

NOTICE OF MEETING

CABINET

will meet on

TUESDAY, 30TH MAY, 2017

at 7.30PM

in the

COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD

TO: MEMBERS OF CABINET

COUNCILLOR SIMON DUDLEY, CHAIRMAN (CHAIRMAN)

MEMBERSHIP TO BE CONFIRMED AT ANNUAL COUNCIL ON 23 MAY 2017

Karen Shepherd - Democratic Services Manager - Issued: 19 May 2017

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **Karen Shepherd** 01628 796529

Fire Alarm - In the event of the fire alarm sounding or other emergency, please leave the building quickly and calmly by the nearest exit. Do not stop to collect personal belongings and do not use the lifts. Do not re-enter the building until told to do so by a member of staff.

Recording of Meetings –In line with the council's commitment to transparency the meeting will be audio recorded, and filmed and broadcast through the online application Periscope. The footage can be found through the council's main Twitter feed @RBWM or via the Periscope website. The audio recording will also be made available on the RBWM website, after the meeting.

Filming, recording and photography of public Council meetings may be undertaken by any person attending the meeting. By entering the meeting room you are acknowledging that you may be audio or video recorded and that this recording will be in the public domain. If you have any questions regarding the council's policy, please speak to the Democratic Services or Legal representative at the meeting.

Adult Services and Health

v. Adult Social Care Investment Plan 107 - 112

Children's Services

vi. Care Leavers Council Tax Exemption 113 - 118

Finance

vii. Financial Update 119 - 132

7. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

To consider passing the following resolution:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 8-9 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"

PART II

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p><u>MINUTES</u></p> <p>To consider the Part II minutes of the meeting held on 27 April 2017</p> <p>To note the Part II minutes of the meeting of the Cabinet Regeneration Sub Committee held on 2 May 2017</p> <p>To note the Part II minutes of the meeting of the Cabinet Prioritisation Sub Committee held on 17 May 2017</p> <p><i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p>	133 - 142
9.	<p><u>CABINET MEMBERS' REPORTS</u></p> <p><u>Adult Services and Health</u></p> <p>i. Care Contract Award Report - Clara Court and Queens Court</p> <p><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p>	143 - 150

This page is intentionally left blank

MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in discussion or vote at a meeting.** The term 'discussion' means a discussion by the members of meeting. In order to avoid any accusations of taking part in the discussion or vote, Members should move to the public area or leave the room once they have made any representations. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) include:

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

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: 'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'

Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: 'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'

Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

This page is intentionally left blank

Agenda Item 3

CABINET

THURSDAY, 27 APRIL 2017

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

Principal Members also in attendance: Christine Bateson and Stuart Carroll

Deputy Lead Members also in attendance: David Hilton and Hari Sharma

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

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Cox, D. Evans and Targowska.
Councillor Jones also sent her apologies as she was unable to attend the meeting.

DECLARATIONS OF INTEREST

Councillor Sharma declared a Personal Interest in the item 'Public Bus Services in the Royal Borough' as he worked for the First Group. He was not a voting Member of the Cabinet and remained in the room for the duration of the debate and voting on the item.

Councillor Hill declared a Personal Interest in the item 'Contract Award – Operation of 4 Marlow Road, Maidenhead' as he was treasurer of the 4 Marlow Road Youth and Community Centre. He remained in the room for the duration of the debate and voting on the item.

Councillor Dudley declared a Personal Interest in the public question as a founder and former Governor of Forest Bridge School. He also knew many of the founders and governors.

Councillor D. Wilson declared a Personal Interest in the item 'Contract Award – Operation of 4 Marlow Road, Maidenhead' as a council representative on Maidenhead Citizens Advice Bureau, one of the tenants at 4 Marlow Road'. He remained in the room for the duration of the debate and voting on the item.

MINUTES

RESOLVED UNANIMOUSLY: That:

- i) **The Part I minutes of the meeting held on 23 March 2017 be approved, subject to the insertion of the word 'nationally' in the following section on page 15:**

'Paragraph 2.21 demonstrated the increase in permanent exclusions in the borough; *nationally* 7 out of 10 had special educational needs.'

ii) The Part I minutes of the Cabinet Regeneration Sub Committee held on 21 March 2017 be noted.

iii) The Part I minutes of the Cabinet Local Authority Governors Appointments Sub Committee held on 23 March 2017 be noted.

PUBLIC QUESTIONS

Andrew Hill asked the following question:

In the 2015 funding agreement the EFA set aside 4 acres of land for Forest Bridge at the BCA site, presumably in the full knowledge of the historic home on the greenbelt site. Why is RBWM of the opinion that part of this educational site (with its stated beneficial links with BCA) is no longer suitable for development as the schools permanent site, given that it has recently approved a large development of care homes against advice from the Head of Planning?

The Lead Member for Children's Services apologised to Mr Hill that the question had not been answered at the Children's Overview and Scrutiny Panel the week before as had been promised. She explained that the Education Funding Agency purchased land at BCA as a potential site in stage one of their three stage process for free school delivery. In the second stage they commenced detailed assessment on the deliverability of the project and based on advice from their planning consultants considered that the option at BCA presented too high a risk at the current time due to heritage concerns. Should they reconsider then any planning application would be considered by RBWM under the normal procedure; so far no application had been received. The Chairman commented that as the Local Planning Authority all the borough could do was determine a planning application if submitted. The council was therefore not in a position to comment on whether the site was the best site for the school; this was not a policy decision for the Cabinet.

Cabinet had received two written questions from pupils at Forest Bridge School:

From Oliver - Why did you choose to become a councillor?

From Douglas - Why do you do it and what do you do?

Councillor D. Wilson responded that he had become a councillor because he had wanted to get involved in local issues, be a part of the community and make a difference in the decision making. He had been a local councillor since 1991. He enjoyed being involved in politics and had done so since 1978. He had a keen interest in local politics and liked to be able to make a difference. In particular Planning gave him the opportunity to do this.

Councillor S Rayner explained that she had been a parish councillor in Horton and Wraysbury, which had given her the appetite for local government. She had then decided to stand as a local councillor. She enjoyed helping the vulnerable; her portfolio allowed her to be involved in sports centres and parks in the borough.

Councillor N. Airey explained that she had been elected at age 21; she had got involved to represent young people in politics. As the Lead Member she was able to represent young people. She had to attend lots of meetings but also got to meet lots of

people in the community and could see that a tangible difference was made to people's lives, particularly those who were too young to vote.

Councillor Saunders explained that he first became involved in politics as a student at Liverpool University in the early 1980s and had stood as Conservative a candidate. He had then spent thirty years away from politics, focussing on a career in finance. He had come back to politics with the simple ambition of using his skills and experience in local government.

The Chairman highlighted that the borough had recently signed a Heads of Terms agreement with the EFA for a potential new site for Forest Bridge school, subject to planning, in Braywick Park. This would provide funding for a £6m new school.

APPOINTMENTS

None

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 and Customer Services – Civil Enforcement Officer' would be deferred from May to June 2017.
- The item 'Update on Pool Cars and Electric Vehicle Charging Points' would be presented to Cabinet in September 2017.
- The item 'Parking Provision' would deferred for further work
- The item 'Public House Article 4 Directions' would be deferred for further work.
- The item 'Pension Fund Review' would be presented to Cabinet in July 2017.

CABINET MEMBERS' REPORTS

ORDER OF BUSINESS

RESOLVED UNANIMOUSLY: That the order of business as detailed in the agenda, be amended.

G) FINANCIAL UPDATE

Members considered the latest financial update.

The Lead Member explained that the council was in a positive financial position across all areas, as it neared the end of the financial year. The Adult, Children's and Health directorate projected an underspend of £25,000 on a budget of over £57m. The Corporate and Community Services directorate projected an underspend of £64,000. The Operations and Customer Services projected an underspend of £337,000. As a consequence, this left the overall reserves at several hundred thousand pounds above the target budgeted to achieve by 31 March 2017. The Lead Member reported that the delegation to allow short term borrowing had been largely unneeded other than a short term borrowing between 20 March and 20 April 2017, which had now been repaid. The bad debt provision at year end needed to be topped up by £37,000. Members noted the requirement for a top-up payment under the MMI arrangements inherited

from the former Berkshire County Council. Members also noted the increase in Registrar's fees. People booking weddings for the next two years had been informed of the increases, but these had not formally been included in the budget papers.

The Lead Member explained that £20m of capital projects would slip into 2017/18 but it had already been known that the vast majority of these projects, when first added to the budget, were going to occur after 2016/17.

The Chairman stated that he would write to all Members of the Finance team to thank them for their work throughout the year.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) Notes the Council's projected outturn position**
- ii) Notes the transfers to provisions for bad debt and MMI details of which are contained in paragraphs 4.14 to 4.17**
- iii) Approves the change to the 2017-18 and 2018-19 Registrar's fees details of which are contained in paragraphs 4.18 and 4.19.**

A) AVIATION: DEPARTMENT FOR TRANSPORT CONSULTATIONS - AVIATION NATIONAL POLICY STATEMENT & UK AIRSPACE POLICY FRAMEWORK

The item had been withdrawn from the agenda for further work.

B) PUBLIC BUS SERVICES IN THE ROYAL BOROUGH

Members considered approval of £153,000 in additional annual expenditure for five years from 2017-18 to enable the continuation of the existing bus network.

The Chairman of the of Highways, Transport & Environment O&S Panel had agreed to the urgent report being added to the agenda as a number of routes would have services withdrawn at the end of April 2017 if a decision was not made by Cabinet on bus services before that date.

The Deputy Lead Member explained that there had been a national decline in bus usage of 2% per annum, but this was 3% in the borough. The report asked for Cabinet support of local bus services despite the decline, as it supported the objectives of the borough local plan to provide travel options for schools, town centres, leisure and other services. A competitive tendering exercise had been undertaken for a number of routes; the outcome was due in early May. The message was that, through investment, the borough would keep its residents on the move for years to come. The borough would work with operators to ensure long term sustainable services. There would be no temporary stop to any service. Transport networks would be at the centre of the council's planning for the future. It would be important that public transport was at the heart of infrastructure planning. Where other local authorities were turning their back, the borough was stepping in. When Surrey County council had withdrawn their 80% subsidy for the 305 service, the borough had stepped in to increase its subsidy from 20% to 100%.

The Deputy Lead Member for Ascot Regeneration commented that it was in no doubt that some of the services for vulnerable or elderly people were a lifeline. Older people

in Ascot and the Sunnings used the White Bus to travel to Windsor and across the Ascot area. It was to the council's credit that it was willing to accept the social responsibility and provide a substantial subsidy. He asked what the council was doing to encourage increased patronage.

The Deputy Lead Member highlighted that, unlike neighbouring local authorities, older residents in the borough could use bus passes before 9.30am. The council had spent £179,000 in the previous year on real time bus information. Bus stops were kept clear and a number of raised kerbs had been installed for easier access. A new bus stop had been installed in Oakley green. 90% of buses in the borough were under 5 years old and all had CCTV. The Transport Assistance Payment Scheme (TAPs) allowed individuals to apply for up to £100 of funding to use the People to Places service, which provided direct pick up and drop off.

The Chairman requested that if not already available, an analysis of best practice and how to encourage people to use public transport should be undertaken. Alternative business models may be needed in the future to avoid simply using council tax payer money to provide the service.

It was confirmed that, if the recommendations were approved, £153,000 would be added to the budget in year one, and would then remain in the base budget for the five year period.

The Chairman requested that notices be placed on all bus stops on affected routes to give assurances to residents that the services would continue.

RESOLVED UNANIMOUSLY: That the Cabinet notes the report and:

- i) Approves additional annual expenditure of £153,000 for five-years from 2017-18 for the continuation of the operation of the existing network of bus services from 1 May 2017.**
- ii) Provides delegated authority to the Interim Executive Director in conjunction with the Deputy Leader and Lead Member for Highways and Transport, and the Deputy Lead Member – Bus Champion to award contracts for the tendered bus services from 1 August 2017.**

C) INTENSIVE FAMILY SUPPORT PROGRESS REPORT

Members considered a progress report on the Intensive Family Support Programme (IFSP).

The Lead Member explained that the council had worked with 484 families since April 2012 under the Troubled Families programme. Through innovative practices including the inclusion of a health worker, 301 families had been supported by the IFSP. Of these, 214 were considered to have made sustained changes, for example 90% school attendance across three academic terms. The Lead Member highlighted the case studies detailed in the report. It was noted that robust monitoring was in place, including a detailed step-down process. The borough's statistical neighbours had re-referral rates of 22.9%, the borough's rate was just 10%.

The Deputy Lead Member for Ascot Regeneration commented that the rounded approach was an excellent idea when there were issues across a family. The programme tried to establish quality of life for the families involved and was a positive

form of prevention. He asked whether the government had calculated the preventative savings made? The Lead Member responded that a recent report had looked at the project across the country, but that it was very hard to calculate the cost of something that did not happen. It was acknowledged that due to the multi-agency input, one family could cost up to £250,000 per annum. The Chairman suggested that an analysis of social impact bonds would be useful and asked for a review to be undertaken.

