding and Children in Care.

## 2 VISION AND BUSINESS

- 2.1 Children's services' vision is that:

***Children and young people's needs are met as early as possible by highly skilled professionals and they are given every opportunity to be successful.***

- 2.2 The vision reflects the Promises of Achieving for Children:
  - We will put children and young people first.
  - We will value and invest in our staff to deliver innovative and quality services.
  - We will embrace diversity and champion inclusion.
  - We will be resourceful, adaptable and dependable.
  - We will nurture strong, responsive and caring relationships.
  - We will work with our customers to deliver the most effective solutions for them.
- 2.3 Our ambition for our residents is high. The management team's activities are focussed on supporting the workforce to work successfully with all those who need our services. This includes:

- Ensuring that basic standards of service delivery are met for every child and young person.
- Raising practice standards, so that every team becomes a pocket of excellence and children and young people are genuinely at the centre of their business.
- Strengthening effective partnerships to increase the level of service available.
- Creating a healthy working environment, where staff are respected, enjoy their work and experience inspirational leadership.

2.4 The service's core business is structured around: education, prevention and safeguarding, underpinned by robust commissioning and a skilled workforce.

### **Education**

2.5 In terms of education provision, attainment levels of the Royal Borough's pupils remain higher than the national average at all key stages except for Key Stage 5. However, it is important to recognise that whilst performance is good overall, one third of young people leave the compulsory years of education without the requisite qualifications to compete successfully in today's economy. The Royal Borough is working with education leaders to improve standards in this area.

2.6 The quality of the borough's schools is endorsed by Ofsted with 86% of them currently judged as either 'Good' or 'Outstanding'. Targeted work continues with all schools to raise performance so that all children and young people in the borough can benefit from attending a 'Good' or 'Outstanding' school.

### **Prevention**

2.7 Children's Services delivers a number of services to help children and young people and prevent their needs escalating to specialist services. For instance: children's centres have high levels of usage and there remains a commitment to delivering Youth Services that are accessible to all younger residents.

### **Safeguarding**

2.8 Whilst large numbers of the borough's children and young people do not require safeguarding services, robust systems are in place for those who need protection from abuse and harm. There is a commitment, across the borough and the wider services, to ensure that all agencies work together in a purposeful and timely fashion to maintain the safety of children and young people.

## **3 DESCRIPTION OF SERVICES PROVIDED**

3.1 Children's Services delivers a range of services for the benefit of residents as innovatively as possible to ensure that services are fit for purpose for the future.

### **Health, Early Help and Safeguarding**

The Children Act 1989 places a duty on Local Authorities to promote and safeguard the welfare of children in need within their area. Through its delegation to Achieving for Children, the Royal Borough discharges this duty through a number of services, including early help, youth service and youth offending team, children's centres, health visitors, support for schools, including educational psychology, education welfare and school nurses, safeguarding and child protection, children with disabilities, fostering and adoption.

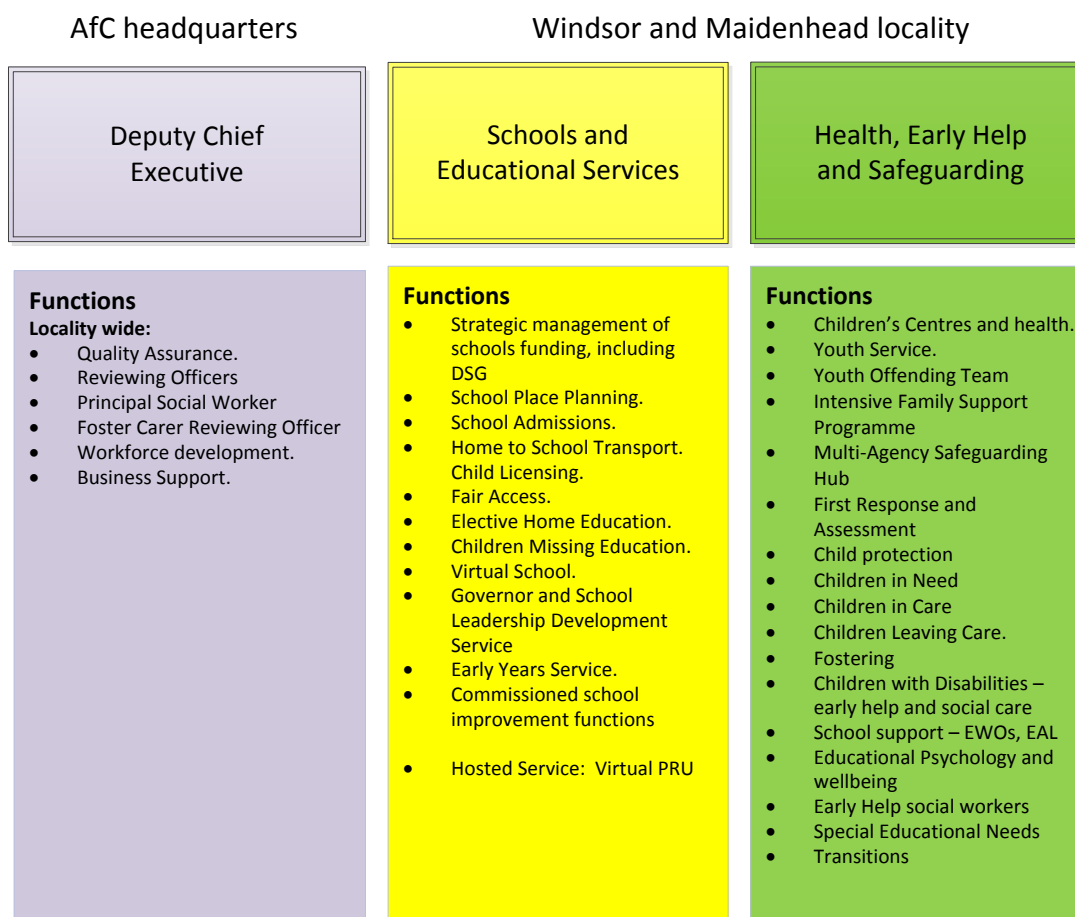
## Schools and Educational Services

Children’s Services has robust arrangements for planning, accessing and improving the quality of educational places in early years and schools as well as championing the education of children in care and those excluded from school. It supports the educational standards for around 20,000 pupils in 66 schools within the borough and the childcare work of 80 private nurseries and 200 childminders. Its statutory duties include ensuring that there are sufficient school places and commissioning new capacity as required.

## 4 WORKFORCE

4.1 Children’s Services is structured through two main service areas, with support services provided through the corporate centre, see diagram 2.

**Diagram 2: Children’s Services structure**



4.2 Children’s Services has 278FTE. Its sickness levels are lower than the targeted six sickness absence days lost per FTE. Data to the end of December 2016 show an actual of 5.31 days lost per FTE for Health, Early Help and Safeguarding and 4.75 days lost per FTE for Schools and Educational Services.

### Workforce development

4.3 Recruitment and retention for hard to fill posts continues to be business critical. The over reliance on interim and agency workers, currently xxx in the service, in particular in senior posts of Team Managers and Service Leaders in Children’s Services, has meant that organisational history is not always known and knowledge is lost.

Alternative recruitment strategies are being utilised including search and selection at senior levels and possibly international recruitment for social workers. Whilst these methods can traditionally be more costly, securing a permanent workforce will have a long term positive effect in reducing overall staff costs.

- 4.4 The alternative recruitment methods will be used alongside the continued development of our current workforce, whereby those who have the required competence and interest in promotional opportunities are actively encouraged to make applications. For those who require further development first, as identified through appraisals and ongoing 1-1s and supervisions, this will be given and, where required, funded through the agreed training needs analysis.

## 5 FINANCE SUMMARY

- 5.1 The directorate's gross expenditure budget for 2017-2018, including the Dedicated Schools Grant (DSG) spend, is £92.7m, see table 1. Children's Services is funded through the local authority Revenue Support Grant, Dedicated Schools Grant (DSG) and public health ring-fenced grant.

**Table 1: Children's Services revenue budget 2017-2018 in Achieving for Children**

Team	Gross Expenditure Budget £000	Grants, incl DSG & Public Health £000	All other income generated £000		Council funding £000
Business support - operational	690			0	690
Principal social worker	58			0	58
IROs, CP conference chairs, Foster Carer Reviewing Officer	273			0	273
Emergency duty service	73			0	73
Care placements and services budgets	2,962	(358)	(72)	(430)	2,532
IT / Data analysis / Policy	382			0	382
<b>Commissioning total</b>	<b>4,439</b>	<b>(358)</b>	<b>(72)</b>	<b>(430)</b>	<b>4,009</b>
Sufficiency and place planning	552	(350)	(120)	(470)	82
Capital schools' projects and maintenance	23	(12)	(11)	(23)	0
Home to school transport	2,240	(12)	(44)	(56)	2,184
Maintained schools & Early years provision	53,266	(53,058)	(21)	(53,079)	187
Early Years Development	411	(100)	(90)	(190)	221
School improvement, intervention (SI), and governor services	646	(14)	(314)	(327)	318
Alternative provision	835	(835)		(835)	0
Virtual school	387	(387)		(387)	0
Admissions and Fair Access	255	(255)		(255)	0
Schools Forum	18	(18)		(18)	0
DSG Management recharge	408	(408)		(408)	0
<b>Schools and Educational Services total</b>	<b>59,041</b>	<b>(55,448)</b>	<b>(721)</b>	<b>(56,149)</b>	<b>2,992</b>
Children's centres	762		0	0	762
School nurses, health visitors and public health	2,069	(2,069)		(2,069)	0
Youth services and youth participation inc NEET and tracking	1,110		(473)	(473)	637
Youth offending	337		(200)	(200)	137
IFSP	385	(275)		(275)	110
Young People's Substance misuse	50	(15)		(15)	35
Education welfare	233	(62)	(88)	(150)	83
Education psychology and school support	999	(294)	(531)	(825)	174
MASH and First Response	812	(104)		(104)	708