RESOLVED UNANIMOUSLY: That Cabinet:

- I. Notes the progress made in supporting our residents whose families have multiple and complex needs to turn their lives around.**
- II. Commits to continue to support vulnerable families within The Royal Borough of Windsor and Maidenhead, through the Intensive Family Support programme, for the duration of phase 2 of the national Troubled Families programme which runs until March 2020.**

D) TRADING ACTIVITIES UPDATE

Members considered an update on the activities, priorities and progress of the Council's trading companies. The Lead Member explained that the report showed how the council was delivering a housing portfolio to meet the aspiration of building a borough for everyone. It also provided transparency; in future this would be dealt with via a quarterly report by the Chairman of the RBWM Property Company to the Cabinet Regeneration Sub Committee. In June 2016 it had been agreed to use Section 106 funding to undertake property refurbishment and property purchases for affordable Key Worker housing. In December 2016 the initial business plan was approved to deliver 138 properties over five years. The objectives were to provide good quality affordable housing for key workers and to contribute to the general fund in the form of dividends. It had been envisaged that six sites would be completed in 2016 and 2017; to date three sites were fully completed and were awaiting approval of the Secretary of State for transfer. Three sites were delayed:

- The Bocket – a Task and Finish Group had been established to look at uses other than housing. The Chairman asked the Lead Member to write to the Chairman of the Task and Finish group to request a report by 1 June 2017 at the latest.
- Two sites adjacent to Ray Mill Road – a flood alleviation scheme was required; the agreement with the developer could not be signed until the technical flood work had been completed.

The interim Managing Director of the property company was refreshing the business plan and this would be circulated to Members of the Cabinet Regeneration Sub Committee. Housing Solutions had been appointed as the managing agent for the property company.

Members noted that the council owned eight flats on York Road which were currently let on a commercial basis. As tenants left, the flats would be transferred to the affordable housing portfolio for key workers. The Chairman asked that tenants be given good notice of the council's intention and an explanation of the background. The Lead Member was asked to review any exceptional personal circumstances that a current tenant may put forward.

The Lead Member for Adult Services and Health proposed an additional recommendation to highlight the scheme to social care and health workers.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) Notes the update on trading activities**
- ii) Agrees that the Director of Children's Services writes to all Head teachers to outline the process for key worker housing including indicative timing and numbers**
- iii) Agrees that the Managing Director write to Optalis and the Clinical Commissioning Groups to outline the process for key worker housing and availability for key workers in social care and health.**

Councillor Saunders left the meeting at 7.26pm

E) POOL AND MAYORAL CARS AND THE INTRODUCTION OF ELECTRIC VEHICLE POINTS

Members considered recommendations on the pool cars leased by the Royal Borough, the Mayoral car and Electric Vehicle Charging points.

The Lead Member highlighted that the issue of sustainability was important to the council. He was the Lead Member with responsibility for the issue, the Sustainability Panel met in public every six weeks and there was a manager whose responsibility was sustainability, energy and the reduction of carbon emissions. PV panels had been installed on the roof of the Town Hall and the council had spent £1m on schemes to reduce energy usage across its estate. The Lead Member had unfortunately been unable to attend the Overview and Scrutiny Panel the previous week, he felt that the outline he would give would answer the questions raised at that meeting.

The Lead Member proposed amending the recommendations to refer to electric/hybrid cars rather than just electric.

The Lead Member explained that the council previously had electric cars for its pool fleet, but the decision had been made to a system that allowed online booking and coded entry, removing the need for someone to manage bookings and keys. However, the new scheme required a much higher mileage level than was being achieved. It was therefore proposed to terminate the existing contract at the end of the second year when costs would be minimal. A report would be submitted to Cabinet in six months setting out proposals for a replacement scheme using electric/hybrid vehicles.

In relation to the Mayoral car, Members noted that it played an important role as it was often the first thing people saw when the Mayor arrived at an event, however it was felt that the council should show leadership by looking at an electric or hybrid option. The market was changing quickly and it was anticipated more options would be available by next year.

The Lead Member explained that there were very few electric vehicle charging points in the borough. There was a demand for points to be installed in areas such as in Windsor and Eton where residents lacked off street parking. However, the location of these points would need to be carefully identified, involving ward councillors. A grant was available for the project and the proposed supplier, Pod Point, already worked

with a number of local authorities. It was confirmed that five sets of two charging points were proposed.

The Chairman suggested looking at the option of car clubs such as Zip Car for the council's pool car fleet. He commented that charging points encouraged drivers to visit an area and therefore could enhance economic vibrancy. Councillor D. Wilson highlighted the need for fast charging points. He also suggested that the Managing Director and Leader of the Council approached Tesla, which had an office in the borough, to explore options for the Mayoral car.

The Deputy Lead Member – Bus Champion commented that the benefits of electric vehicles were numerous including being cheaper to run, cleaner, quieter, lower insurance and road tax and no congestion charge. The Mayor of London had committed to all buses in the capital being electric by 2020.

The Principal Member for Neighbourhood Planning and Ascot & the Sunnings highlighted the need for charging points in areas outside the two main towns.

RESOLVED UNANIMOUSLY: That Cabinet notes the report and:

- i) Delegates authority to the Interim Executive Director in conjunction with the Lead Member for Adult Services, Health and Sustainability, and the Deputy Leader of the Council and the Lead Member for Highways and Transport to:
 - a. Terminate the existing pool car fleet at the end of the second year of the three year lease.**
 - b. Carry out a review of the current mileage policy.**
 - c. Procure a new electric/hybrid Mayoral car during 2018/19.**
 - d. Assess the demand, identify suitable locations and install 10 on-street electric vehicle charging points.**
 - e. Report to Cabinet in six months on a progress of work and future electric/hybrid pool cars.****

F) CONTRACT AWARD - OPERATION OF 4 MARLOW ROAD, MAIDENHEAD

Members considered alternative options for managing the facility at 4 Marlow Road as the new contractor (Achieving for Children) did not wish to manage the community building.

The Lead Member explained that 4 Marlow Road was a purpose built youth and community centre. The site had previously been managed by leisure services, then youth services, and it was now proposed to move it to Parkwood Leisure from 1 August 2017 as an addition to the existing contract with the borough. The day to day running of the facility would move to Parkwood, however the ownership of the building would remain with the borough and highways would maintain the car park. 1.8FTE staff would TUPE transfer to Parkwood. There would be no breach in service for existing users and no change to leases other than an extension.

The Lead Member for Business and Customer Services confirmed that the Youth and Community Centre board was supportive of the proposals.

The Lead Member for Culture and Community Services highlighted that the borough supported local charities by grants as well as providing office accommodation.

RESOLVED UNANIMOUSLY: That Cabinet notes the report and:

- i) Approves the addition of 4 Marlow Road to the existing Parkwood Leisure contract, fixed for eight years, as a deed of variation, effective from 1 August 2017.
- ii) Approves the TUPE transfer of four part time staff, 1.8FTE, to Parkwood Leisure.
- iii) Notes the following sub leases which will be issued subject to a further report to cabinet in May :
 - a. Achieving for Children for use of the Youth Service area, see Appendix 1. (in line with leases for other AfC building)
 - b. Windsor and Maidenhead Youth Counselling Service for their base, see Appendix 2. (for 10 years)
 - c. Relate for their base, see Appendix 3. (for 10 years)
 - d. Citizens Advice Bureau for their base, see Appendix 4. (for 10 years)

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.

CABINET MEMBERS' REPORTS

The meeting, which began at 6.30 pm, finished at 7.52 pm

CHAIRMAN.....

DATE.....

This page is intentionally left blank

CABINET REGENERATION SUB COMMITTEE

TUESDAY, 2 MAY 2017

PRESENT: Councillors Simon Dudley (Chairman), Phillip Bicknell, Carwyn Cox, Samantha Rayner, MJ Saunders, Derek Wilson.

Principal Members also in attendance: Councillors Christine Bateson and David Evans

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

Officers: Russell O'Keefe, Karen Shepherd and Alison Alexander

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Rankin

DECLARATIONS OF INTEREST

Councillor Saunders declared a Prejudicial Interest in the item 'Windsor Coach Park / Alexandra Gardens / Riverside Area project – Feasibility Work' because his employer, M3 Consulting, was on the procurement framework from which a consultant was recommended to be appointed. He left the room for the duration of the discussion and voting on the item.

Councillors D Evans, D. Wilson and Saunders declared Personal Interests as members of the Partnership for the Rejuvenation of Maidenhead and Maidenhead Town Partnership Board.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 21 March 2017 be approved.

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 5-8 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act

The meeting, which began at 6.35 pm, finished at 7.12 pm

CHAIRMAN.....

DATE.....

This page is intentionally left blank

CABINET PRIORITISATION SUB COMMITTEE

WEDNESDAY, 17 MAY 2017

PRESENT: Councillors Simon Dudley (Chairman), Phillip Bicknell (Vice-Chairman), David Coppinger and Carwyn Cox

Also in attendance: Councillor David Hilton, Councillor Malcolm Beer, Councillor John Bowden and Councillor Gerry Clark

Officers: Mary Kilner, Russell O'Keefe, Alison Alexander, Craig Miller, Andy Jeffs, Wendy Binmore and Rob Stubbs

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Targowska.

DECLARATIONS OF INTEREST

None received.

MINUTES

RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 18 January 2017 be approved.

REPORT FROM CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL - THE BROCKET

The Chairman of the of Corporate Services O&S Panel had agreed to the urgent report being added to the agenda to allow proposals to be implemented as soon as possible.

Councillor Clark introduced the report and stated the Brocket was a Grade II listed building in a dilapidated condition and had not been used for the last seven years. It had been noted that alternative uses for the Brocket had not been considered and at that point it was decided to set up a Task and Finish Group to look at alternative uses for the Grade II listed building. The Task and Finish Group met on several occasions and the last meeting was held 21 March 2017.

The Task and Finish Group carried out an open consultation which received 150 responses and provided a steer towards possible uses for the building. The suggestions included a Hindu Community Centre, art museum, arts heritage centre apartments and artists studios. None of the responses were of a volume to give a clear preference or included any funding or proposition that would be viable. At the meeting held on 21 March 2017, the Maidenhead Heritage Trust and the Maidenhead Arts attended the meeting and were asked to produce viable options but, no submissions were made to the Task and Finish Group.

In Councillor Clarks view, there were three classes of use for the Brocket. One was the Brocket fit in with the Council's current plans where a need was identified that fit in with a current planned operational budgeted use, however, he was not aware of any

such scheme. A second use that had not be considered yet was to advertise the building for an outside project to use, but again, Councillor Clark was unaware of any such use that had come forward. The third potential option which was the default option was for the building to be developed. There had been a long consultation period which had been running since January 2017 but, that had failed to identify a specific, viable use which could be put forward to the Panel.

The Chairman expressed his thanks to the Culture and Communities Overview and Scrutiny Panel and to Councillor Stretton for the work that had gone into finding a suitable use for the Brocket. The Chairman queried if there was a use for the building within the Council. Alison Alexander, Managing Director confirmed that there was no use for current services within the Borough or in the future. The Chairman stated that no one had come forward with proposals for a financially supported use for the Grade II listed building. Councillor Clerk confirmed to the Panel that the building in its current state was worth approximately £1m but, after redevelopment could be worth £2.3m. The Chairman stated the net yield was 3.5% at market rent and that the revenue contribution to the RBWM Property company would be in the region of £80k per annum. He added that on the one side, there was the possibility of an uncosted community asset and on the other side was the prospect of the Borough receiving income from developing the building.

The Managing Director stated the previous use of the Brocket was as a pupil referral unit but, there was no need for it now. Councillor Clark stated as a Grade II listed building, its main feature was the hall structure, the staircase and railings. The building was from the arts and crafts movement period and was originally built as a private house. It was difficult to find an alternative use and the development of the building would preserve the listed features.

Councillor Bicknell stated at the moment it was work £1m on the open market. It worried him that it could be sold quickly. If the Borough converted it into dwellings, it would be worth £2.3m. the Chairman said he did not see the building as a community use. It sat in a quiet residential street on a large plot. He felt the council should go to an estate agent that dealt with high end properties and get them to value the building. It was not going to be somewhere that was developed as a single house which was more in line with the London market; here in Maidenhead, if the building was sold as it was the Chairman was worried about what would happen to it. Would a developer leave it to ruin. He added he did not feel it should be converted to affordable rented apartments, he stated any apartments should be let for market rents. The Chairman said estate agents views should be sought on the building if converted and configured to be sympathetic to the original features; input would also be sought from Ward Members including Cllr Stretton and the council would try and preserve the building as a heritage asset. Councillor Cox commented that was a sensible plan. The building was on Boyn Hill Avenue near to the train station. It was a very attractive building with good transport links. It would be interesting to see what an estate agent values the property at.

Russell O'Keefe, Strategic Director Corporate & Community Services confirmed that if the building was converted to apartments for affordable rent, the income would be approximately £60k per annum. The Chairman stated it was an £80k per year building therefore, it would be sympathetically developed as apartments for private rent. Councillor Hilton stated it was not a challenge for the council to rent as it fit into the council's portfolio well and would generate income moving forward. Cllr Bicknell agreed that the building would become an asset generating income for the council.

The Chairman stated he wanted to know if there was a market for a single dwelling or, should the council develop it into flats. Councillor Bowden queried the figures for market rent as he had a look at one bedroom flats in the area which were selling for almost £1m; he suggested the building could be worth up to £4m. the Chairman confirmed the property was approximately 5,000 square feet in size which worked out at approximately £500 per square foot; he suggested the building was worth approximately £2.5m - £3m and that the council needed expert advice in that matter.

UNANIMOUSLY RESOLVED: That the Cabinet Prioritisation Sub-Committee noted the report and:

- i) Considered the suggested potential uses for the Brocket in Appendix 8 to identify whether the suggested use(s) fall into category a), b) or c) and then determined the preferred option:**
- ii) The Panel agreed a further option that Cabinet would like to proceed with the sympathetic conversion of the Brocket to apartments that would be rented at market value.**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

The meeting, which began at 9.00am, finished at 9.55am

CHAIRMAN.....

DATE.....

This page is intentionally left blank

Agenda Item 5

CABINET: 30 MAY 2017

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Report from Culture & Communities O&S Panel on the Brockett	-	Cabinet Prioritisation Sub Committee 17/5/17	Urgent item
Council Response to the National Planning Statement (NPS) and Air Space Strategy	-	Cabinet Prioritisation Sub Committee 17/5/17	Urgent item
Parking Provision	25/5/17	Cabinet Regeneration Sub Committee 27/6/17	To allow for further work
Nicholson's Car Park	-	Cabinet Regeneration Sub Committee 27/6/17	New Item
Maidenhead Golf Club	-	Cabinet Regeneration Sub Committee 27/6/17	New Item
Hurley and Walthams Neighbourhood Plan – Decision Statement	-	29/6/17	New Item
Delivering Differently, Communities Directorate – Civil Enforcement Services	25/5/17	29/6/17	To allow for further work
Public House Article 4 Directions	25/5/17	29/6/17	To allow for further work
Highways & Transport Works Programmes 2017/18	-	29/6/17	New Item
Do It Yourself Shared Ownership (DIYSO) Investment Plan	-	29/6/17	New Item

Pension Valuation 2016	-	27/7/17	New Item
Station Opportunity Area	-	Cabinet Regeneration Sub Committee 22/8/17	New Item
Telephony Options	-	28/9/17	New Item
Update on Pool Cars and Electric Vehicle Charging Points	-	28/9/17	New Item
Initial Savings Proposals	-	28/9/17	New Item
Housing Strategy	-	28/9/17	New Item

FORWARD PLAN OF CABINET AND COUNCIL DECISIONS

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	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. 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	Lead Member for Environmental Services, Principal Member for Maidenhead Regeneration and Maidenhead	Russell O'Keefe	Internal process	Highways, Transport and Environment Overview and Scrutiny Panel 22 Jun 2017 , Corporate Services Overview and Scrutiny Panel 22 Jun 2017	Cabinet Regeneration Sub Committee 27 Jun 2017	
2. Nicholson's Car Park	Fully exempt - 3	Options for delivery of a new car park on the site of Nicholson's Car Park	Yes	Lead Member for Economic Development and Property	Chris Hilton	Internal process	Corporate Services Overview and Scrutiny Panel 22 Jun 2017, Highways, Transport and Environment Overview and Scrutiny Panel	Cabinet Regeneration Sub Committee 27 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)
							22 Jun 2017 ,		
3. Maidenhead Golf Club	Fully exempt - 3	To consider issues and options	Yes	Lead Member for Economic Development and Property	Russell O'Keefe	Internal process	Corporate Services Overview and Scrutiny Panel 22 Jun 2017	Cabinet Regeneration Sub Committee 27 Jun 2017	
1. Delivering Differently, Communities Directorate - Civil Enforcement Services	Fully exempt - 4	The report will provide an options appraisal for future delivery of Civil Enforcement services	Yes	Lead Member for Environmental Services	Craig Miller	Internal process	Crime & Disorder Overview & Scrutiny Panel 28 Jun 2017 Corporate Services Overview and Scrutiny Panel 22 Jun 2017 Highways, Transport and Environment Overview and Scrutiny Panel 22 June 2017	Cabinet 29 Jun 2017	
2. Appointment to Outside and Associated Bodies (including annual report from representatives)	Open -	To make appointments of Council representatives on Outside and Associated Bodies	No	Principal Member for Neighbourhood Planning and Ascot & The Sunnings	Mary Kilner	Internal process	N/A	Cabinet 29 Jun 2017	
3. Do It Yourself Shared Ownership (DIYSO) Investment Plan	Open -	Plan to agree additional investment in the successful DIYSO scheme delivered	Yes	Chairman of Cabinet (Councillor Simon Dudley),	Russell O'Keefe	Internal process	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 29 Jun 2017	

28

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)
		by Housing Solutions, to benefit residents to get on the property ladder		Deputy Lead Member Policy and Affordable Housing					
4. Finance Update	Open -	Latest financial update	No	Lead Member for Finance	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel 22 Jun 2017	Cabinet 29 Jun 2017	
5. Public House Article 4 Directions	Open -	Public House Article 4 Directions	Yes	Lead Member for Planning, Deputy Lead Member - Conservation	Russell O'Keefe	Internal process	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 29 Jun 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	Jenifer Jackson	Internal process	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 29 Jun 2017	
7. Highways & Transport Works Programmes 2017/18	Open -	Further to approval of the Capital Programme by Cabinet in February 2017, the report will include the lists of individual schemes to be implemented within each approved	Yes	Lead Member for Highways and Transport	Andy Jeffs, David Scott, Ben Smith	Internal process	Highways, Transport and Environment Overview and Scrutiny Panel 22 Jun 2017	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)
		programme of works. For example: road resurfacing, traffic management, bridge schemes, flood alleviation and drainage schemes, cycling infrastructure							
30 1. Finance Update	Open -	Latest financial update	No	Lead Member for Finance	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 27 Jul 2017	
2. Pension Valuation 2016	Fully exempt - 3	Results of the 2016 pension valuation	Yes	Lead Member for Finance	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 27 Jul 2017	
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	Mary Kilner	Internal process	n/a	Cabinet Local Authority Governors 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)
1. Station Opportunity Area	Fully exempt - 3	To consider the draft scheme	No	Lead Member for Highways and Transport	Russell O'Keefe	Internal process	Corporate Services Overview and Scrutiny Panel 17 Aug 2017	Cabinet Regeneration Sub Committee 22 Aug 2017	
1. Financial Update	Open -	Latest financial update	No	Lead Member for Finance	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel 17 Aug 2017	Cabinet 24 Aug 2017	
2. CCTV - Technological Review	Open -	This report details the findings of a technological review of the council's CCTV system. An appraisal of options for potential future investment and service enhancements will be provided.	Yes	Lead Member for Environmental Services	Andy Jeffs	Internal process and consultation with ward members for specified camera locations	Corporate Services Overview and Scrutiny Panel 17 Aug 2017 Crime & Disorder Overview & Scrutiny Panel 23 Aug 2017	Cabinet 24 Aug 2017	
3. Council Performance Management Framework Quarter 1	Open -	Report detailing performance of the Council against the corporate scorecard for quarter 1 2017/18	Yes	Chairman of Cabinet (Councillor Simon Dudley), Deputy Lead Member Policy and Affordable Housing	Hilary Hall	Internal process	Corporate Services Overview and Scrutiny Panel 17 Aug 2017; Culture and Communities 14 Aug 2017	Cabinet 24 Aug 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)
1. Options to Meet School Place Demand from 2020 Across the Borough	Open -	The report sets out a forecast of likely demand for school places and the impact on choice and availability before outlining a range of proposals to ensure residents can continue to access high quality schools from 2020.	Yes	Lead Member for Children's Services	Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 20 Sep 2017	Cabinet 28 Sep 2017	
2. Shared Lives Options Update	Open -	Updating Cabinet on the progress of the Shared Lives project	No	Lead Member for Adult Services and Health)	Hilary Hall	Internal process	Adult Services and Health Overview and Scrutiny Panel 27 Sep 2017	Cabinet 28 Sep 2017	
3. Budget - Initial Savings Proposals	Open -	To consider savings proposals for the medium term financial plan.	No	Lead Member for Finance	Rob Stubbs	Internal process	Adult Services and Health Overview and Scrutiny Panel 27 Sep 2017 Children's Services Overview and Scrutiny Panel 20 Sep 2017 Corporate Services Overview and Scrutiny Panel tbc Crime & Disorder Overview &	Cabinet 28 Sep 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)
33							Scrutiny Panel tbc Culture and Communities Overview and Scrutiny Panel tbc Highways, Transport and Environment Overview and Scrutiny Panel 21 Sep 2017 Planning & Housing Overview & Scrutiny Panel tbc		
4. Council Manifesto Tracker	Open -	An outline of performance against the Council's manifesto Commitments	Yes	Chairman of Cabinet (Councillor Simon Dudley), Deputy Lead Member Manifesto Delivery	Hilary Hall	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 28 Sep 2017	
5. Telephony Options	Open -	Telephony hardware and software options required including update on delivery options contact centre	Yes	Lead Member for Customer and Business Services	Jacqui Hurd	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 28 Sep 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)
6. Update on Pool Cars and Electric Vehicle Charging Points	Open -	Report to update Cabinet on the use of pool cars and the results of the assessment of demand and location for electric vehicle charging points	No	Lead Member for Adult Services and Health, Lead Member for Highways and Transport	David Scott	Sustainability Panel	Corporate Services Overview and Scrutiny Panel tbc Highways, Transport and Environment Overview and Scrutiny Panel 21 Sep 2017	Cabinet 28 Sep 2017	
7. Housing Strategy	Open -	To agree a housing strategy for the borough that includes the approach to developing affordable housing and preventing homelessness	Yes	Lead Member for Adult Services and Health	Alison Alexander	Internal process	Planning & Housing Overview & Scrutiny Panel tbc Adult Services and Health Overview and Scrutiny Panel 27 Sep 2017	Cabinet 28 Sep 2017	
8. Financial Update	Open -	Latest financial update	No	Lead Member for Finance	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 28 Sep 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	Mary Kilner	Relevant schools and governing bodies	n/a	Cabinet LA Governor's Appointments Sub Committee 26 Sep 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)
------	--	-------------------	---------------------------------	---	---	---	-------------------------------------	--------------------------	--

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

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

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

This page is intentionally left blank

Report Title:	Council Performance Management Framework Quarter 4
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Dudley, Leader of the Council and Chairman of Cabinet. Councillor McWilliams, Deputy Lead Member for Policy and Affordable Housing
Meeting and Date:	Cabinet - 25 May 2017
Responsible Officer(s):	Alison Alexander, Managing Director
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

- 1 At the end of 2016/17 the council is reporting performance against its four strategic priorities; Residents First, Value for Money, Delivering Together and Equipping ourselves for the Future all of which are currently on target.
- 2 11 of the council's 14 outcomes are on target overall, see 2.2 Table 1 and full detail in Appendix A.
- 3 Overall performance against the Council's key performance indicators has further improved since the last quarter with 73% of measures now on target. An infographic overview of key indicators is provided at Appendix B.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Notes the progress towards meeting the council's strategic priorities and objectives**
- ii) **Requests the Managing Director and Executive Directors in conjunction with Lead Members to revise and progress improvement actions for indicators that are off target**

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

Quarter 4 2016/17 summary of performance

- 2.1 The Council's current corporate strategy sets out its four strategic priorities and 14 priority outcomes. The council's performance management framework (PMF) has 69 key performance indicators (KPIs) to measure its progress in achieving those outcomes. 7 measures are repeated, some more than once, in the framework as they contribute towards achieving more than one desired outcome. Table 1 shows the council's performance at the end of Q4 2016/17.

Table 1: Achievement of 14 priority outcomes against four strategic priorities

Strategic Priority	Outcomes				Total
	On Target	Just Short	Off Target	N/A*	
Residents First	3	1	0	0	4
Value for Money	4	0	0	0	4
Delivering Together	2	1	0	0	3
Equipping Ourselves for the Future	2	1	0	0	3
Q4 Total	11	3	0	0	14
Q3 Total	11	2	1	0	14
Q2 Total	9	1	3	1	14

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

- 2.2 All four strategic priorities are on target; Residents First has one of its four outcomes just short of target, and Delivering Together and Equipping Ourselves for the Future have one each of their three respective outcomes just short of target. Overall, 11 of the 14 outcomes are on target
- 2.3 Table 2 breaks this down further by demonstrating the performance of the KPIs within each of the strategic priority areas.

Table 2: KPI performance against four Strategic Priorities

Strategic Priority	Objectives				Total
	On Target	Just Short	Off Target	N/A*	
Residents First	31	7	3	0	41
Value for Money	13	3	1	0	17
Delivering Together	9	3	2	0	14
Equipping Ourselves for the Future	8	1	1	1	11
Q4 Total	61 (73%)	14 (17%)	7 (8%)	1 (1%)	83
Q3 Total	57 (67%)	11 (13%)	10 (12%)	7 (8%)	85
Q2 Total	46 (54%)	12 (14%)	15 (18%)	12 (14%)	85

- 2.4 Table 2 highlights that 73% of the KPIs are on target, a considerable improvement on performance from Q2 and Q3. Where KPIs are just short, in some instances this is by less than just 1% of the target e.g. OCS57, OCS59 and CCS28.

2.5 Tables 3 and 4 summarise performance by Directorate and by Lead Member portfolio. Table 3 highlights progress between Quarter 2 and Quarter 4 with half as many measures reporting as off target at year end. Performance Improvement plans are in place, see points 9.1 and 11.1, and further work is ongoing to proactively manage performance.