Team	Gross Expenditure Budget £000	Grants, incl DSG & Public Health £000	All other income generated £000		Council funding £000
Children in need, CP, children in care, care leavers	3,395			0	3,395
Fostering team and in-house foster carers	1,952		(26)	(26)	1,926
Children and young people disability services	2,210	(86)	(55)	(141)	2,069
Childcare Lawyers	333			0	333
CYPDS - High Needs pupils funded by DSG	12,193	(12,073)	(119)	(12,193)	0
<b>Health, Early Help and Safeguarding total</b>	<b>26,837</b>	<b>(14,978)</b>	<b>(1,492)</b>	<b>(16,470)</b>	<b>10,367</b>
Deputy Director and Head of Schools (DCS functions)	240		(79)	(79)	161
<b>Management Total</b>	<b>240</b>	<b>0</b>	<b>(79)</b>	<b>(79)</b>	<b>161</b>
LDD transitions	2,177	0	0	0	2,177
<b>Adult social Care Total</b>	<b>2,177</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,177</b>
<b>Grand Total</b>	<b>92,734</b>	<b>(70,784)</b>	<b>(2,364)</b>	<b>(73,128)</b>	<b>19,706</b>

## 6 REVIEW OF PERFORMANCE 2016-2017

6.1 The performance of Children's Services in 2016-2017 is set out in table 2.

**Table 2: Performance 2016-2017**

Service	Performance
Health, Early Help and Safeguarding	<ul style="list-style-type: none"> <li>3,471 contacts were received, of which 25.8% progressed to referral. 15.6% of these referrals were repeat referrals.</li> <li>46.1% of assessments were completed in the 45 day timescale.</li> <li>As at 31 January 2017, there were 131 children on a child protection plan and 104 children in care.</li> <li>86.5% of care leavers were in suitable accommodation and 74% of economically active care leavers were in employment, education and training.</li> <li>100% of children in care reviews were delivered in timescale.</li> <li>79.1% of initial child protection conferences were held within 15 working days of the initial strategy discussion.</li> <li>All child protection review conferences were held, 96.3% of them were within timescale.</li> </ul>
Schools and Educational Services	<ul style="list-style-type: none"> <li>86% of Royal Borough schools were rated Good or Outstanding.</li> <li>74% of pupils achieved a Good Level of Development at the Early Years Foundation Stage.</li> <li>59% of pupils achieved expected standards or better in Reading, Writing and Mathematics at Key Stage 2.</li> <li>72% of pupils achieved 5 or more A*-C GCSEs.</li> </ul>

Note: performance figures as at 31 January 2017

- 6.2 Ofsted undertook the single inspection of services for children in need of help and protection, children in care and care leavers between 3 and 25 March 2015 and published their report on 16 May 2015. The Borough was judged as Requiring Improvement. Ofsted identified 16 recommendations for action and the improvement plan against these recommendations was delivered by March 2016.
- 6.3 In December 2016, the Local Government Association undertook a safeguarding peer review to provide a health check on progress from the 2015 inspection. Overall, the feedback from the review was very positive. The self assessment completed by the Royal Borough in advance of the site visit was reflected in the outcomes of the peer review and there were no surprises in terms of the peer review team's findings. The team concluded from the cases that they had reviewed that there was no evidence of unsafe practice. Many of the areas of strengths identified by Ofsted, particularly around focus on children and practice within the Pods, were confirmed by the peer review.
- 6.4 The areas for consideration identified have been consolidated within the existing improvement plan that had been developed following completion of the initial Ofsted action plan and forms the focus of this business plan for 2017-2018, see appendix 1.
- 6.5 The key headlines from the review were:
- Ambitious and innovative political and senior managerial leadership.
  - Political and managerial commitment to continue to enhance stability and consistency to children's services in the Borough.
  - Excellent examples of collaborative and transparent working with all partners.
  - Children are at the heart of everything that is done.
  - Required performance and standards need to be fully embedded across services.
  - Processes need to be streamlined to support effective co-ordination and planning that meets the needs of children.
  - Continue to enhance stability and support staff during this time of change.
  - Staff and partners are passionate about the contribution they make for children and young people.

## **7 ENVIRONMENTAL CHANGES**

- 7.1 There are a range of changes in legislation and demography which will impact on the delivery of the children's services during 2017-2018. These include:
- The Sustainability and Transformation Plan for the Frimley Health and Care System.
  - Within the Queens Speech for 2016-17, eight new pieces of legislation were outlined. The Children and Social Work Bill focuses on children in care and care leavers, adoption, the regulation of social workers and safeguarding.
  - The education policy landscape continues to change at an increasing rate. The major changes which will impact the business in 2017-2018 will be the continued migration of schools from local authority maintained to Academy status. This change will see a further reduction in the Royal Borough's statutory duties for school improvement.
  - The growing demand for school places, driven by housing growth, will continue to put pressure on the admissions service to meet the in year demands of those arriving in the borough.

## 8 OBJECTIVES 2017-2018

8.1 As described in Section 6, the objectives for Children’s Services for 2016-2017 have been set in the Improvement Plan, see appendix 1. They represent the priorities for the service for the year, linked to the corporate objectives and the manifesto commitments. Day to day business is monitored through detailed action plans and management arrangements.

8.2 The Improvement Plan is structured around seven areas:

- Delivery of an integrated early help offer and alignment with MASH.
- Missing/child sexual exploitation.
- Recruitment and retention of staff including caseloads, supervision and management development.
- Corporate parenting.
- Educational improvements for those eligible for free schools meals.
- Alternative provision offer for vulnerable children and young people.
- Quality assurance and performance management, including audit.

## 9 RISK AND MITIGATION

9.1 Children’s Services undertakes an annual analysis of risk. There are currently four areas of risk. All identified risks have plans for mitigation, see table 3 for a summary.

**Table 3: Risk and mitigation**

No	Risk	Mitigation
1.	Failure to meet statutory responsibility to provide educational places for all borough residents.	<ul style="list-style-type: none"> <li>• In partnership with schools, agreed phased plan for secondary, middle, upper school expansion e.g. costs, transport, data models.</li> <li>• Annually monitor applications to ensure arrangements for providing additional school places can be made prior to formal offers.</li> <li>• Continually explore opportunities for further free school provision.</li> <li>• Use agreed and consistent demographic data sources to forecast future places and ensure this matches with planning data</li> </ul>
2.	Families choose not to use borough schools. Schools judged below “good” by Ofsted .	<ul style="list-style-type: none"> <li>• Challenge underperforming schools based upon results in education data.</li> <li>• Develop KS5 delivery model with all secondary settings.</li> <li>• Broker and enable inter-school support to exploit subject expertise.</li> <li>• Deploy resources to maintain education improvement and early years strategies.</li> </ul>
3.	Increasing number of children’s safeguarding referrals and placements leads to increasing costs on	<ul style="list-style-type: none"> <li>• Integrate early help with top end specialist statutory services.</li> <li>• Commission early help services to address needs at earliest possible opportunity.</li> <li>• Ensure sufficient reserves to accommodate spikes in demand.</li> </ul>

No	Risk	Mitigation
	the council.	<ul style="list-style-type: none"> <li>• Scrutinise every external placement application for best possible costs analysis.</li> </ul>
4.	Maximum caseload levels exceeded for social workers.	<ul style="list-style-type: none"> <li>• Strategy for the recruitment and retention of experienced social workers and managers.</li> <li>• Develop the workforce development strategy, to identify the need for relevant skills.</li> <li>• Training reports for all staff dealing with children/young people.</li> </ul>

## Appendix 1: Children's Services Improvement Plan 2017-2018

<b>Theme 1:</b>	<b>Delivery of an integrated early help offer and alignment with MASH</b>
<b>Theme owner:</b>	Acting Head of Early Help and MASH

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
Improve access and streamline business support processes so that all enquires are routed appropriately through Early Help Hub or MASH.	Ensure clear pathways and process mapping are being applied to all referrals.	Acting Head of Early Help and MASH	December 2016	Performance meeting Monitoring of new data set
Further develop the multi-agency integrated response to safeguarding referrals	Strengthen shared ownership and decision making of all partners in the MASH.	Acting Head of Early Help and MASH	January 2017 onwards	MASH strategic Board and LSCB
	Deliver refreshed multi-agency safeguarding training with partners	Acting Head of Early Help and MASH	January – March 2017	
Develop integrated early help offer across Children's Centres, Youth Services and schools support with effective signposting for partners and families so that no "young people fall through the gaps".	Review terms of reference of EH Hub	Acting Head of Early Help and MASH	March 2017	Performance meeting Monitoring of new data set
	Provide clearer signposting to appropriate support services at different stages of need.	Acting Head of Early Help and MASH	March 2017	Performance meeting Monitoring of new data set

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Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
	Carry out monthly audits of EH Hub cases	Acting Head of Early Help and MASH	March 2017 onwards	Performance meeting
Complete and rollout revised Early Help Strategy showing integrated offer and access arrangements	Provide a statement that clearly defines the early help offer	Acting Head of Early Help and MASH	January 2017	LSCB
	Relaunch MASH and Early Help	Acting Head of Early Help and MASH	February 2017 onwards	

<b>Theme 2:</b>	<b>Missing/child sexual exploitation and other emerging risks, including radicalisation to tackle offending; reduce vulnerability and support victims and survivors</b>
<b>Theme owner:</b>	Acting Head of Early Help and MASH

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
Clarify CSE partnership governance showing geographical and organisational arrangements	Update and share governance and structure charts within Royal Borough of Windsor and Maidenhead and across partners	Acting Head of Early Help and MASH	January 2017	
	Ensure pathways are clear, mapped and being applied.	Acting Head of Early Help and MASH	January 2017 and ongoing	Thematic case audits Review of operational meeting trigger plans minutes.