Table 3: Performance of KPIs by Directorate

Directorate	On Target	Just Short	Off Target	Data not yet available*	Total
Adults, Children's and Health Services	21 (72%)	3 (10%)	4 (14%)	1 (4%)	29
Corporate & Community Services	11 (73%)	4 (27%)	0 (0%)	0 (0%)	15
Operations & Customer Services	17 (68%)	6 (24%)	2 (8%)	0 (0%)	25
Total for Q4	49 (71%)	13 (19%)	6 (8%)	1 (2%)	69
Total for Q3	45 (68%)	11 (17%)	10 (15%)	6	72
Total for Q2	31 (54%)	14 (25%)	12 (12%)	12	69

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

Lead Member / Principal Member	KPIs				Total
	On Target	Just Short	Off Target	Data not yet available*	
Cllr N Airey	12	0	3	0	15
Cllr Bicknell	3	1	0	0	4
Cllr Carroll	1	3	1	0	5
Cllr Coppinger	2	0	0	0	2
Cllr Cox	3	1	0	0	4
Cllr Dudley	3	0	0	0	3
Cllr Hill	6	4	2	0	12
Cllr Rankin	3	0	0	0	3
Cllr S Rayner	6	1	0	0	7
Cllr Saunders	2	0	0	0	2
Cllr Targowska	6	0	0	1	7
Cllr D Wilson	2	3	0	0	5
Q4 Total	49	13	6	1	69

Qualitative analysis of Q4 performance by Strategic Priority / Outcomes (Table 1):

RESIDENTS FIRST

- 2.6 There are four outcomes contributing to our priority to put Residents First, these are:
- To ensure every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education.

- To maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy.
- To continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough.
- To ensure our residents are safe and supported by a skilled workforce.

2.7 Of these four outcomes, three are on target and one is just short. Just falling short is maintaining excellent parks and leisure facilities to encourage healthy living (still off target since Q3)..

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

2.8 There are 14 KPIs for this outcome, 12 are on target and two are off target. This is an improvement on Q3 when only nine were on target. The two indicators off target are ACH12a and ACH12b relating to attainment for disadvantaged pupils. These are annual measures so will remain off target until the data for the next academic year is released. Considerable focus was given to this priority area in the Cabinet report on Standards and Quality in Education in March 2017. Action plans to address attainment of Pupil Premium Children were approved and can be viewed here: http://rbwm.moderngov.co.uk/documents/s12910/meetings_170323_cab_education_full.pdf

2.9 Significant improvement can be seen in measure ACH4 on the % of children in care with personal education plans; all young people who have been in care for more than two months have an up to date Personal Education Plan which is updated termly. There are two young people who came into care at the beginning of March and meetings are scheduled to complete their plans at the beginning of the summer term. Also of note is progress in measure ACH10 % of care leavers in education, employment or training. This indicator measures the number of young people who have left care and who are in education, employment or training at the time of their 19th birthday. As at 31 March 2017, of the cohort of 46 who are economically active, 11 young people were shown as being not in education, employment or training. Two are not in training or working because of being teenage parents. Of the remaining nine, one young person is currently in prison and the remaining eight are actively seeking work and accessing support from their Personal Advisor to do so.

JUST SHORT: Maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy (p3-4 Appendix A)

2.10 Of the nine indicators for this outcome, five are on target, three are just short and one is off target. However, some of the public health measures ACH18, ACH19 and ACH21 (which are just short / off target) do not have full quarter 4 data provided yet due to public health reporting deadlines.

2.11 ACH19 (Residents quitting smoking from the target cohorts) was off target in Q3 so an improvement plan is already in place and further commentary on this can be viewed in Appendix A.

2.12 A decision was taken by Cabinet to set up a task and finish group, through the Adult Services and Health Overview and Scrutiny Panel, to review local need, better understand issues affecting the service and develop a targeted timely action plan.

- 2.13 The task and finish group was held on 16th March 2017. The group received a Smoking Cessation Service Review discussion document and was satisfied with the proposed plans to address performance and residents needs.
- 2.14 Despite this outcome being amber collectively, significant over-performance in measures CCS14 Attendances at leisure centres, OCS13 % Residents' satisfaction with parks, OCS15 visits to libraries and OCS16 visits to museums indicates an overall encouraging indication of resident satisfaction with this outcome.

ON TARGET: Continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough (p5 Appendix A)

- 2.15 This remains on target as six of the 10 KPIs are on target. Four are just short with a number of the planning performance measures slightly off target. .
- 2.16 CCS28 number of minor planning applications processed on time is short of target by 0.64%. CCS31 % of planning appeals lost is off target by 1.13%, though performance has improved since the last quarter.
- 2.17 OCS24 Reduction in flytipping in the borough is only 1.75% short of target. Further details on this are on p5 of Appendix A and an action plan is being developed for 2017/18 despite the measure only just under performing against target.
- 2.18 Highlights of good performance are OCS23 Residents' satisfaction with the quality of the roads and benchmarking performance endorsing this result showing that we are 15th in the country and 3rd in the south east. Additionally, footfall in the town centres (CCS25) exceeding its target demonstrates increasing confidence and satisfaction in the borough's towns.

ON TARGET: Ensure our residents are safe and supported by a skilled workforce (p6 Appendix A)

- 2.19 Of the eight KPIs for this outcome, all are on target. Highlights here are OCS35 Number of homelessness preventions through council advice and activity. Overall homelessness prevention this year increased to 17.2% in comparison to 12% in 14/15 and 15% in 15/16. Over the year there has been an increase in the number of people seeking housing advice and assistance.

VALUE FOR MONEY

- 2.20 The Value for Money strategic priority has four objectives from the corporate strategy from which its performance has been assessed. These are:
- To keep Council Tax low and reduce our high cost placements in social care.
 - To deliver improved customer services and outcomes for residents through the use of existing and emerging technology.
 - To intelligently use the borough's assets to increase income and maximise our ability to collect Business Rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources.
 - To develop innovative services that will help to meet future challenges and demand and to launch a home ownership plan through shared equity and other models, where the resident has a stake in their property.
- 2.21 All of these four outcomes are on target and have remained so since Q3.

ON TARGET: Keeping Council Tax low and reduce our high cost placements in social care (p7 Appendix A)

- 2.22 Of the nine KPIs to determine performance of this measure, six are on target, two are just short and one off target. The off target measure ACH48 % occupancy rate for in house foster carers as part of the council's efforts to reduce dependency on more costly independent agency placements. Whilst ACH48 is off target, only four placements out of 48 were unfilled due to the council not being able to match the carers with children in their approved age range. Additionally, ACH49 Number of Independent Fostering Agency Placements is significantly lower than last year's actual (40) and than target (40) at 28 indicating that despite ACH48 being off target, it has not significantly impacted on the desired outcome.
- 2.23 OCS43 % of household waste sent for reuse or recycling has finished Q4 slightly below the 50% target at 48.11%. Despite being off target, this is still an increase of 0.41% on last year. Options to improve on this are focusing on improvements to the running and take up of the council's new textile recycling service. CCS42 Council unit cost compared to other unitary councils is an annual measure and will be updated to reflect the council's approved budget for Q1 17/18.

ON TARGET: Deliver improved customer services and outcomes for residents through the use of existing and emerging technology (p8 Appendix A)

- 2.24 Of the four indicators used to determine performance of this outcome, all are on target. In Q4 particularly good performance to demonstrate progress in improving customer services by using technology is in the increase of residents signed up to the council's online self service system 'My Account' (OCS52) which is 16% above target for the year.

ON TARGET: Intelligent use of the borough's assets to increase income and to maximise our ability to collect Business Rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources (p8 Appendix A)

- 2.25 Of the three KPIs for this outcome, two are on target and one just short, OCS57 Collection rate for business rates. As highlighted in 2.4, this measure is only 0.09% short of target and is 0.31% higher than the rate achieved in 2015/16. It is therefore reasonable to conclude that the council's overall performance in this area remains strong.

ON TARGET: Develop innovative services that will help to meet future challenges and demand and to launch a home ownership plan through shared equity and other models, where the resident has a stake in their property (p9 Appendix A)

- 2.26 There is only one indicator for this outcome given its specific nature. It remains on target since Q3. Focus on this key area remains high within the council. For instance, the announcement of the Joint Venture partnership included plans for a six week priority period for residents with a local connection on properties in the opportunity area sites. Further work on the 2017/18 PMF may seek to refine how the council measures performance in this area; including bringing 10 empty homes back into use as affordable housing supply as set out in the Empty Homes Strategy (25 May 2017, Cabinet).

DELIVERING TOGETHER

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

2.28 The first outcome is just short of target, the other two outcomes are on target.

JUST SHORT: Bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services (p10-11 Appendix A)

2.29 This outcome was just short of target in Q2, back on target for Q3 and falls just short of target in Q4 due to clarification and the inclusion of measure OCS63b, see 2.31. Of the nine KPIs to measure performance of the outcome, five are on target, two just short and two are off target.

2.30 OCS60 % of complaints upheld remains the only off target indicator, and an improvement plan is in place, see 11.1. The Corporate Overview and Scrutiny Committee will be considering an analysis of complaints in 2016-17 and further information about this is on p11 in Appendix A. Additionally, this measure and target are being reviewed for Q1 17/18. Measure OCS59 Reduction in avoidable contact with the council was only just short of its target by 0.67%.

2.31 Measure OCS63 looks at the % of calls answered within 60s. In Appendix A this measure has been split into two parts to indicate the council's intended reporting method which will seek to include unanswered / abandoned calls and better present the experience of residents. The full year performance in 2016/17 is 76.9% and is calculated by the number of calls answered within 60 seconds divided by the total number of calls answered by the council. The % of calls answered within 60s of all calls received by the council (including abandoned calls) was 62.3%, calculated by the number of calls answered in 60s divided by the total number of all calls received by the council. In 2017/18 the measures for call centre performance will be reviewed and include % of calls not answered before the caller hangs up. In 2017/18 the % of all calls answered for the year of all calls received was 81%. When calls are answered, measure OCS62 First time resolution shows that 89.43% of those queries are resolved first time. A review is currently underway of how the council deals with non-face to face public access and a paper will be taken to Cabinet in September 2017 detailing findings from this review and making recommendations for improvement. An action plan is being drawn up for immediate implementation to address the gap in performance against target. This will include increasing levels of contact centre staff, increased focus on the digital by choice options and agreeing an abandonment rate - standard industry average is between 2% and 5%.

2.32 In considering the council's success in bringing services closer to the resident through use of community facilities such as libraries, excellent performance in OCS61 highlights the number of additional services now available. These include Advantage Cards, bus passes, green waste bags, council tax, housing options surgery, reporting

streetcare issues, reporting waste and recycling issues, parking queries and job vacancies. Also of note is performance of OCS64 where take up of out of hours services for the year was at 90,465 against a target of 80,000.

ON TARGET: Improve service delivery by implementing and benchmarking against, best practice learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents (p12 Appendix A)

- 2.33 There are three indicators for this outcome, all are on target. CCS50 overall resident satisfaction with the council has a strong out turn for the end of the year at 72.8%, 11.8% higher than last year's annual survey result.

ON TARGET: Work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals (p12 Appendix A)

- 2.34 There is only one of the three indicators for the outcome that is not quite meeting its target. CCS65 Number of volunteers supporting council services has fallen just short of target due to a policy change regarding school governors. Despite this, the year end position is on 1.94% short of target and demonstrates an improved position on last year's performance.

EQUIPPING OURSELVES FOR THE FUTURE

- 2.35 There are three strategic objectives for this priority. These are:
- To invest in learning and development for our staff and ensure our workforce is multi-skilled.
 - To progress the digitalisation of the council's systems to further develop the ambitions for a 24/7 council as well as promote joined-up working across the council to help engender a "tell us once" ethos, improving outcomes for residents.
 - To better use digital and mobile technology and deliver against the council's Transformation Programme.
- 2.36 Two of these are on target, though the outcome of progressing the digitalisation of the council's systems to further develop ambitions for a 24/7 council is just short.

ON TARGET: Investing in learning and development for our staff and ensure our workforce is multi-skilled (p13 Appendix A)

- 2.37 This has moved from off target to on target in the final quarter of 2016/17. Of the four measures, three are on target. ACH68 and ACH68b on staff turnover and voluntary staff turnover reflect good performance despite the significant change the organisation has been going through in the last year. ACH67 on staff satisfaction has had a baseline set and whilst data is not available for 2016/17, a temperature check will be conducted in the first quarter of 2017/18 followed by a full staff survey in Q3.

JUST SHORT: Progressing the digitalisation of the council's systems to further develop ambitions for a 24/7 council and promote joined-up working to help engender a "tell us once" ethos (p13-14 Appendix A)

- 2.38 This outcome has slipped in the final quarter to being just short of target from on target due to a decline in performance of measure OCS59 Reduction in avoidable contact with the council. This measure appears more than once in the framework as an indication of its contribution to a variety of customer service related outcomes. As in 2.29, this measure is only 0.67% off target therefore despite this slight decline the

council moves into 2017/18 in a good place to continue its efforts to deliver against its ambition.

ON TARGET: Better use digital and mobile technology and deliver against the council's Transformation Programme (p14 Appendix A)

2.39 This outcome remains on target at the end of the financial year with each of the three KPIs seeing a good final out turn. ACH47 Number of people receiving Telecare continues to demonstrate strong performance.

KPIs that have improved since Quarter 3

2.40 A number of KPIs have improved between Q3 and Q4 as set out in Table 5:

Table 5: KPIs that have improved performance since last quarter

Ref	Lead Member	KPI	Q3 2016/17 status	Q4 2016/17 status	Comment
ACH4	Cllr N Airey	% of children in care with personal education plans	Off Target	On Target	All young people in care for more than two months have an up to date Personal Education Plan.
ACH7	Cllr N Airey	Timeliness of completing new Education, Health and Care Plans	Just Short	On Target	The service has consistently prioritised the completion of new assessments within statutory timescales.
ACH10	Cllr N Airey	% of Care Leavers in education, employment or training	Off Target	On Target	As at 31 March 2017, of the cohort of 46 who are economically active, 11 young people were shown as being not in education, employment or training. Two are not in training or working because of being teenage parents. Of the remaining nine, one young person is currently in prison and the

Ref	Lead Member	KPI	Q3 2016/17 status	Q4 2016/17 status	Comment
					remaining eight are actively seeking work and accessing support from their Personal Advisor to do so.
OCS37	Cllr Cox	Reduction in non-compliant food premises – priority based inspections focusing on premises with a one or zero rating out of five	Just Short	On Target	All 28 premises have now been inspected and 6 have remained as a 0 or a 1 following a food hygiene inspection. Those 6 premises are now following an intensive support programme to improve hygiene standards. Formal action will be taken if improvement not realised. Rescores following intervention will be undertaken this quarter.
ACH68	Cllr Targowska	Level of staff turnover - % of staff turnover	Just Short	On Target	The council constantly undertakes detailed analysis of exit data and is implementing a range of measures to support a reduction in staff turnover including extensive learning and development programme.

KPIs that have declined

- 2.41 There are no new indicators to report in this quarter that have declined for two quarters which are not already subject to improvement plans or to update from Table 6 in the Quarter 3 Performance Management Framework Cabinet Report. ACH48 is the only indicator off target that is not currently subject to an improvement plan, see 9.1 for actions to be taken this quarter to address this. As in 2.31 an improvement plan is also being produced to address performance issues in the Customer Service Centre related to indicator OCS63a and OCS63b.

Table 6: Options

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

3 KEY IMPLICATIONS

Table 7: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its strategic priorities	The council is on target to deliver its strategic priorities	4 Strategic Priorities on target			1 April 2018

4 FINANCIAL DETAILS / VALUE FOR MONEY

No financial implications.

Table 8: Financial impact of report's recommendations

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

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.

6 RISK MANAGEMENT

Table 9: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Poor performance management processes in place causing a lack of progress towards achieving the council's strategic aims and objectives.	HIGH	Effective reporting, timely information, transparency of reporting and a comprehensive framework that reflects the council's aims and objectives.	LOW

7 POTENTIAL IMPACTS

7.1 An EQIA is not required for this report.

8 CONSULTATION

8.1 The report will be considered by Corporate Services Overview and Scrutiny Panel at their next meeting on 24 May 2017, comments will be reported to Cabinet or the relevant Lead Member.

8.2 As in the Quarter 3 report, Lead Members should expect to go to their relevant O&S panel should their KPIs drop off target for two consecutive quarters as requested by the Corporate O&S Panel. If their relevant O&S decides not to scrutinise the KPI off-target for two consecutive quarters then the Corporate O&S Panel may consider these instead. If the KPI is off-target for a third quarter then O&S Panel Chairmen should consult with the Deputy Lead Member for Policy on a case by case basis about

appropriate further scrutiny, though it may be necessary to allow improvement actions to have sufficient time to take effect.

9 TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately

Table 5: Implementation timetable

Date	Details
26 May 2017	Strategy and Performance team to confirm with Head of Service new improvement plan for indicator ACH48 and OCS63
26 May 2017	Strategy and Performance team to review improvement plans for measures previously off target and update the RBWM website with revised plans where appropriate.
26 May – 2 June 2017	Revised Performance Management Framework for 2017/18 to be developed with Heads of Service, Directors and Lead Members.
Ongoing	Continue implementation of Performance Management software InPhase with Directors and Heads of Service.

10 APPENDICES

10.1 Appendix A: Quarter 4 2016/17 Performance Management Framework
Appendix B: Performance Infographic Summary

11 BACKGROUND DOCUMENTS

11.1 See the following documents for background information

Council Corporate Strategy 2016 – 2020:

https://www3.rbwm.gov.uk/downloads/file/2315/2016-2020_-_corporate_strategy

Council Performance Improvement Plans:

https://www3.rbwm.gov.uk/downloads/download/442/individual_performance_improvement_plans

Previous Quarters' Performance Management Frameworks:

https://www3.rbwm.gov.uk/downloads/download/443/performance_management_framework

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Dudley	Leader of the Council		
Cllr McWilliams	Lead Member for Policy & Affordable Housing	25/04/17	27/04/17
Alison Alexander	Managing Director	27/04/17	30/04/17
Russell O'Keefe	Executive Director	27/04/17	
Andy Jeffs	Executive Director	27/04/17	

Name of consultee	Post held	Date sent	Commented & returned
Rob Stubbs	Section 151 Officer	27/04/17	
Terry Baldwin	Head of HR	27/04/17	
Mary Kilner	Head of Law and Governance	27/04/17	
Hilary Hall	Deputy Director Strategy and Commissioning	25/04/17	25/04/17

REPORT HISTORY

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

Royal Borough of Windsor and Maidenhead

Q4 2016/17 Performance Management Framework



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

Strategic Theme - Residents First

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

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

Lead Member: Cllr N Airey / Cllr Rankin

Lead Officer: Daniel Crampton / Kevin McDaniel / Kevin Mist

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH1	Cllr N Airey	Timeliness of MASH referral response	New for 2016/17	57.60%	50%	GREEN	↑	N/A	N/A	N/A	
51 ACH2	Cllr N Airey	Child Protection Plans lasting two years or more	0.00%	0.00%	Less than 4.5%	GREEN	↑	Joint top out of 16 Local Authorities	CIPFA neighbour comparator group - based on 2015/16 annual data	Several including Windsor & Maidenhead	
ACH3	Cllr N Airey	Percentage of repeat referrals to children's social care within 12 months	18.70%	9.60%	18%	GREEN	↑	3rd out of 11 Local Authorities	CIPFA neighbour comparator group - based on 2015/16 annual data	West Berkshire	
ACH4	Cllr N Airey	% of Children in Care with personal education plans	97.80%	99%	96%	GREEN	↑	N/A	N/A	N/A	
ACH5	Cllr N Airey	Number of 0-4 year olds registered with children's centres in the top 8 deprived areas	928	1021	960	GREEN	↑	N/A	N/A	N/A	
ACH6	Cllr N Airey	% of children identified as at risk of Child Sexual Exploitation (CSE) and in receipt of support services	N/A	100.0%	100%	GREEN	↑	N/A	N/A	N/A	
ACH7	Cllr N Airey	Timeliness of completing new Education, Health and Care Plans	N/A	100% Q4	100%	GREEN	↑	N/A	Average for CIPFA neighbour comparator group is 71%	West Berkshire	
ACH8	Cllr N Airey	% of all RBWM schools inspected by Ofsted receiving an 'Outstanding' or 'Good' judgment	79%	86% Q4	84%	GREEN	↑	96th	Source: Watchsted - primary and secondary schools only	Kingston and City of London (100%)	Benchmarking: South East at 31/08/16 was 88% (Source: Ofsted - all schools). There is a time lag for the official DfE site. Statistical Neighbours at 31/08/16 was 88% (Source: Ofsted - all schools).

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH9	Cllr N Airey	Number of permanent exclusions from schools in RBWM	21 (AY 2015/16)	15 Q4 (to-date for AY 2016/2017)	15 (AY 2016/17)	GREEN	↑	Joint top out of 16 Local Authorities	CIPFA neighbour comparator group - based on 2014/15 Academic Year data	Several	
ACH10	Cllr N Airey	% of care leavers in education, employment or training	61.10%	76.00%	70%	GREEN	↑	10th out of 11 Local Authorities	CIPFA neighbour comparator group - based on 2015/16 annual data	Bracknell Forest	
ACH12a	Cllr N Airey	Early Years Foundation: ranking for Free School Meals cohort achieving Early Years Foundation Stage (EYFS) (Annual measure)	New for 2016/17	146th	30th out of 150	RED	N/A	146th out of 150	Department for Education (DfE) Statistical First Releases (SFRs) of November and December 2016	Haringey Council (72% - based on 494 pupils)	This is a new measure for this year and the target is to be a top quartile local authority on 2018 numbers. In the 2016 exams, there were 104 FSM pupils, of whom 44% gained a Good Level of Development which placed us joint 146th out of 150. The Council has committed to match the Early Years Pupil Premium (£40,000 a year) for the next three years and a plan is being developed to commence implementation in April 2017. The plan will offer: support for specific children on a bid basis; a network of champions to support settings with particular development needs; and training for staff in any setting.
52 ACH12b	Cllr N Airey	Key Stage 2: ranking for Free School Meals cohort achieving KS2 (Annual measure)	New for 2016/17	134th	30th out of 150	RED	N/A	134th out of 150	Department for Education (DfE) Statistical First Releases (SFRs) of November and December 2016	Royal Borough of Kensington and Chelsea (59% - based on 196 pupils)	This is a new measure for this year. The target is to be a top quartile local authority on 2018 numbers. The KS2 figure is, out of 95 FSM pupils, 27% reached the expected standard in reading, writing and mathematics combined which placed us joint 134th out of 150. Since September the School Improvement service has targeted one third of its school support time towards work to improve individual school engagement with the Free School Meals pupils in their school. This has included a gap analysis session and detailed action planning, supported by a network of "Pupil Premium Champions" and an audit of published information. This work will be augmented with specific training for school staff to be delivered with the Teaching Schools.
ACH12c	Cllr N Airey	Progress 8 ranking for disadvantaged children (Ever6 FSM) (Annual measure)	New for 2016/17	25th	30th out of 150	GREEN	N/A	25th out of 150	Department for Education (DfE)	Westminster	
CCS11	Cllr Rankin	Number of apprenticeships offered by the council	6	18 (Q4)	18	GREEN	↑	N/A	N/A	N/A	

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

Directorate: All **Lead Member:** Cllr S Rayner / Cllr N Airey / Cllr Coppinger **Lead Officer:** Kevin Mist / Ben Smith / Mark Taylor / Daniel Crampton / Hilary Hall

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)																
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA																	
CCS14	Cllr S Rayner	Number of attendances at leisure centres	1,704,326	1,882,307 Q4	1,764,000	GREEN	↑	N/A	N/A	N/A																	
OCS13	Cllr S Rayner	% of residents satisfied with parks and open spaces (measured from customer surveys)	78% (2015)	82.06% (YTD Q4)	80%	GREEN	↑	UK result is 82%	Source: Heritage Lottery Fund - State of UK Public Parks 2016	N/A																	
OCS15	Cllr S Rayner	Number of physical and virtual visits to libraries	908,337	1,060,579 (YTD Q4)	880,000	GREEN	↑	1st out of 15 Local Authorities*	CIPFA neighbour comparator group - based on 2015/16 annual data**	Windsor & Maidenhead																	
OCS16	Cllr S Rayner	Number of physical and virtual visits to museums	73,150	66,677 (YTD Q4)	55,000	GREEN	↑	N/A	N/A	N/A																	
ACH17	Cllr Carroll	% of 11 year olds (year 6) overweight or obese	29% (2014/15)	25.8% (2015/16)	28%	GREEN	↑	1st	South East Local Authorities	25.8% RBWM (2015/16)																	
ACH18	Cllr Carroll	Uptake of MMR2 vaccination (childhood immunisation) <i>Reported a Q in arrears</i>	87.60%	82.0% of 549 children (Q3)	>95%	AMBER	↑	WAM CCG - 139th out of 210 CCGs (Q2)	CCG Group	It's difficult to say who is 'best performing' due to the cohort size (eg. Isles of Scilly are at 100%, but only had 2 eligible children in Q3. Salford was the next best performing at 96.6% for Q3 with a cohort of 890 children.	<p>Q3 data is currently unavailable. A national system has newly been introduced and is not allowing the data required to be viewed. Shared team (Bracknell) are investigating this issue with NHS England. Public Health continue to work with Public Health England (PHE) and NHS England (NHSE) to improve performance and have developed good collaborative links with RBWM HVs and children's centres with a view to improving immunisation uptake.</p> <table border="1"> <thead> <tr> <th>Area</th> <th>No of eligible children</th> <th>MMR2 %</th> <th>WAM</th> </tr> </thead> <tbody> <tr> <td>549</td> <td></td> <td>82%</td> <td></td> </tr> <tr> <td>South East</td> <td>29,206</td> <td>86.7%</td> <td></td> </tr> <tr> <td>England</td> <td>177,755</td> <td>87.8%</td> <td></td> </tr> </tbody> </table>	Area	No of eligible children	MMR2 %	WAM	549		82%		South East	29,206	86.7%		England	177,755	87.8%	
Area	No of eligible children	MMR2 %	WAM																								
549		82%																									
South East	29,206	86.7%																									
England	177,755	87.8%																									

ACH19	Cllr Carroll	Number of residents who quit smoking for at least four weeks in the three target cohorts (mental health, young people, pregnant women) <i>Reported a Q in arrears</i>	N/A	107	220	RED	↑	N/A	N/A	N/A	Q3 saw an increase in the number of quitters (51) compared to Q2 (36). In Q3 42 with mental health diagnoses, 6 under 18s , 3 pregnant women.This remains below the targets set in the contract and the Public Health team is working proactively with the provider, Solutions 4 Health, to maximise reach in the three target cohorts. The contract for the service will be managed by RBWM from May 2017, ensuring tighter performance management of the service. Additionally, a Smoking Cessation Task and Finish Group are reporting on the performance of the contract to the Adults Services and Health Overview and Scrutiny Panel in May 2017 with more detail and the improvement plan details can be found on the RBWM website.
ACH20	Cllr Carroll	% of successful drug and alcohol treatment completions <i>Reported a Q in arrears</i>	36.65%	30.73(Q1) 31.1% (Q2) 31.8% (Q3)	63%	AMBER	↑	Drug: Joint 5th out of 18 LA's Alcohol: 14th out of 18 LA's	Public Health England South East alcohol and drug recovery - based on October 2016 data only.	Drug: Bracknell Forest Alcohol: Slough	Slight improvement for Q3, with both opiate and alcohol in the national top quartile. We are seeking to revise this target to sit in line with what is collected nationally and regionally. This will enable us to better compare performance. This will mean revising our target to reflect successful drug completions from drugs (opiate), drugs (non opiate) and alcohol service users.
ACH21	Cllr Carroll	Number of people taking up health checks <i>Reported a Q in arrears</i>	3,877	3185 (Q4)	3,500	AMBER	↓	2nd	Berkshire	West Berkshire - 3744	Target not met, however improvement activities planned for 17/18 include supporting practises to deliver services, exploring alternative models for service commissioning and planning community initiatives.