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Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
	Deliver CSE awareness programme to widest audience	Acting Head of Early Help and MASH	January 2017 and ongoing	
	Review terms of reference for SEMRAC	Acting Head of Early Help and MASH	March 2017	
Link support for Elective Home Educated children to ensure any concerns are identified, addressed and monitored.	EHE visit staff trained on signs of emerging risks and have access to pathway for referring families of concerning and receiving professional support.	Head of Schools and Educational Services	June 2017	Audit of EHE visit checklist for engagement with emerging risks.  Reduce proportion of vulnerable pupils with EHE episode in their history.

<b>Theme 3:</b>	<b>Recruitment and retention of staff, including caseloads, supervision and management development</b>
<b>Theme owner:</b>	Acting Head of Safeguarding and Children in Care

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
Ensure caseloads are in line with agreed policy	Confirm caseload policy: newly qualified social workers = 8-10 cases; after first year of practice = 10-12 cases; more than two years' practice = 12-20 cases.	Acting Head of Safeguarding and Children in Care	December 2016	DMT performance day.  Weekly reports.
	Review caseloads fortnightly with	Service Managers	January 2017	

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
	Consultant Practitioners.		and ongoing	
	Identify cases that can be safely closed and allocate time for this to be done.	Service Managers	January 2017 and ongoing	
Improve the frequency, quality and recording of supervision	Deliver intensive training for managers.	Acting Head of Safeguarding and Children in Care with Research in Practice	January 2017	Case audits
	Support training with individual support from Principal Social Worker.	Principal Social Worker	January 2017 and ongoing	
Deliver management development and succession opportunities	Identify development needs of existing managers.	Acting Head of Safeguarding and Children in Care with Service Managers	March 2017	Personal supervision
Deliver management development and succession opportunities	Deliver development opportunities through appropriate learning and development.	Acting Head of Safeguarding and Children in Care with Learning and Development Manager	April 2017 and ongoing	Learning and development plan
Deliver statutory requirements around children in care and children on child protection plans	Ensure that all statutory visits are completed to timescale.	Service Managers with Consultant Practitioners	January 2017 and ongoing	DMT performance day. Learning and development plan.
	Ensure that all reports for conference and	Service Managers	January 2017	



Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
	reviews are provided within the deadlines set.	with Consultant Practitioners	and ongoing	
	Identify areas where improvement in knowledge and skills are required and commission appropriate training and development.	Service Managers with Consultant Practitioners and Learning and Development Manager	January 2017 and ongoing	
Improve the offer for care leavers and unaccompanied asylum seekers	Recruit to vacant Personal Advisor post.	Service Managers	January 2017	Personal supervision
	Recruit to vacant Senior Youth Worker post with specialist worker.	Service Managers	January 2017	Personal supervision
	Develop expertise in support for care leavers and unaccompanied asylum seekers across the Pods.	Acting Head of Safeguarding and Children in Care	February 2017 and ongoing	Corporate Parenting Forum / Lead Member
Develop plan for implementing Signs of Safety	Work with Achieving for Children to develop the plan for implementing Signs of Safety	Acting Head of Safeguarding and Children in Care	From March 2017	-

<b>Theme 4:</b>	<b>Corporate parenting</b>
<b>Theme owner:</b>	Acting Head of Safeguarding and Children in Care

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
Ensure that all Members and	Deliver training for all Members, as part of	Acting Head of	March 2017	Lead Member

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
council employees understand their role as corporate parents.	the annual development programme.	Safeguarding and Children in Care		briefings
	Prepare a Corporate Parenting Annual Report for consideration by Children's Services Overview and Scrutiny Panel and Cabinet.	Head of Commissioning – Adults, Children and Health	March 2017	Corporate Parenting Forum and Lead Member briefing
Secure stronger engagement of Corporate Parenting Forum Members with practice	Re-establish quarterly auditing of cases for members of the Corporate Parenting Forum.	Acting Head of Safeguarding and Children in Care	March 2017 and ongoing	Corporate Parenting Forum.
	Provide opportunities for members of the Forum to shadow social workers working with children in care	Acting Head of Safeguarding and Children in Care	March 2017 and ongoing	
Review permanency policy and embed across the service	Review and update existing permanency policy.	Acting Head of Safeguarding and Children in Care	January 2017	Case audits
	Deliver training across the service to ensure consistency.	Acting Head of Safeguarding and Children in Care with Learning and Development Manager	February 2017	
Review permanency policy and embed across the service	Provide individual support through the Principal Social Worker.	Principal Social Worker	March 2017 and ongoing	Case audits
Clarify and strengthen the advocacy and independent	Prepare detailed Service Level Agreement to run 1 January 2017 to 31	Head of Commissioning –	January 2017	Contract monitoring

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
visiting offer for children in care and those subject of child protection plans	March 2018.	Adults, Children and Health		information. Young people's feedback.
	Carry out routine quarterly contract monitoring.	Head of Commissioning – Adults, Children and Health / Acting Head of Safeguarding and Children in Care	March 2017 and ongoing	
Continue to strengthen Kickback	Explore ways for involving children and young people in care living outside of the Borough in Kickback.	Youth Services Manager / Youth Engagement Officer	March 2017	Corporate Parenting Forum.
	Commission and deliver "Total Respect" training for Kickback members.	Acting Head of Safeguarding and Children in Care	January 2017	
	Roll out MOMO to children and young people in care, foster carers and the workforce.	Independent Reviewing Officer and Youth Engagement Officer	January 2017 and ongoing	
Secure permanent location for the contact service	Confirm existing location for the contact services until 31 March 2017.	Acting Head of Safeguarding and Children in Care	December 2016	Corporate Parenting Forum.
	Secure new permanent location effective from 1 April 2017	Acting Head of Safeguarding and Children in Care	March 2017	

<b>Theme 5:</b>	<b>Education improvements for those eligible for free school meals</b>
<b>Theme owner:</b>	Head of Schools and Educational Services

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
Borough-wide work to support this [small] cohort to be more successful, as part of early help offer.	Embed the work of the borough-wide Pupil Premium Champions network.	Head of Schools and Educational Services	September 2017	Education Information Group
	Deliver the improvement plan in relation to improving the attainment at early years.	Head of Schools and Educational Services	September 2017	DMT performance day
	Develop a Virtual School dataset for free school meal pupils in the borough	Head of Schools and Educational Services	April 2017	Education Information Group
	Monitor the Virtual School dataset through the Champions Network to inform continuous professional development for schools and teachers	Head of Schools and Educational Services	September 2017	Education Information Group
	Review training offer for NQT and with teaching schools to ensure FSM considerations are included.	Interim Services Leader – School Operations	September 2017	Education Information Group
Ensure that early help services recognise the barriers of poverty through training and are joined up with other interventions.	Ensure Early Help and Alternative Provision collaboration on staff training and development.	Head of Schools and Educational Services	September 2017	Education Information Group

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<b>Theme 6:</b>	<b>Alternative provision offer for vulnerable children and young people, including those missing education</b>
<b>Theme owner:</b>	Head of Schools and Educational Services

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
Alternative provision offer to be enhanced to enable quick access regardless of how a student accesses our services so that education can be delivered more quickly	Establish operational basis and capacity of RISE, the pupil referral unit, to deal with expected volumes of excluded pupils.	Head of Schools and Educational Services	September 2017	DMT performance day.
	Deliver Schools Forum-led review of High Needs spending starting February 2017	Head of Schools and Educational Services	September 2017	Education Leadership Forum.
	Specification of services agreed with schools.	Head of Schools and Educational Services	September 2017	Education Leadership Forum.
	All services retained, redesigned, commissioned or closed and new offer available to schools.	Head of Schools and Educational Services	September 2017	DMT performance day.
Ensure that children missing education are appropriately monitored and enabled to access education.	Develop and implement a quality assurance mechanism in relation to children missing education.	Head of Schools and Educational Services	September 2017	DMT performance day.

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<b>Theme 7:</b>	<b>Quality assurance and performance management</b>
<b>Theme owner:</b>	Deputy Chief Executive, Achieving for Children

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
Continue to embed use of the existing performance management tools.	Implement 'performance day' across Children's Services to secure a system-wide review of performance, including audit outcomes.	Head of Commissioning Adults, Children and Health	Start July 2016 and every two months thereafter.	-
	Implement a robust quality assurance framework in education and early help to complement the existing framework in children's social care.	Head of Schools and Educational Services	March 2017	DMT performance day
	Involve Lead Member in case audits to gain an understanding of the wishes and feelings of children and young people and the services they experience.	Senior Quality Assurance Manager	January 2017 and quarterly thereafter.	DMT performance day and Lead Member briefings.
	Improve compliance in relation to completion of monthly case audits.	All Heads of Service	January 2017 and ongoing	DMT performance day
	Improve the understanding of data and performance across the service.	All Heads of Service and managers	January 2017 and ongoing	DMT performance day
Increase the participation of children and young people.	Increase the number of children in care chairing their own reviews.	Senior Reviewing Officer Service Manager	March 2017	DMT performance day
	Train more young people to be involved in recruitment and interview processes.	Youth Engagement Officer	March 2017	Quarterly report to DMT.

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Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
	Increase the involvement of Youth Ambassadors in wider council business to ensure that their voice is heard in other council plans and service delivery.	Youth Services Manager	March 2018	DMT performance day and Lead Member briefings
Streamline the number of spreadsheets held outside of main systems	Audit spreadsheets holding personal sensitive data outside of Paris/other systems.	Head of Commissioning – Adults, Children and Health	January 2017	DMT
	Identify ways in which spreadsheets can be discontinued including investment in reporting resource for Paris/other systems.	Head of Commissioning – Adults, Children and Health	February 2017 and ongoing	DMT

<b>Theme 8:</b>	<b>Transfer to Achieving for Children</b>
<b>Theme owner:</b>	Director of Children's Services

Action	Milestones	Lead	Deadline for delivery	Monitoring mechanisms
Secure safe transfer of services to Achieving for Children, effective April 2017	Deliver the project plan, including contract and specification, for the partnership through Achieving for Children.	Head of Commissioning – Adults, Children and Health	April 2017	Project Board
	Deliver the communications plan for the project, including specific sessions with Kickback and Foster Carers Forum	Senior Project Coordinator	April 2017	Project Board

<b>Action</b>	<b>Milestones</b>	<b>Lead</b>	<b>Deadline for delivery</b>	<b>Monitoring mechanisms</b>
	Provide sufficient mechanisms to enable staff to feed in concerns and receive information on the transfer, including FAQs, drop in sessions and roadshows	Senior Project Coordinator with Director and all Heads of Service	April 2017	Project Board



Document Name	Children's Services Business Plan 2017-2018		
Document Author	Children's Services management team		
Document owner	Director of Children's Services		
Accessibility	This document can be made available in other formats upon request.		
Destruction date	N/A		
Document approval dates	Version 1	Author	March 2017
	Version 2	Directorate Management Team	March 2017
	Version 3	Cabinet	March 2017
Circulation restrictions	None		
Review date	March 2018		

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Report Title:	Additional Library Options
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Mrs Rayner, Lead Member for Culture and Communities
Meeting and Date:	Cabinet – 23 March 2017
Responsible Officer(s):	Andy Jeffs, Interim Strategic Director of Operations and Customer Services
Wards affected:	Bray, Furze Platt and Sunningdale.

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## REPORT SUMMARY

1. The report proposes the purchase and operation of an additional non static library to provide greater access to library services for residents. A new non static library provides greater value for money as the number of residents that can access the service is much higher.
2. To ensure that the new mobile facility meets resident's requirements a consultation will be undertaken to inform the locations, days and times for the new mobile service.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) **Delegates authority to the Interim Strategic Director of Operations and Customer Services and the Lead Member for Culture and Communities to carry out a consultation with residents, in the areas which currently have limited access to services and to purchase an additional mobile or container library facility, within the envelope of the already agreed £200,000 capital budget, in response to the consultation.**

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

- 2.1 The council is committed to ensuring residents have access to comprehensive library facilities.
- 2.2 We have considered three different options for providing additional library facilities. Each option has capital and revenue cost. The three options are:
  - **Static library**, a permanent library building in one location.
  - **Container library**, a 40' long vehicle towed into place and left for one or more days which is able to be connected to power, voice and data at the site for the duration of the opening hours.
  - **Mobile library**, a 30' long vehicle which is driven from stop to stop throughout the day spending at least 15 minutes at each stop, it is independent of the stop and relies on mobile telephony for its connectivity for voice and data and re-chargeable batteries for its power supply).

- 2.3 The opportunity for a range of agencies to consider activity for residents through a new library will be built into the design of the new library vehicle.
- 2.4 The affected Wards cited in the report reflect the currently most heavily used sites for the existing container library.
- 2.5 To achieve maximum flexibility of service delivery the purchase of a new mobile library facility is assessed as the most efficient use of resource, see table1.

**Table 1: Options**

<b>Option</b>	<b>Comments</b>
Not to provide additional library facilities.  <b>Not recommended</b>	Library services would continue at the current level.
To provide an additional static library. <b>Not recommended</b>	The estimated cost of a new static library is £700,000. This option is the most expensive and would only serve one location.
To provide a new mobile library facility.  <b>The recommended option</b>	This option would allow residents to have access to library services at more locations across the areas of the borough which currently have limited access to services for more days than currently. The cost of a new mobile facility costs between £95,000 for a mobile library to £195,000 for a container library.

### 3. KEY IMPLICATIONS

**Table 2: Key outcomes**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Delivery & stocking of new Mobile library facility	>01/01/18	31/12/17	15/12/17	<01/12/17	31/12/17
Agreement of new stops	>03/06/17	04/06/17	19/05/17	<19/05/17	04/06/17

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The purchase of a new mobile library facility and suitable stock with appropriate base and overnight charging points is estimated to cost between £95,000 for a mobile library and £195,000 for a container library.
- 4.2 The 2017-18 capital budget already includes an amount of £200,000 to provide new library facilities.
- 4.3 The additional revenue cost, including staffing of 1.5 FTE, fuel, or towing, licencing, maintenance, overnight power and parking charges will be covered within current operational budgets.

**5. LEGAL IMPLICATIONS**

- 5.1 The council is a public library authority and has a statutory duty to provide a ‘comprehensive and efficient’ public library service for everyone who ‘lives works or studies’ in the Royal Borough and who ‘desire to make use of the service’ under the Public Libraries and Museums Act, 1964.
- 5.2 Under section 111 of the Local Government Act, 1972, the Council is enabled to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The Council, therefore, has a general power of competence that allows it to undertake development of its facilities such as those considered in this report.

**6. RISK MANAGEMENT**

**Table 3: Potential risks associated with the decision.**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Supplier unable to provide a new vehicle within the budget	High	Indicative quotes have been sought to inform the recommendation.	Low
Specialist supplier goes out of business before delivery	Medium	Staged payments to minimise risk of loss Regular communications throughout build period. Due diligence in advance of awarding contract.	Low
Existing & potential partners not willing to provide additional stopping locations	Medium	Appropriate negotiations backed with findings from public consultations and relevant licence fees agreed.	Low

**7. POTENTIAL IMPACTS**

- 7.1 Negotiations of new or additional periods of licences to occupy new and existing sites with relevant freeholders will be completed. There will be a requirement for additional overnight parking to be negotiated and paid for with the existing provider. Provision of any new sites for the container may require planning consent.
- 7.2 An Equality Impact Assessment was completed and did not indicate any negative impacts requiring an in depth review and action plan of mitigation. Provision of the additional hours of access is not expected to have a detrimental effect on any residents with the protected characteristics and could have some positive impacts on some residents.

## 8. CONSULTATION

8.1 A range of consultations have and will be undertaken.

- Culture and Community Services Overview and Scrutiny Panel on 21 March 2017, comments will be reported to Cabinet.
- Consultation with residents, potential partners and freeholders for possible mobile library stops for both existing and new sites for the service will need to be undertaken before additional hours of Service are agreed. This would be via online and hard copy questionnaires through a range of suitable outlets for existing customers, residents and partners.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in 13 April 2017, see table 4 for timetable.

**Table 4: Implementation of the recommendations**

Date	Details
30/03/17	Approval by Cabinet
24/04/17	Launch consultation on additional hours and site(s) with residents & existing partners.
22/05/17	Conclude consultation & agree new stops/sites or extended coverage at existing sites.
29/05/17	Complete specification & issue to specialist providers.
09/06/17	Commence competitive dialogue with potential mobile library facility suppliers.
01/07/17	Place order for new mobile library facility.
03/07/17	Commence order of new library stock.
30/09/17	Recruit and train new staff and volunteers.
30/11/17	Take Delivery of new mobile library facility and new stock commence stocking and vehicle/site specific training.
31/12/17	Commence and promote new hours of access.

## 10. APPENDICES

10.1 None.

## 11. BACKGROUND DOCUMENTS

11.1 Report to Cabinet 25 February 2016 - Additional Library - Options Appraisal.

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Mrs Rayner	Lead Member for Culture and Communities	23/02/17	24/02/17
Alison Alexander	Managing Director	21/02/17	23/02/17
Russell O'Keefe	Strategic Director	21/02/17	
Andy Jeffs	Interim Strategic Director	20/02/17	21/02/17
Rob Stubbs	Section 151 Officer	21/02/17	24/02/17
Terry Baldwin	Head of HR	21/02/17	23/02/17
Jacqui Hurd	Head of Libraries and Resident	20/02/17	21/02/17

Name of consultee	Post held	Date sent	Commented & returned
	services		
Mark Lampard	Finance Business Partner	20/02/17	21/02/17

## REPORT HISTORY

<b>Decision type:</b> Non-key decision	<b>Urgency item?</b> No
Report Author: Mark Taylor, Deputy Head of Customer Experience, 01628 796989	

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Report Title:	<b>Forest Bridge School</b>
Contains Confidential or Exempt Information?	Yes. Report and Appendix B – Part I <b>Appendix A and C - Part II - Not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972.</b>
Member reporting:	Councillor N. Airey, Lead Member for Children’s Services
Meeting and Date:	Cabinet - 23 March 2017
Responsible Officer(s):	Kevin McDaniel, Head of Schools and Education Services Chris Hilton, Director of Regeneration and Development
Wards affected:	Oldfield

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## REPORT SUMMARY

1. Forest Bridge School is a Special School for children with Autism Spectrum Disorder. The school opened temporarily in September 2015 in the old Oldfield school building, Chiltern Road, Maidenhead - while the Education Funding Agency (EFA) set about finding a permanent site for the school. The EFA have carried out a comprehensive search for land suitable to use as a site for the special school. The search was initially unsuccessful. The Borough has been working with the EFA, who have identified a suitable parcel of land within Braywick Park. The EFA are seeking to agree Heads of Terms on this site. There are currently three tenants on the Braywick Park parcel of land sought by the EFA. Two tenant’s leases have come to an end, and one tenant is in negotiation.
2. This report details the Heads of Terms arrangements alongside the timetable for signing the lease with the EFA - by 24 March 2017. This date is being pursued to allow the EFA to undertake all the necessary planning and building work to build a new school for Forest Bridge School by September 2018. The lease will be for 125 years at peppercorn rent, in line with EFA expectations for Free schools and Academies.
3. Key benefits to residents will be:
  - This specialist school for children with Autism will remain in the Local Authority, assisting parents with local placements - and will reduce placement and transport costs for the Council if the school were to re-locate outside the borough.
  - Increased parking area for the public and new recreational facilities for ‘out of school hours’ use. The shared use Multi Use Games Area (MUGA) - to be built by the EFA for school purposes - will also be shared use with the public after school, at weekends and during school holidays. A shared community use agreement will be in place, and the MUGA will be managed by the RBWM Leisure provider, currently Parkwood.