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

Directorate: Corporate & Community Services / Operations & Customer Services **Lead Member:** Cllr Rankin / Cllr D Wilson / Cllr Bicknell / Cllr Cox **Lead Officer:** Chris Hilton / Jenifer Jackson / Kevin Mist / Ben Smith

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS22	Cllr Rankin	Delivery of the improvement and development programmes for the town centres in line with milestones	11	12 Q4	8	GREEN	↑	N/A	N/A	N/A	
CCS25	Cllr Rankin	Footfall in town centres (both Windsor & Maidenhead)	14,006,081	15,620,029	14,230,580	GREEN	↑	N/A	N/A	N/A	
CCS27	Cllr D Wilson	Number of major planning applications processed in time	67.35%	76.39 (Q4)	65%	GREEN	↓				
CCS28	Cllr D Wilson	Number of minor planning applications processed in time	50.34%	69.36% (Q4)	70%	AMBER	↓				Performance has improved over the last 12 months as measures have been put in place. However difficulty has been experienced in retaining and recruiting of staff which has affected the achievement of further improvements.
CCS29	Cllr D Wilson	Number of 'other' planning applications processed in time	64.08%	80.91% (Q4)	85%	AMBER	↓				Performance has improved over the last 12 months as measures have been put in place. However difficulty has been experienced in retaining and recruiting of staff which has affected the achievement of further improvements.
CCS30	Cllr D Wilson	% of enforcement cases closed within 8 weeks	New for 2016/17	62.86% (Q4)	60.0%	GREEN	↑	N/A	N/A	N/A	
55 CCS31	Cllr D Wilson	% of planning appeals lost	34.52%	36.13% (Q4)	Less than 35%	AMBER	↑	N/A	N/A	N/A	Performance for Q4 has improved on Q3 2016/17. Appeal monitoring reports will be produced for each Panel.
OCS23	Cllr Bicknell	Resident satisfaction with the quality of the roads (measured from customer surveys)	47% (2015)	60% (Q4)	48%	GREEN	↑	Ranked 15th overall and 3rd in the South East.	106 Authorities participating in NHT Benchmarking Survey 2016	Best 60%, worst 43%, average 52% RBWM score 55%	
OCS24	Cllr Bicknell	Reduction in fly tipping in the Borough (instances)	574	580 (YTD Q4)	570	AMBER	↑	3rd out of 8 Local Authorities	CIPFA neighbour comparator group - based on Q1 2016/17 data only	Bracknell Forest	Fly tipping has stabilised over the last two to three months. Proactive enforcement includes investigation and evidence gathering in every case bringing prosecutions. Targeted publicity campaign e.g. Around The Royal Borough, social media. Fly tipping has ceased in St Georges Lane and Hawthorn Lane since physical measures were installed in 2015. Traffic Order enforced by barriers installed in Hogoak Lane, off Drift Road in March 2017, and 2 further sites to follow subject to landowner negotiations. Analysis of fly tip locations indicates that 107 fly tips occurred at our bring (recycling) sites. A further 26 incidents related to household rubbish being placed out on the wrong day. Action plan for 2017/18 to be developed to address all these issues.
OCS26	Cllr Cox	Total numbers of car park visits to RBWM car parks	2,685,027	3,010,941 (YTD Q4)	2,900,000	GREEN	↑	N/A	N/A	N/A	

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

Directorate: All

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

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

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH40	Cllr Targowska	% of statutory training requirements for employees delivered (Annual measure)	New for 2016/17	100%	100%	GREEN		N/A	N/A	N/A	
ACH41	Cllr Targowska	Average number of training days per employee (Annual measure)	New for 2016/17	3.9	3.9	GREEN		N/A	N/A	N/A	
OCS32	Cllr Bicknell	RBWM road casualty rate compared to Berkshire average	0.80 (20% below Berkshire average)	0.84 (Q3)	0.99	GREEN	N/A	3rd in Family Group	6 Berkshire authorities	Best = 0.54 (West Berks) Worst = 2.6 (Reading) RBWM = 0.82 Average = 1	Note: data is reported quarterly for the calendar year not financial year. This is always reported one quarter in arrears. The indicator is the comparative casualty rate based on the number of casualties per billion vehicle miles.
OCS35	Cllr Dudley	Number of homelessness preventions through council advice and activity	1518	1769 (YTD Q4)	1600	GREEN	↑	N/A	N/A	N/A	
OCS36	Cllr Hill	Time taken to process housing / council tax benefit new claims and change events	4.8 days	3.5 Q4	Less than 4.5 days	GREEN	↔	1st out of Family Group	South East Unitary Councils	Windsor & Maidenhead	
56 OCS37	Cllr Cox	Reduction in non-compliant food premises – priority based inspections focusing on premises with a one or zero rating out of five	29	26 (YTD Q4)	24 premises to improve from a 0 or 1 rating to a rating of 2 or more	GREEN	↑	N/A	N/A	N/A	
OCS38	Cllr Cox	Number of licensing compliance operations completed (including underage sales operations)	68	77 (YTD Q4)	72	GREEN	↑	N/A	N/A	N/A	
CCS39	Cllr S Rayner	% of trees inspected within timeframes	New for 2016/17	100% Q4	100%	GREEN	↑	N/A	N/A	N/A	

Strategic Theme - Value for Money

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

Directorate: All

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

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

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH44b	Cllr Targowska	Working days lost to sickness per headcount	New for 2016/17	6.55 (December 2016)	7 days per employee	GREEN	↑	N/A	N/A	N/A	Benchmarking - Q3 performance is better than CIPD average of 6.9 days per employee, which is significantly better than the public sector average of 8 days per employee. Private sector average is 5.8 days per employee.
ACH45	Cllr Targowska	% of council workforce that is agency staff	9.0%	10% (Q4)	Less than 10%	GREEN	↓	N/A	N/A	N/A	
ACH46	Cllr Coppinger	Number of permanent admissions to residential or nursing care for those over 65	150	152	Less than 200	GREEN	↑	N/A	N/A	N/A	
ACH47	Cllr Coppinger	Number of new people receiving Telecare	458	496 (Q4)	460	GREEN	↑	N/A	N/A	N/A	
ACH48	Cllr N Airey	% occupancy rate for in house foster carers	TBC	77%	90%	RED	↓	N/A	N/A	N/A	As at 31 March 2017, 11 foster placements out of the 48 available were not in use. Four of these were due to not being able to match the carers with children and young people in their approved age range. The other seven related to the personal circumstances of the foster carer which meant that they were not available for placement.
ACH49	Cllr N Airey	Number of independent fostering agency placements	40	28	40	GREEN	↑	N/A	N/A	N/A	
CCS42	Cllr Saunders	Council unit cost compared to other unitary councils (Annual measure)	£907	£907	£907	GREEN	↔	1st out of 56	CIPFA neighbour comparator group - based on 2016/17 data	Windsor & Maidenhead	
OCS43	Cllr Cox	% of household waste sent for reuse, recycling	47.70%	48.11%	50%	AMBER	↓	5th out of 6 LA's	CIPFA neighbour comparator group - based on Q2 2016/17 data	Rutland	Overall performance is improved on the previous year, but is just short of the target for 2016/17. Whilst there has been an increase in recycling and composting over the last year, residual waste levels have been static whereas we had expected a reduction as a result of the increase in recycling. As a result of this, the recycling rate is lower than expected. A new permitting scheme was introduced on 24 April 2017 which should reduce residual waste levels going forward.
OCS69	Cllr Hill	% of projects completed to the right quality, on time and to original budget	N/A	53%	70%	AMBER	↔	N/A	N/A	N/A	Figures show Q2 & 3 / Q4 & Q2,3 and 4. We were not asked to provide anything for Q1. Please note this is only for projects recorded on Verto as other projects are taking place that we do not have visibility of.

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

Directorate: Adult, Children & Health Services / Operations & Customer Services **Lead Member:** Cllr Coppinger / Cllr Hill **Lead Officer:** Angela Morris / Jacqui Hurd

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH47	Cllr Coppinger	Number of new people receiving Telecare	458	496 (Q4)	460	GREEN	↑	N/A	N/A	N/A	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72.8% YTD Q4	70%	GREEN	↔	N/A	N/A	N/A	
OCS51	Cllr Hill	% of digital transactions carried out through the council's website	10.50%	30.12% (YTD Q4)	30%	GREEN	↓	N/A	N/A	N/A	
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	9530 (YTD Q4)	8,000	GREEN	↑	N/A	N/A	N/A	

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

Directorate: Corporate & Community Services / Operations & Customer Services **Lead Member:** Cllr Dudley / Cllr Saunders / Cllr Hill **Lead Officer:** Russell O'Keefe / Rob Stubbs / Andy Jeffs

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS54	Cllr Dudley	Number of new homes provided through the use of the council's land / assets	New for 2016/17	2 (Q4)	2	GREEN		N/A	N/A	N/A	
CCS55	Cllr Saunders	Level of external investment secured to support the improvement and development programmes for the town centres	£941,112	£1,368,497	£840,000	GREEN	↑	N/A	N/A	N/A	
OCS57	Cllr Hill	Collection rate for business rates	98.00%	98.31% (YTD Q4)	98.40%	AMBER	↓	8th out of 12 Local Authorities	South East Unitary Councils	99.60%	Full year collection is 0.09% short of the 98.4% target, however it is 0.31% higher than the collection achieved in 2015-16.

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

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

Lead Member: Cllr Dudley

Lead Officer: Russell O'Keefe / Hilary Hall

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

Strategic Theme - Delivering Together

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

Directorate: Operations & Customer Services

Lead Member: Cllrs Hill & S Rayner

Lead Officer: Jacqui Hurd / Mark Taylor

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72.8% YTD Q4	70%	GREEN	↑	N/A	N/A	N/A	
OCS59	Cllr Hill	Reduction in avoidable contact with the council	58%	54.67% (YTD Q4)	Less than 54%	AMBER	↑	N/A	N/A	N/A	Q4 is 54% which is on target. There are action plans with services to reduce and analysis is undertaken regularly to identify improvements. YTD (Q1 not recorded Q2 54% Q3 56% Q4 54%) is 54.67%
OCS60	Cllr Hill	% of complaints upheld	39%	50% (YTD Q4)	Less than 27%	RED	↓	N/A	N/A	N/A	<p>This is an annual target. In 2016-17, the Council received 700 complaints, 352 of which have been upheld or partially upheld. Of these, 206 have been fully upheld (all elements of the complaint upheld) which is 30% of all complaints accepted. Qualitative information looking at the elements upheld within those complaints partially upheld will be included in the Annual report.</p> <p>The number of upheld or partially upheld complaints will change as open cases are to be concluded. This may show a rise in the percentage of complaints upheld or partially upheld.</p> <p>The Council's complaints policy was refreshed in October 2016, and more complaints are now being channelled via the central Complaints Team, giving increased visibility of complaints across the Council. In addition, in Q3, the corporate complaints process was transferred onto the Digital Platform, providing a new channel for residents to submit complaints, and to track progress through to resolution.</p> <p>The team regularly provides feedback to service areas on the themes of their complaints and areas they should be looking at to improve residents' satisfaction.</p>
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	9530 (YTD Q4)	8,000	GREEN	↑	N/A	N/A	N/A	
OCS61	Cllr S Rayner	Deliver 8 additional Council Services through libraries by March 2019	N/A	8 (YTD Q4)	8	GREEN	↑	N/A	N/A	N/A	
OCS62	Cllr Hill	Number of first time contact resolutions	N/A	89.43% (YTD Q4)	83%	GREEN	↑	N/A	N/A	N/A	