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

- i) **Note the Heads of Terms agreed with the Education Funding Agency, see Appendix A, which enables them to submit a planning application for Forest Bridge School to relocate into a new building in Braywick Park.**
- ii) **Delegate to the Strategic Director of Corporate and Community Services to agree an extension of the current lease for Forest Bridge School to remain in the Chiltern Road site for a third year.**

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

- 2.1 Cabinet agreed, in October 2013, that the old Oldfield school site should be retained for educational use, to help meet the needs of borough residents. In February 2015 Cabinet approved a two year lease for Forest Bridge School to occupy the Chiltern Road school site while they sought planning permission for a new build on another site. The school was given an option to apply for an extension for a further year if the new building was not ready to occupy.
- 2.2 Cabinet requested an update on the future use of the Chiltern Road site towards the end of the two year lease period, on the assumption that the school would soon be vacating. After a period of substantial growth in demand for primary school places in Maidenhead, the need for Reception places is expected to ease slightly in September 2017 and 2018. The recent consultation on the Borough Local Plan has, however, set out potential housing targets and sites that could significantly increase the demand for school places in Maidenhead. The related Infrastructure Delivery Plan will consider what additional school provision will be required to service those housing targets - that could include re-use of the Chiltern Road site.
- 2.3 The granting of the lease in 2015 for Forest Bridge School to use the Chiltern Road site was dependant on the EFA securing a permanent site for the School elsewhere. The borough was notified that the EFA had found a site, and so the lease was signed. That site has, however, since proven impractical from a planning perspective and the EFA have been searching for an alternative, preferably within the Royal Borough, and in a location that is suitable for the special needs of the children attending the school i.e. in green surroundings, rather than a built up environment.
- 2.4 The EFA approached the Council requesting that part of Braywick Park in Maidenhead be released to them for the school site. Leases for three different existing tenants in the park are due to expire - two by end 2017 and the third in 2021, see Table 1.

**Table 1: Affected existing tenants:**

<b>Tenant</b>	<b>Comment</b>
Maidenhead Shooting Club	Lease ended in Jan 2017. A short term lease is in place until June 2017 while they find a site to re-locate to.

Maidenhead Driving Range	Lease ends in September 2017.
Braywick Nursery	Lease continues until August 2021. Negotiations are taking place to amend the site slightly, enabling a sensible plot shape for Forest Bridge School and the continued operation of the nursery. The Heads of Terms with the EFA includes this as a condition, and if negotiations are unsuccessful, the EFA would need to re-think their design, working with an awkward shaped piece of land.

- 2.5 The site proposed to be used for the Forest Bridge School would see the buildings and playground areas being built on an area behind the Stafferton Lodge restaurant site, with some shared use of playing fields - for example, shared use by the public of the school's MUGA facility. The proposed site and shared use MUGA is shown in Appendix B.
- 2.6 Property Services have been in discussion with the EFA and have agreed a draft Heads of Terms, see Appendix A. The EFA are aiming for the lease to be signed as soon as possible, preferably by 24th March 2017. This will allow design work for the new school to begin. The EFA will be funding the building of this school, including the Multi Use Games Area (MUGA), at a cost of about £5.8m.
- 2.7 As this is to be a long lease for a school, the terms are very similar to terms agreed for schools converting to Academy status, and for existing Free School leases with the Royal Borough. The key terms are:
- 125 years, beginning on the date the lease is completed.
  - A peppercorn rent.
  - Costs of securing vacant possession to be met by the EFA, subject to a cap.
  - The school intend to submit their planning application by July 2017, but will be obliged, as a condition of the contract, to do so by October 2017.
  - RBWM may buy the land back if planning application has not been made within 2 years, or if the school is not complete within 5 years.
  - Parking for the school will be within the footprint of the leased site, with some shared public use out of school hours.
  - Shared use of MUGA out of school hours, to be formalised by a Joint Use Agreement.

**Table 2: Options**

Option Considered	Comments
To proceed to complete the lease based on the Heads of Terms	<b>Recommended</b>
To amend the Heads of Terms	Property colleagues have already negotiated with the EFA, and consulted with Children's Services officers.
To withdraw from the agreed Heads of Terms.	Forest Bridge school will have to begin their search for a site anew, with no guarantee that the school will

Option Considered	Comments
	remain near to RBWM.

### 3. KEY IMPLICATIONS

**Table 3: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
A 125 yr lease for the EFA to provide a new school for Forest Bridge school.	After 29 March 2017	29 March 2017	N/A	N/A	29 March 2017
Forest Bridge school will continue to operate on the Chiltern Road site. Lease extended for a 3 <sup>rd</sup> year.	After 29 March 2017	29 March 2017	N/A	N/A	29 March 2017

### FINANCIAL DETAILS / VALUE FOR MONEY

- 3.1 There will be no capital receipt from the EFA – the same as when the Council granted 125 yr leases for Braywick Court – a free school (primary) and Holyport College - a free school (secondary).
- 3.2 There will be no revenue income, as the lease will be granted on a peppercorn rent.
- 3.3 The EFA will be paying for the school to be built and will re-fund any reasonable capital costs that may be incurred by RBWM.

### 4. LEGAL IMPLICATIONS

- 4.1 The Heads of Terms set out the main legal issues, and once agreed, shared Legal services will be instructed to complete the lease document.
- 4.2 Planning permission will be sought in the normal way, and the granting of a lease does not influence the likely outcome of a planning application.

### 5. RISK MANAGEMENT

**Table 4: Risk Management**

Risks	Uncontrolled Risk	Controls	Controlled Risk
That vacant possession is	Medium	Discussions to assist tenants	Low

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
not obtained		find new locations.	
That Braywick Nursery do not agree an amended site.	Medium	Close liaison between Forest Bridge school and the nursery to promote shared understanding and possibly working together.	Low

## **6. POTENTIAL IMPACTS**

6.1 There are no EQIA implications.

## **7. CONSULTATION**

7.1 Consultation has taken place between the EFA and the Head of Communities and Economic Development to ensure that this proposal is compatible with a notional new leisure complex in Braywick Park. Appendix C shows the relative locations – although the detailed arrangements of the leisure complex are likely to change when design work begins.

7.2 The report will be considered by Overview and Scrutiny Panel on 22nd March 2017, Comments will be reported to Cabinet.

## **8. TIMETABLE FOR IMPLEMENTATION**

**Table 5: Timetable for implementation**

<b>Date</b>	<b>Details</b>
23 March 2017	Cabinet approval
29 March 2017	Lease signed by.

8.1 Implementation date if not called in: 29 March 2017.

## **9. APPENDICES**

9.1 Appendix A - Part II - Heads of Terms  
Appendix B - Site Plan  
Appendix C - Part II Location Plan in relation to proposed new leisure complex

## **10. BACKGROUND DOCUMENTS**

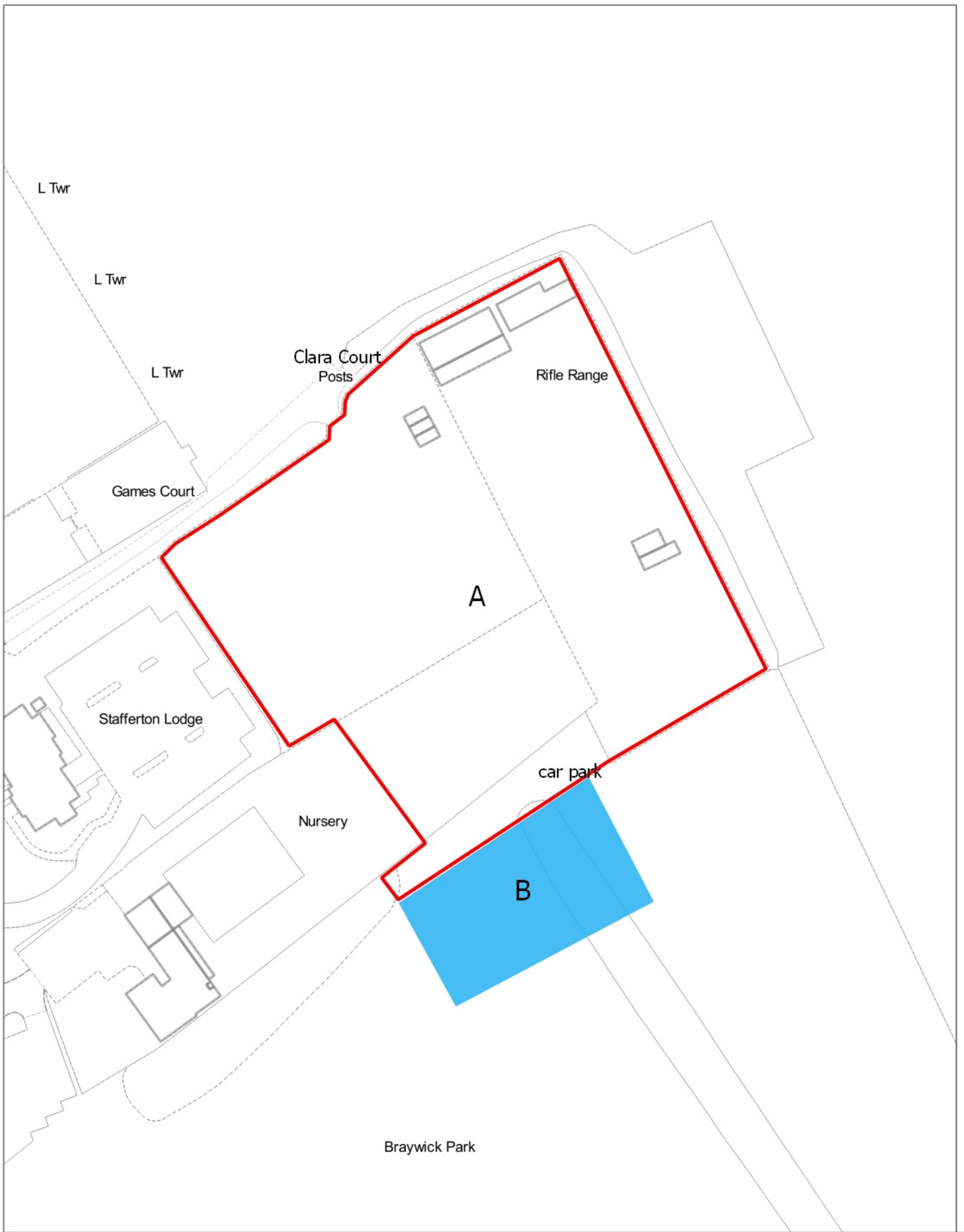
- *Future Use of the Chiltern Road Site*, Cabinet Report, 26 February 2015.
- *Future Use of the Chiltern Road Site*, Cabinet Report, 24 October 2013.

## 11. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Commented &amp; returned</b>
Cllr Airey	Lead Member for Children's Services	21 02 17	22 02 17
Cllr Rankin	Lead Member for Economic Development and Property	21 02 17	
Alison Alexander	Managing Director	16/02/17	19/02/17
Russell O'Keefe	Strategic Director	16/02/17	
Alison Alexander	Strategic Director	16/02/17	22 02 17
Rob Stubbs	Section 151 Officer	16/02/17	
Terry Baldwin	Head of HR	16/02/17	
Kevin Mist	Head of Communities and Economic Development	16 02 17	19 02 17

### REPORT HISTORY

<b>Decision type:</b> Key decision No	<b>Urgency item?</b> No
Report Author: Kevin McDaniel, Head of Schools and Education Services	



Proposed site for  
 Forest Bridge (Free)  
 School  
 Braywick Park  
 Maidenhead

**Royal Borough Of Windsor and Maidenhead**

Drawing No:  
 EO2872 reva

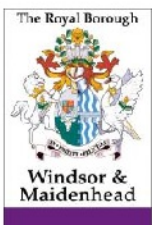
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Report Title:	<b>Financial Update</b>
Contains confidential or exempt information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and date:	23 March 2017
Responsible Officer(s):	Russell O'Keefe, Strategic Director 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 £528,000 underspend on the General Fund, see Appendix A, which is a decrease of £11,000 from the February financial monitoring report. This is due to a net reduction in the underspend forecast in a number of service budgets, see section 4.
2. The Council remains in a strong financial position, with a combined General Fund Reserves of £6,359,000 (7.09% 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**
- ii) **Approves the Foster Care allowances contained in paragraph 4.4 and Table 2.**
- iii) **Approves a £65,000 loan the Crauford Arms Society Ltd. repayable after three months at a rate of 5% p.a. The loan would be secured on the Crauford Arms pub should the Society be successful in purchasing it. Details in paragraph 4.17.**
- iv) **Approves the addition of the Crauford Arms Society Ltd to the Council's counterparty list for loans.**

## 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 There is a General Fund Reserve of £5,355,000 and a Development Fund balance of £1,004,000, see appendix B for a breakdown of the Development Fund. The combined reserves total £6,359,000. 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 £57,333,000 against a controllable net budget of £57,364,000, an underspend of £31,000. This represents a change of £103,000 from the overspend reported in February 2017. The main changes from the previous month's report are:
- £117,000 saving comprise a £31k reduction in home to school transport - following detailed review of individual cases, £86k arising from delays in recruitment and reduced costs of placements for young people with disabilities.
  - £214,000 saving in services provided to people with learning disabilities following a detailed review of spending commitments and estimates of demand to the end of the financial year.
  - £56,000 pressure from one new high cost child residential placement in January 2017.
  - £100,000 pressure from legal advice provided in child care cases and agency staff in the PODs.
  - £72,000 net pressure from a range of services including the provision of occupational therapy equipment and placements of older people into residential and nursing homes.
- 4.2. Within the dedicated schools grant (DSG) two variances have reduced the forecast pressures by £86,000:
- £180,000 reduction in spend in respect of 3 and 4 year old children in private, voluntary and independent settings following the annual January "headcount" that informs this commitment.
  - £94,000 additional spend on independent special school places.
- 4.3. There are no projected variances to report within the HR budget.

- 4.4. **Foster care Allowance.** The Department for Education (DfE) published revised recommended weekly rates for the payment of foster care allowances on 21 Feb 2017. These rates average 1.4% above the RBWM recommended rates for the current year. It is recommended that cabinet approve these rates with effect from 1st April 2017. Adoption allowance, special guardian allowances and residence order allowances are linked to foster care allowance rates, so they will increase in line with the increase in foster allowance. Therefore the RBWM recommended weekly rates are detailed below. There will no significant impact on the budget. The fees are detailed in table 2 below:

**Table 2: Foster care allowances**

<b>Age of Child</b>	<b>2016-17 Rate</b>	<b>2017-18 Rate</b>	<b>% Increase</b>
0-2	£142	£144	1.4%
3-4	£145	£147	1.4%
5-10	£163	£165	1.2%
11-16	£184	£187	1.6%
16+	£216	£219	1.4%

- 4.5. The **Strategic Director of Corporate and Community Services** maintains the full year underspend projection of £64,000 on the 2016-17 controllable directorate budget of £4,337,000.
- 4.6. New pressures in the Communities service are matched by released cost provisions in the Property area.
- 4.7. A part II report was taken to April 2016 Cabinet which described the potential cost of an appeal to a rejected planning application from Legoland for a new attraction. The claim was estimated at £170,000 and a provision made on the balance sheet. A £170,000 payment in full and final settlement of the claim has now been made and is included in the Directorate's figures this month. This has been offset by a release and drawdown of the provision.
- 4.8. The **Interim Strategic Director of Operations and Customer Services** reports a full year underspend projection of £428,000 on net budget of £21,637,000.
- 4.9. Operational budget performance is maintained, with minor changes in Customer Services and Libraries Arts and Heritage and a larger additional IT spend of £115,000. The latter figures includes:
- £13,000: Audio visual review of Town Hall meetings rooms including Council Chamber.
  - £10,000: Replacement of Tinkers Lane Data hubs.
  - £25,000: Upgrade to Network Shares platform (improves file download times).
  - £50,000: Replacement of Network firewall protection.
  - £17,000: Planned extension of interim Transitions Programme manager.

- 4.10. The projected pressure of £119,000 on Housing Benefits has been maintained. The latest estimate (January 2017) does indicate increased Housing Benefit Over Payment recoveries and an improved subsidy position. At this point it is appropriate to hold this projection. The position will continue to be reviewed in the remaining month.
- 4.11. 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.

#### Revenue Budget Movement

- 4.12. Revenue budget movements this month are in table 3, see Appendix C for an expanded full year Movement Statement.

**Table 3: Revenue Budget Movement**

<b>Service expenditure budget reported to February Cabinet</b>	<b>£83,338,000</b>
No budget changes this month	
<b>Service expenditure budget this month</b>	<b>£83,338,000</b>

#### Cash Balances Projection

- 4.13. 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.

#### Capital Programme

- 4.14. The approved 2016-17 capital estimate is £50,401,000, see table 4. The projected outturn for the financial year is £32,851,000, an increase on the capital outturn in 2015-16 of £27,421,000.
- 4.15. Variances identified in the capital programme have resulted in £1,274,000 of budget no longer required in 2016-17. The majority of these savings relate to the revision of the Housing capital programme.
- 4.16. Slippage of capital programmes to 2017-18 total £16,276,000. There are no material changes to the slippage reported to February Cabinet, see appendices E and F. Table 5 shows the status of schemes in the capital programme. Table 6 is a reconciliation of the slippage reported to Cabinet in this report to the slippage estimated in appendix N (cash projection) of the February 2017 budget papers.

**Table 4: Capital estimates**

	<b>Exp</b>	<b>Inc</b>	<b>Net</b>
<b>Approved estimate</b>	£50,401,000	(£19,550,000)	£30,851,000
Variances identified	(£1,274,000)	£1,332,000	£58,000
Slippage to 2017-18	(£16,276,000)	£3,213,000	(£13,063,000)
<b>Projected Outturn 2016-17</b>	£32,851,000	(£15,005,000)	£17,846,000

**Table 5: Capital programme status**

	<b>Report Cabinet March 2017</b>
<b>Number of schemes in programme</b>	<b>532</b>
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%

**Table 6: Slippage reconciliation**

Net slippage projected in this report.	£13,063,000
Less	
LED street lighting*	(£2,300,000)
Schools expansions*	(£2,090,000)
Additional slippage included in the cash projection (appendix N of February 2017 budget papers)	£1,327,000
Slippage estimated in February 2017 budget papers	<b>£10,000,000</b>

\* Slippage included on separate lines in Appendix N of the budget papers

- 4.17. **Loan to the Crauford Arms Society Ltd.** The Society has been raising funds with the aim of purchasing the Crauford Arms which they believe to be the last remaining pub in North Maidenhead. Social motives for the purchase are in line with the Borough's social initiatives to tackle loneliness and social isolation, particularly in the elderly.
- 4.18. Negotiations with the owner are progressing at the time of writing and the Society has requested support from the Council in the form of a short term loan whilst VAT issues are dealt with.
- 4.19. It is proposed that the Council make a £65,000 loan to the Society repayable after three months at a rate of 5% p.a. It is further proposed that the loan is secured on the Crauford Arms pub.