OCS63a	Cllr Hill	Calls answered in under one minute (number of calls as a percentage of all calls answered)	76.20%	76.9% YTD	80%	AMBER	↓	N/A	N/A	N/A	<p>This measure has been split into two parts for Q4 to better represent the resident experience. OCS63a reflects the historic measure and reporting (excluding unanswered calls). OCS63b includes those calls which were unanswered or abandoned. Q4 is 77.1%. The full year performance in 76.9% and is calculated by the number of calls answered within 60 seconds divided by the total number of calls answered by the council. The % of all calls answered for the year was 81%. The % of calls answered within 60s of all calls received by the council was 62.3%, calculated by the number of calls answered in 60s divided by the total number of all calls received by the council. In 2017/18 the measures for call centre performance will be reviewed and include % of calls not answered before the caller hangs up. A review is currently underway of how the council deals with non-face to face public access and a paper will be taken to Cabinet in September 2017 detailing findings from this review and making recommendations for improvement. In the meantime we are working to improve the % of calls answered within 60s.</p> <p>An action plan is being drawn up for immediate implementation to address the gap in performance against target. This will include increasing levels of contact centre staff, increased focus on the digital by choice options and agreeing an abandonment rate - standard industry average is between 2% and 5%.</p>
OCS63b	Cllr Hill	Calls answered in under one minute (number of calls as a percentage of all calls received) New indicator for 2017-2018	New for 2017/18	62.3% YTD	80% Target for 17/18.	RED	↓	N/A	N/A	N/A	
OCS64	Cllr Hill	Take up of Customer Service Centre (CSC) services out of hours	71,636	90,465 (YTD)	80,000	GREEN	↑	N/A	N/A	N/A	

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

Directorate: Corporate & Community Services / Operations & Customer Services

Lead Member: Cllrs Hill & Saunders

Lead Officer: Jacqui Hurd / Rob Stubbs

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72.8% YTD Q4	70%	GREEN	↑	N/A	N/A	N/A	
CCS42	Cllr Saunders	Council unit cost compared to other unitary councils (Annual measure)	£907.00	£907.00	£907.00	GREEN	↔	1st out of 56	CIPFA neighbour comparator group - based on 2016/17 data	Windsor & Maidenhead	

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

Directorate: Corporate & Community Services / Operations & Customer Services

Lead Member: Cllrs S Rayner, Rankin & Bicknell

Lead Officer: Kevin Mist / Rob Stubbs / Ben Smith

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS65	Cllr S Rayner	Number of volunteers supporting council services	4,150	4403 (Q4)	4,500	AMBER	↓	N/A	N/A	N/A	The volunteering figures had increased then there was a policy change regarding school governors and they decreased by 352 so the volunteer target is showing as being 90 short of the target but if the governors had not changed we would have been over target.
CCS55	Cllr Rankin	Level of external investment secured to support the improvement and development programmes for the town centres	£941,112	£1,368,497	£840,000	GREEN	↑	N/A	N/A	N/A	
OCS66	Cllr Bicknell	% of Flood Schemes delivered (Annual measure)	86% scheme delivery	55% delivered 36% with agreed delivery date	85% scheme delivery	GREEN		N/A	N/A	N/A	

Strategic Theme - Equipping Ourselves for the Future

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

Directorate: Adult, Children & Health Services

Lead Member: Cllr Targowska

Lead Officer: Terry Baldwin

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH40	Cllr Targowska	% of statutory training requirements for employees delivered (Annual measure)	New for 2016/17	100%	100%	GREEN		N/A	N/A	N/A	
ACH67	Cllr Targowska	Staff satisfaction levels (Annual measure)	42.60%	45% (baseline)	60%	N/A	↑	N/A	N/A	N/A	This target is based on an annual survey, and a 'temperature check' survey with staff will be undertaken in Q1 2017/18. The next full staff survey is planned for Q3 2017/18. Action points following the last staff survey have been captured via a People Action plan, which is reviewed regularly by management, via People Forum, and with the Principal Member for HR.
ACH68	Cllr Targowska	Level of staff turnover - % of staff turnover	17.48%	15.29%	Between 8% to 16%	GREEN	↑	N/A	N/A	N/A	
ACH68b	Cllr Targowska	Level of staff turnover - % of staff voluntary turnover	13.65%	12.26%	Between 6% to 14%	GREEN	↑	N/A	N/A	N/A	

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

Directorate: Operations & Customer Services

Lead Member: Cllr Hill

Lead Officer: Jacqui Hurd

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72.8% YTD Q4	70%	GREEN	↑	N/A	N/A	N/A	
OCS59	Cllr Hill	Reduction in avoidable contact with the council	0.58	54.67% (YTD Q4)	Less than 54%	AMBER	↑	N/A	N/A	N/A	Q4 is 54% which is on target. There are action plans with services to reduce and analysis is undertaken regularly to identify improvements.
OCS60	Cllr Hill	% of complaints upheld	0.39	50% (YTD Q4)	Less than 27%	RED	↓	N/A	N/A	N/A	This is an annual target. In 2016-17, the Council received 700 complaints, 352 of which have been upheld or partially upheld. Of these, 206 have been fully upheld (all elements of the complaint upheld) which is 30% of all complaints accepted. Qualitative information looking at the elements upheld within those complaints partially upheld will be included in the Annual report. The number of upheld or partially upheld complaints will change as open cases are to be concluded. This may show a rise in the percentage of complaints upheld or partially upheld. The Council's complaints policy was refreshed in October 2016, and more complaints are now being channelled via the central Complaints Team, giving increased visibility of complaints across the Council. In addition, in Q3, the corporate complaints process was transferred onto the Digital Platform, providing a new channel for residents to submit complaints, and to track progress through to resolution. The team regularly provides feedback to service areas on the themes of their complaints and areas they should be looking at to improve residents' satisfaction.

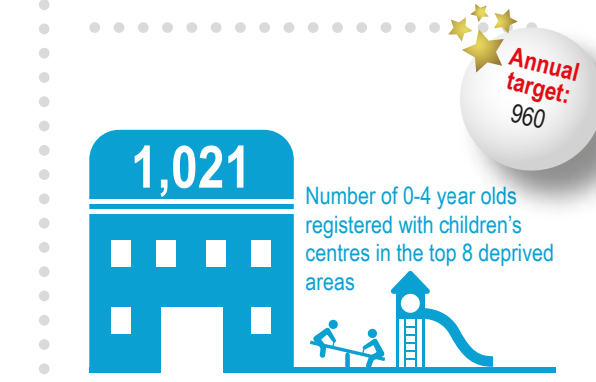
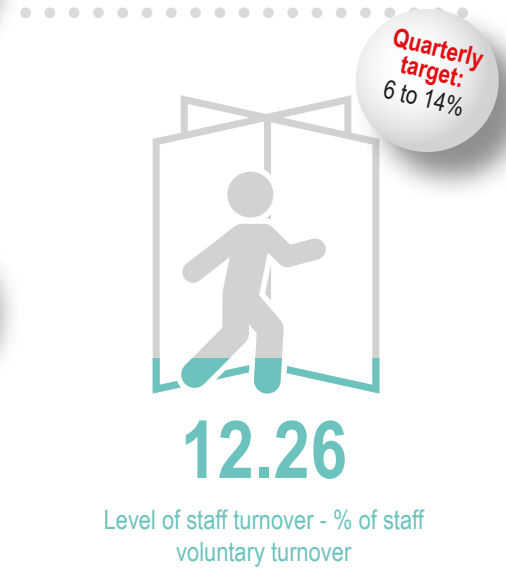
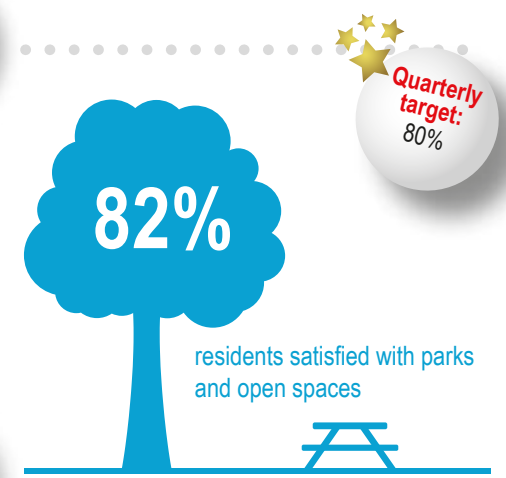
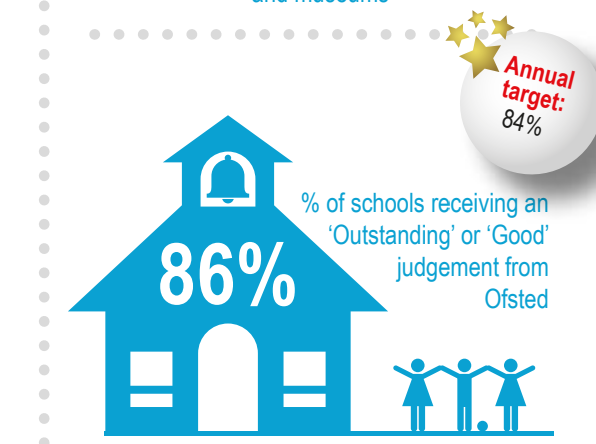
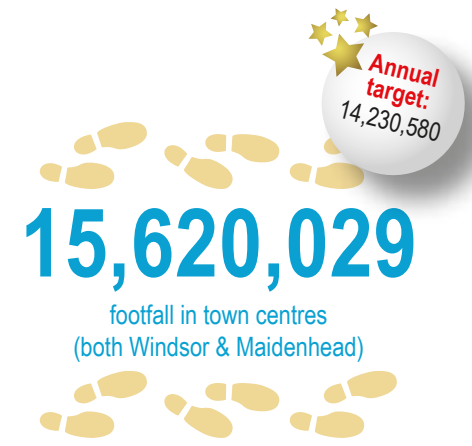
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	9530 (YTD Q4)	8,000	GREEN	↑	N/A	N/A	N/A	
-------	-----------	--	-----	---------------	-------	-------	---	-----	-----	-----	--

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

Directorate: Adult, Children & Health Services / Operations & Customer Services **Lead Member:** Cllrs Hill & Coppinger **Lead Officer:** Jacqui Hurd / Angela Morris

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Year-end Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	73%	70%	GREEN	↑	N/A	N/A	N/A	
ACH47	Cllr Coppinger	Number of new people receiving Telecare	458	496 (Q4)	460	GREEN	↑	N/A	N/A	N/A	
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	9530 (YTD Q4)	8,000	GREEN	↑	N/A	N/A	N/A	

Performance Infographic Summary



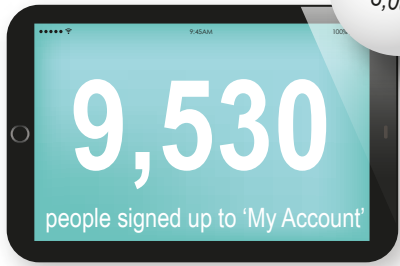
65



Key:

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

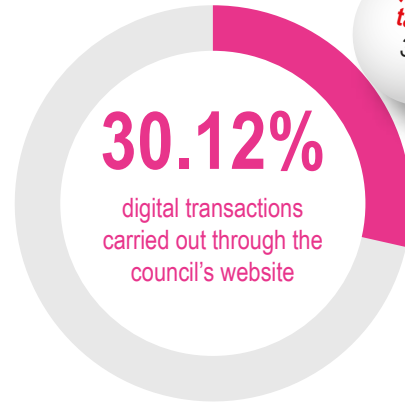
On Target
 Off Target
 Just short of target



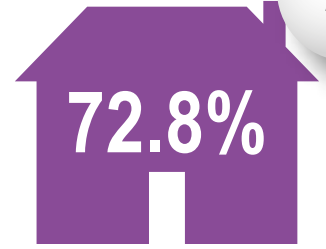
Annual target: 8,000



Annual target: £840,000



Quarterly target: 30%



Quarterly target: 70%



Annual target: 8

99



Annual target: Less than 200



Annual target: 85%



Annual target: 460



Quarterly target: 7 days



Quarterly target: 48%



Quarterly target: 83%

Report Title:	Joint Central and Eastern Berkshire Waste and Minerals Plan – Issues and Options Consultation
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Wilson, Lead Member for Planning
Meeting and Date:	Cabinet 30 May 2017
Responsible Officer(s):	Russell O’Keefe, Executive Director Jeni Jackson, Head of Planning
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. This report seeks approval for the Central and Eastern Berkshire Joint Minerals and Waste Plan, Issues and Options Consultation. The consultation, attached, will be undertaken between 9 June and 21 July 2017 with responses feeding into the preparation of a draft joint minerals and waste local plan.
2. The Royal Borough of Windsor and Maidenhead are working with Reading Borough Council, Bracknell Forest Borough Council and Wokingham Borough Council on a Central and Eastern Berkshire Joint Minerals and Waste. The Plan is being prepared by Hampshire Services of Hampshire County Council.
3. The Issues and Options stage of local plan preparation should involve consulting broadly on what the Joint Minerals and Waste Plan should address and how it should address it.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the Issues and Options for the Central and Eastern Berkshire Joint Minerals and Waste Plan (Appendix 1).
- ii) Approves that community involvement on the Issues and Options for the Central and Eastern Berkshire Joint Minerals and Waste Plan and associated supporting documents be authorised.
- iii) Delegates authority to the Head of Planning to make any minor amendments necessary to the Issues and Options for the Central and Eastern Berkshire Joint Minerals and Waste Plan in consultation with the Lead Member for Planning prior to community involvement.