## 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 7: risks resulting from this report**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
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.	20/02/17	20/02/17
Cllr. Rankin	Deputy Lead Member for Finance.	20/02/17	
Alison Alexander	Managing Director.	13/02/17	13/02/17
Russell O'Keefe	Strategic Director of Corporate and Community Services.	13/02/17	
Andy Jeffs	Interim Strategic Director of Operations and Customer Services.	13/02/17	
Rob Stubbs	Section 151 Officer.	10/02/17	10/02/17

## REPORT HISTORY

<b>Decision type:</b> For information	<b>Urgency item?</b> 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	694
Schools and Educational Services	5,285	5,278	(76)
Health, Early Help & Safeguarding	8,040	8,083	420
Health and Adult Social Care	32,408	33,012	(1,257)
Human Resources	1,167	1,537	0
A,C&H Management	834	1,116	188
<b>Total Adult, Children &amp; Health</b>	<b>55,370</b>	<b>56,139</b>	<b>(31)</b>
Better Care Fund-Expenditure	9,915	11,047	0
Better Care Fund-Income	(8,485)	(9,822)	0
<b>Total Better Care Fund</b>	<b>1,430</b>	<b>1,225</b>	<b>0</b>
Maintained Schools	42,127	39,467	0
Early Years Education and Childcare Provision	7,154	6,335	(207)
Admissions and Pupil Growth	545	381	(40)
Support Services for Schools and Early Years	1,714	1,755	(207)
High Needs and Alternative Provision	13,430	13,641	1,177
Dedicated Schools Grant	(64,970)	(61,579)	(723)
<b>Total Schools Budget (DSG)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Adult, Children and Health Services</b>	<b>56,800</b>	<b>57,364</b>	<b>(31)</b>
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	106
Technology & Change Delivery	2,915	2,687	(40)
Library, Arts & Heritage Services	2,316	2,440	(20)
<b>Total Operations &amp; Customer Services</b>	<b>20,806</b>	<b>21,637</b>	<b>(428)</b>
Director of Corporate & Community Services	85	146	0
Planning, Development and Regeneration Service	(813)	(696)	(62)
Corporate Management	433	654	(41)
Performance	429	454	(30)
Democratic Services	1,955	1,895	14
Elections	261	263	0
Legal	104	98	(19)
Finance	2,353	2,381	(20)
Building Services	40	26	20
Communities and Economic Development	(801)	(884)	74
<b>Total Corporate &amp; Community Services</b>	<b>4,046</b>	<b>4,337</b>	<b>(64)</b>
<b>TOTAL EXPENDITURE</b>	<b>81,652</b>	<b>83,338</b>	<b>(523)</b>

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
<b>Total Service Expenditure</b>	<b>81,652</b>	<b>83,338</b>	<b>(523)</b>
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>
<b>NET REQUIREMENTS</b>	<b>90,678</b>	<b>90,619</b>	<b>(528)</b>
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	<u>0</u>	<u>59</u>	<u>528</u>
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b><u>89,697</u></b>	<b><u>89,697</u></b>	<b><u>0</u></b>
<b>General Fund</b>			
Opening Balance	4,681	4,768	4,827
Transfers to / (from) balances	<u>0</u>	<u>59</u>	<u>528</u>
	<u><u>4,681</u></u>	<u><u>4,827</u></u>	<u><u>5,355</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>



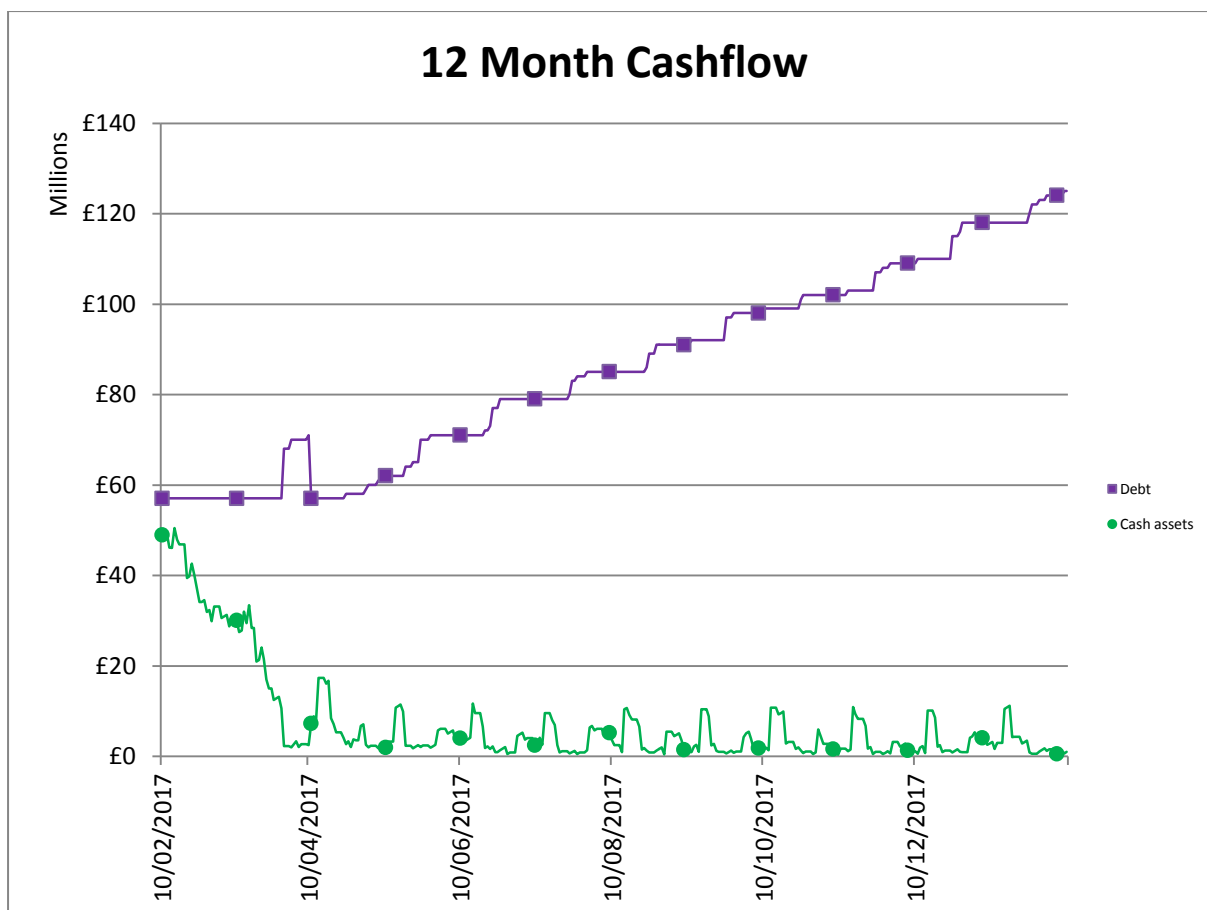
<b>Corporate Development Fund (AE35) £000</b>		
<b>Balance B/F from 2015/16</b>		<b>649</b>
<b>Transacted amounts in 2016/17</b>		
<b>To/From Capital Fund</b>		0
<b>To/From General Fund</b>		
Transition Grant (2016/17 budget - February 2016 Council)	1,278	
Restructure of the Development and Regeneration service (2016/17 budget - February 2016 Council)	-56	
Minerals and Waste Strategy (2016/17 budget - February 2016 Council)	-61	
Adjustment to contribution due to revised New Homes Bonus (2016/17 budget - February 2016 Council)	-28	
Delivering Children's Services (March 2016 Cabinet)	-200	
Additional Transport Model costs (April 2016 CMT)	-43	
Heathrow Expansion (March 2016 Cabinet)	-30	
Delivering Operations Services (March 2016 Cabinet)	-100	
Road & Streetworks Permit scheme (March 2016 Cabinet)	-120	
Review of Sunday Parking charges (April 2016 Council)	-81	
Forest Bridge Contingency (CMT June 2016)	-100	
Dynamic Purchasing System (March 2016 Cabinet)	-4	
Forest Bridge Contingency no longer required - revenue budget removed	100	
Delivering Adults Services (Oct 2016 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	
<b>Original Budget</b>					<b>81,652</b>	
1 Transforming Services	200				200	Cabinet March 2016
2 Disabled Facilities Grant				(302)	(302)	Council Feb. 2016
3 Transport model	43				43	CMT April 2016
4 Heathrow Expansion	30				30	Cabinet March 2016
5 Redundancy cost			73		73	Cabinet May 2016
6 Redundancy cost			92		92	Cabinet May 2016
7 Desborough improvements		50			50	Cabinet March 2016
8 Transforming Services	100				100	Cabinet March 2016
9 NRSWA parking scheme	120				120	Cabinet March 2016
10 Sunday parking	81				81	Cabinet April 2016
11 Cleaning & maintenance costs at Cox Green Youth Centre		20			20	Council Feb. 2016
12 Redundancy cost			96		96	Cabinet May 2016
13 Forest Bridge Contingency	100				100	CMT June 2016
14 Pay reward				191	191	Council Feb. 2016
15 Pay reward				173	173	Council Feb. 2016
16 Pay reward				131	131	Council Feb. 2016
17 Dynamic purchasing system	4				4	Cabinet March 2016
18 Redundancy cost			25		25	Cabinet May 2016
19 Bus contract		44			44	Cabinet May 2016
20 Loss of rental income		50			50	Cabinet June 2016
21 Transforming Services		100			100	Cabinet June 2016
22 Redundancy cost			18		18	Cabinet May 2016
23 Redundancy cost			101		101	Cabinet May 2016
24 Removal of Forest Bridge Contingency	(100)				(100)	Cabinet November 2016
25 Redundancy cost			17		17	Cabinet May 2016
26 Transforming Services	200				200	Cabinet October 2016
27 External support for management of the property portfolio		29			29	CMT June 2016
<b>Changes Approved</b>	<b>778</b>	<b>293</b>	<b>422</b>	<b>193</b>	<b>1,686</b>	
<b>Approved Estimate March Cabinet</b>					<b>83,338</b>	

## 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 and £4.5m for the purchase of the Tenpin Bowling Alley site in Maidenhead causes a decrease in cash balances towards the end of the financial year 2016/17. Contract payments to AFC and Optalis due at the beginning of April 2017 will also reduce cash balances and increase the need to borrow.

Note 2 – Capital expenditure is projected to increase steadily throughout 2017/18. 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)	(%)	
<b>Community &amp; Corporate Services</b>															
SMILE Leisure	428	(120)	308	1,418	(120)	1,298	46	(14)	32	923	540	1,463	(1)	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	720	639	1,359	2	1%	
Property & Development	0	0	0	30	0	30	512	0	512	325	210	535	(7)		
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	10,788	(495)	10,293	4,812	(1,075)	3,737	10,397	5,210	15,607	7	0%	
<b>Total Community &amp; Corporate Services</b>	<b>7,918</b>	<b>(405)</b>	<b>7,513</b>	<b>13,503</b>	<b>(969)</b>	<b>12,534</b>	<b>6,553</b>	<b>(1,575)</b>	<b>4,978</b>	<b>13,171</b>	<b>6,883</b>	<b>20,054</b>	<b>(2)</b>	<b>(0)</b>	
<b>Operations &amp; Customer Services</b>															
Technology & Change Delivery	0	0	0	0	0	0	334	(6)	328	285	49	334	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	2,118	(892)	1,226	8,014	4,623	12,637	0	0%	
Community,Protection & Enforcement Services	890	(380)	510	960	(380)	580	993	(721)	272	1,445	465	1,910	(43)	-5%	
Libraries, Arts & Heritage	367	(295)	72	467	(295)	172	468	(147)	321	360	505	865	(70)	-19%	
<b>Total Operations &amp; Customer Services</b>	<b>11,209</b>	<b>(4,138)</b>	<b>7,071</b>	<b>12,744</b>	<b>(4,552)</b>	<b>8,192</b>	<b>4,506</b>	<b>(1,902)</b>	<b>2,604</b>	<b>11,056</b>	<b>6,081</b>	<b>17,137</b>	<b>(113)</b>	<b>(0)</b>	
<b>Adult, Children &amp; Health</b>															
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	632	575	1,207	(1,200)		
Non Schools	0	0	0	175	(130)	45	302	(229)	73	477	0	477	0		
Schools – Non Devolved	4,550	(4,190)	360	5,817	(3,852)	1,965	2,015	(2,015)	0	5,168	2,686	7,854	22	0%	
Schools – Devolved Capital	250	(250)	0	1,029	(1,029)	0	1,085	(1,085)	0	2,117	0	2,117	3	1%	
<b>Total Adult, Children &amp; Health</b>	<b>4,841</b>	<b>(4,440)</b>	<b>401</b>	<b>7,079</b>	<b>(5,021)</b>	<b>2,058</b>	<b>6,016</b>	<b>(5,531)</b>	<b>485</b>	<b>8,610</b>	<b>3,312</b>	<b>11,922</b>	<b>(1,173)</b>	<b>0</b>	
<b>Total Committed Schemes</b>	<b>23,968</b>	<b>(8,983)</b>	<b>14,985</b>	<b>33,326</b>	<b>(10,542)</b>	<b>22,784</b>	<b>17,075</b>	<b>(9,008)</b>	<b>8,067</b>	<b>32,837</b>	<b>16,276</b>	<b>49,113</b>	<b>(1,288)</b>	<b>0</b>	

	(£'000)	(£'000)	(£'000)
<b>Portfolio Total</b>	<b>23,968</b>	<b>50,401</b>	<b>32,837</b>
<b>External Funding</b>			
Government Grants	(7,890)	(12,528)	(10,691)
Developers' Contributions	(933)	(5,954)	(3,785)
Other Contributions	(160)	(1,068)	(515)
<b>Total External Funding Sources</b>	<b>(8,983)</b>	<b>(19,550)</b>	<b>(14,991)</b>
<b>Total Corporate Funding</b>	<b>14,985</b>	<b>30,851</b>	<b>17,846</b>

## Capital Monitoring Report - February 2016-17

At 28 February 2017, the approved estimate stood at £50.401m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	50,401	(19,550)	30,851
Variances identified	(1,288)	1,346	58
Slippage to 2017/18	(16,276)	3,213	(13,063)
Projected Outturn 2016/17	32,837	(14,991)	17,846

## Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £32.837m

Variances are reported as follows.

	Exp	Income	Net
<b>Libraries, Arts &amp; Heritage</b>			
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.
CLC3 Sculpture Project - Danny Lane 2016-17	(10)	10	0 Underspent, after current commitments met.
<b>Community Facilities</b>			
CI19 PB Encourage New Businesses-Maidenhead	(2)	0	(2) Scheme complete
CV18 Improvement-Internet Connectivity Guildhall	(1)	0	(1) Scheme complete
<b>Property &amp; Development</b>			
CX33 Project Meeting RoomMaidenhead	(8)	0	(8) Scheme complete
<b>SMILE Leisure</b>			
<b>Outdoor Spaces</b>			
CZ78 P&OS-Clarence Road Fountain (2014/15)	3	0	3 Revised Estimate
<b>Community Protection &amp; Enforcement</b>			
CT52 Disabled Facilities Grant	(43)	43	0 Budget no longer required
<b>Regeneration</b>			
CI24 259 Ltd Opportunities for Private Rental	8	(8)	0 Revised Estimate
<b>Adult Social Care</b>			
CT43 Courthouse Road Conversion of Garage	2	0	2 Unforeseen Costs
<b>Housing</b>			
CT49 Provision of Additional Travellers Pitches 2014-15	(700)	350	(350) Planning Permission refused/delayed
CT51 Affordable Home Ownership Capital Investment	(500)	500	0 Budget no longer required. S106 funding will be used to fund the Brill House project in 2017/18.
<b>Schools - Non Devolved</b>			
CK01 Oldfield New School Fees & Miscellaneous Costs	(89)	89	0 Contract Variations
CK02 Oldfield School Contract	221	(22)	199 Contract Variations
CK03 Commissioning new school incl loose furniture & IT	(32)	32	0 Contract Variations
CSDS Maint Prog. Roofing, Guttering & Windows	(20)	20	0 Scheme complete.
CSFB Secondary & middle sch. Expans. Feasibil. 2015-16	(226)	226	0 Revised Business Case
CSFR Dedworth Middle School water supply 2015-16	(6)	6	0 Scheme complete.
CSFZ Newlands School rewire-2015-16	(9)	(9)	(18) Scheme complete.
CSGK Alexander First school Roof-2015-16	(7)	7	0 Scheme complete.
CSGM Dedworth Green Drainage Improvements-2015-16	(14)	14	0 Revised Business Case
CSGN Bisham Kitchen-2015-16	5	0	5 Revised Business Case
CSGZ Trevelyan School Roof Replacement	(20)	20	0 Scheme complete.
CSHE Furze Platt Junior Boiler Replacement	(6)	6	0 Scheme complete.
CSHU Windsor Girls Expansion	226	0	226 Revised Business Case
	(1,288)	1,346	58

Slippage is reported as follows

	Exp	Income	Net	
Previously reported slippage	(16,341)	2,593	(13,748)	
<b>Regeneration</b>				
CI48 Development Manager, Maidenhead Regeneration	100	0	100	Reverse slippage
<b>Green Spaces &amp; Parks</b>				
CZ91 P&OS-Ascot Roundabout War Memorial Fount 2014/15	0	55	55	Income budget on previously reported slippage to be utilised in 2017/18
<b>Highways &amp; Transport</b>				
CD14 Bridge Parapet Improvement Works	0	30	30	Income budget on previously reported slippage to be utilised in 2017/18
CD15 Bridge Strengthening Scheme	0	145	145	Income budget on previously reported slippage to be utilised in 2017/18
CD18 Highway Drainage Schemes	0	37	37	Income budget on previously reported slippage to be utilised in 2017/18
CD23 Local Safety Schemes	0	78	78	Income budget on previously reported slippage to be utilised in 2017/18
CD27 Cycling Capital Programme	0	23	23	Income budget on previously reported slippage to be utilised in 2017/18
CD73 Replacement Highway Drain-Waltham Rd,White Walthm	0	71	71	Income budget on previously reported slippage to be utilised in 2017/18
CD75 Bus Stop Accessibility	0	45	45	Income budget on previously reported slippage to be utilised in 2017/18
CE08 Air Quality Monitoring Station-Purchase	0	18	18	Income budget on previously reported slippage to be utilised in 2017/18
<b>Housing</b>				
CT29 Low Cost Housing (S106 Funding)	(35)	35	0	Remaining budget to be spent in 2016/17
<b>Schools - Non Devolved</b>				
CSGC Oakfield First school windows-2015-16	0	13	13	Income budget on previously reported slippage to be utilised in 2017/18
CSHP Wraysbury school - Staffroom Extension	0	70	70	Income budget on previously reported slippage to be utilised in 2017/18
	<u>(16,276)</u>	<u>3,213</u>	<u>(13,063)</u>	

#### Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	60	11%
In Progress	323	61%
Completed	120	23%
Ongoing Programmes e.g.. Disabled Facilities Grant	28	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
<b>Total Schemes</b>	<b>532</b>	<b>100%</b>

# Agenda Item 8

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) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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