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

Background to the recommendations

- 2.1 In September 2016, the Policy Committee approved a Joint Working Agreement between Hampshire County Council (HCC), the Royal Borough of Windsor and Maidenhead (RBWM), Wokingham Borough Council (WBC), Bracknell Forest Council

(BFC) and Reading Borough Council (RBC) for the preparation of a Minerals and Waste Local Plan for the Central and Eastern Berkshire area. The plan will cover the area of the four Berkshire authorities and it will guide minerals and waste decision-making in the Plan area up to 2036.

- 2.2 The Councils currently rely on a Replacement Minerals Local Plan for Berkshire (Adopted in 1995 but subject to Alterations in 1997 and 2001) and the Waste Local Plan for Berkshire (1998). These were prepared and adopted by the former Berkshire County Council and are now out of date. The policies in the existing minerals and waste plans for Berkshire were designed to guide development until 2006. Although the 'saved' policies are still used, their effectiveness is now limited.
- 2.3 The four Berkshire authorities are working in collaboration with the Hampshire Services of Hampshire County Council (HCC) to produce the plan with the costs of the work being shared equally between the four authorities. HCC is the Minerals and Waste Authority for Hampshire and has a successful dedicated in-house team of specialist planners. The work accords with the programme for the preparation of the plan set out in the Boroughs Council's Local Development Scheme.
- 2.4 The preparation of the Joint Minerals and Waste Plan will need to accord with current planning policy and guidance on minerals and waste. These are contained within the National Planning Policy Framework (NPPF) and the accompanying National Planning Practice Guidance along with the Waste Management Plan for England which was published in December 2013, and the National Planning Policy for Waste which was published in October 2014.
- 2.5 The first stage in the preparation of any local plan involves evidence gathering with analysis, culminating in a consultation on Issues and Options. Hampshire Services has collected evidence to enable forecasting to be able to plan for future needs for minerals extraction and waste facilities in the plan area. This evidence gathering includes a call for sites for future mineral extraction of waste facilities which commenced on the 13 March 2017 and finished 5 May 2017. The results of this are currently being analysed by Hampshire Services.
- 2.6 As part of the governance for the preparation of the plan, the four authorities have set up a Joint Board. Representation from each authorities comprise portfolio holder and one additional representative. The Board acts as an advisory body for the preparation of the plan. The Board met on 7 March 2017. It received a presentation on the issues and options and provided comments on the proposed arrangements for the issues and options consultation. This Council's representatives on the Board are Cllrs Wilson and Mrs Bateson.

Option Proposed

- 2.7 A draft Issues and Options paper, based on this initial evidence gathering, and various associated documents has been prepared. This sets out factual information relevant to planning for future minerals extraction and waste management in the plan area. They include reference to national and other relevant policy; set out issues arising; and ask questions about options for resolving those issues going forward with the plan. Subject to the approval of each of the Berkshire authorities, it is intended that consultation on this document and various associated documents will be undertaken during June and July 2017.

- 2.8 The consultation paper identifies the importance to the economy of maintaining an appropriate supply of minerals including recycled aggregates to serve economic growth, particularly construction activity in the area. Where possible such minerals should be supplied from local sources or, where not available locally, from sustainable sources further afield delivered by sustainable transport, where practicable. Berkshire has good local supplies of sharp sand and gravel but does have to import various other aggregate, such as crushed rock. A significant role of the plan will be to ensure that there are appropriate local facilities for the delivery and storage of such products that minimise potential transport issues.
- 2.9 In relation to planning for waste, the plan will set out the process for identifying sufficient opportunities to meet the identified needs of the area for waste management for all waste streams. This includes waste produced by households, businesses, industry, construction activities, government and non-government organisations, etc. By its properties, waste can be classified as non-hazardous, inert and hazardous and plans need to deal with each type. The role of the Joint Minerals & Waste Plan will be to meet national policy ambitions locally; to deliver sustainable development through driving waste up the “waste hierarchy”, recognise the need for a mix of types and scale of facilities, and make adequate provision for waste management, including disposal.
- 2.10 The Issues and Options consultation document refers to a separate Minerals Background Study and a Waste Background Study that go into some detail on each of the areas. The document summarises the issues identified and sets out numerous questions seeking responses on how the plan should address these issues.
- 2.11 Consultation will be undertaken jointly by Hampshire Services and the three Berkshire authorities. The consultation exercise is being designed to meet the policies and practice set in the Statement of Community Involvement adopted by each of the joint authorities. Consultation will be undertaken with a wide range of parties, including those on the Council’s Local Plan consultation database, during June and July 2017. The consultation will involve sending emails/ letters to individuals, organisations, councillors, and internal officers. Advertising and details will be placed on the website. The results of the consultation will inform the preparation of a draft local plan for which approval is programmed to be sought in the early part of 2018.

Table 1: Options

Option	Comments
<p data-bbox="272 1498 624 1637">Approve the Issues and Options document for consultation with the public.</p> <p data-bbox="272 1675 624 1709">Recommended option</p>	<p data-bbox="679 1498 1391 2024">It has been agreed to work collaboratively with other authorities to produce a Joint Waste and Minerals Plan on a strategic basis. Factual information has been gathered relevant to planning for future minerals extraction and waste management in the plan area. The Issues and Options document is the synthesis of this evidence and analysis of trends. It refers to national and other relevant policy; sets out issues arising; and asks questions about options for resolving those issues going forward with the plan for the Central and East Berkshire area. This is the key document for gathering further information, evidence and preference from the public as well as technical information from the</p>

Option	Comments
	industries involved. As community engagement is key to plan making, this is a key step to achieving the programme for adoption of the plan by early 2018 as agreed.
To produce an outline plan rather than an issues and options discussion paper. Not recommended option.	Producing an outline or skeleton plan as part of the consultation could help to bridge the gap between a discussion paper and a full draft plan, However, it is considered that including such an outline at this stage would pre-judge the outcome of consultation on the identified issues, and could discourage the public from getting involved in the consultation if the impression is given that there is already a preferred strategy

3 KEY IMPLICATIONS

- 3.1 The Central and Eastern Berkshire Joint Minerals and Waste Plan will contribute to achieving the Council strategic aims, through providing funding for a range of infrastructure to support development:
- To put residents first by ensuring that they are adequately engaged in the production of the plan.
 - To work together with partners in order to provide a strategic approach to the issues of managing mineral extraction in order to meet foreseeable demand and to ensure that waste facilities are available in order to work towards a sustainable waste neutral situation.
 - Equip ourselves for the future by putting plans in place to manage waste and minerals issues up to 2036.

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Consultation on issues and options carried out	Do not undertake planned consultation	Undertake consultation on issues and options between 9 June 2017 and 21 July 2017	Not applicable	Not applicable	Not applicable

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The issues and options consultation costs can be met from existing budgets.

Table 3: Financial impact of report's recommendations

REVENUE	2017/18	2018/19	2020/21
Addition	£0	£0	£0
Reduction	£0	£0	£0

Net impact	£0	£0	£0
------------	----	----	----

CAPITAL			
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

5 LEGAL IMPLICATIONS

- 5.1 The unitary authorities in Berkshire have responsibility for planning for the future production of minerals and for the management of waste disposal within the Berkshire area. The proposed consultation will take place in accordance with the requirements of Regulation 18 of the Town and Country Planning (Local Planning) Regulations 2012.

6 RISK MANAGEMENT

- 6.1 There are no direct financial risks associated with the report.

Table 4: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
One or more of the authorities involved does not agree to progress with the consultation of the issues and options discussion	High - Delay in progressing to adoption of the plan Additional costs of further gathering of evidence	Agreed timetable The Joint Board has received the presentation on the Issues and Options	Low - Council has planned to gain the necessary approvals.

7 POTENTIAL IMPACTS

- 7.1 A separate Equalities Impact Assessment has been prepared to guide the preparation of the plan. This sets out how the Plan will be assessed during preparation stages to ensure it is not having an impact of particular sectors of Central & Eastern Berkshire's communities.

8 CONSULTATION

- 8.1 The report will be considered by Planning & Housing Overview and Scrutiny Panel on 16 May 2017, comments will be reported to Cabinet.
- 8.2 The proposed issues and options consultation will be undertaken in accordance with requirements of the Town and Country Planning (Local Planning) Regulations 2012 and the Statement of Community involvement adopted October 2016. It is important that the views of the local community is sought in regard to the over riding issues

associated with the extraction of minerals and the management of waste and provision of facilities for this. However much of this consultation will primarily engage the interests of the waste and minerals industries and therefore the questions asked in the consultation are of a technical nature in order to ensure that the most up to date evidence is used to inform the formulation of plans and policies as the plan goes forward to identify preferred options for further consultation.

9 TIMETABLE FOR IMPLEMENTATION

Table 5: Implementation timetable

Date	Details
9 th June 2017	Consultation will begin
21 st July 2017	Consultation will end

10 APPENDICES

- 10.1 The Central and Eastern Berkshire Waste and Minerals Plan Issues and Options Document is available electronically [JCEB Issues and Options Consultation paper](#)
- 10.2 The Issues and Options consultation paper is supported by a number of reports which set out the evidence for the contents provided. These reports include:
- *Minerals: Background Study* – sets out the types, availability and movements of minerals in the plan area and what issues may affect future demand. [JCEB Minerals Background Study](#)
 - *Waste: Background Study* – sets out the amounts of waste that needs to be managed, how it is currently managed and what the future waste management may be. [JCEB Waste Background Study](#)
 - *Methodologies Report* – sets out the proposed methodologies for assessing sites (including traffic and landscape assessments) [JCEB Site Assessment Methodology](#)
 - *Sustainability Appraisal (incorporating Strategic Environmental Assessment) Scoping Report* – sets out how policies and sites will be assessed to ensure the Plan will not have any significant impacts on the Central & Eastern Berkshire environment, communities and economy. [JCEB Sustainability Appraisal Scoping Report](#)
 - *Habitats Regulations Assessment: Methodology and Baseline* – sets out the European designated habitats that need to be considered during the Plan preparation and the proposed assessment methodology for assessing the potential impact of the Plan. [JCEB Habitats Regulations Assessment](#)
 - *Consultation Strategy* – sets out how communities and key stakeholders will be consulted during the plan-making process. [JCEB Consultation Strategy](#)
 - *Equalities Impact Assessment* – sets out how the Plan will be assessed during preparation stages to ensure it is not having an impact of particular sectors of Central & Eastern Berkshire’s communities. [JCEB Equalities Impact Assessment](#)
- 10.3 Draft versions of these documents are available on request. Finalised versions will be made available on the Council’s website as part of the consultation

11 BACKGROUND DOCUMENTS

- 11.1 National Planning Policy Framework (2012) –

<https://www.gov.uk/government/publications/national-planning-policy-framework--3>

11.2 National Planning Practice Guidance – <http://planningguidance.communities.gov.uk/>

11.3 Waste Management Plan for England –
<https://www.gov.uk/government/publications/waste-management-plan-for-england>

11.4 National Planning Policy for Waste –
<https://www.gov.uk/government/publications/national-planning-policy-for-waste>

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Derek Wilson	Lead Member for Planning	26 April 17	28 April 17
Alison Alexander	Managing Director	26 April 17	26/4/17
Russell O’Keefe	Executive Director	25 April 17	26 April 17
Andy Jeffs	Executive Director	26 April 17	
Rob Stubbs	Section 151 Officer	26 April 17	27 April 17
Terry Baldwin	Head of HR	26 April 17	
Mary Kilner	Head of Law and Governance	26 April 17	

This page is intentionally left blank



Report Title:	Response to the Housing White Paper: 'Fixing our broken housing market'
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr Wilson, Lead Member for Planning Councillor Dudley, Lead Member for Housing Councillor McWilliams, Deputy Lead Member for Affordable Housing
Meeting and Date:	Cabinet - 30 May 2017
Responsible Officer(s):	Russell O'Keefe, Executive Director
Wards affected:	All

REPORT SUMMARY

1. On 7 February 2017 the government published its Housing white paper: 'Fixing our broken housing market'. It contains a series of proposals intended to improve the delivery of housing and inviting responses by 2 May 2017.
2. This report summarises the key aspects of the white paper and the Royal Borough's response. There are no direct costs associated with the report. The response is in line with the council's strategic outcome to continue investing in infrastructure and support the regeneration of our towns whilst protecting the character of the Royal Borough and its overall ambition to build a borough for everyone.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Strongly endorses the RBWM submitted response to the Housing White Paper consultation which is detailed in Appendix A**

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

- 2.1 The aims of the white paper, 'Fixing our broken housing market' are to boost housing supply and create a more efficient housing market whose outcomes more closely match the needs and aspirations of all households.
- 2.2 There is a role for local authorities, private developers and a variety of other stakeholders including local communities, housing associations and not for profit developers, lenders, institutional investors, utility companies and infrastructure providers to play to turn the proposals into reality.

Key issues for the borough

- 2.3 There are a number of significant areas of interest for the council given its progress to date in adopting the Borough Local Plan and in light of its ambitious regeneration agenda.
- 2.4 Key amongst these are:
- Proposed changes to wording of the NPPF presumption in favour of sustainable development.
 - The plan making process.
 - Changes to duty to co-operate.
 - Assessing housing requirements.
 - The role of Green Belt land.
 - Housing land supply certainty.
 - Changes to planning fees to boost local authority capacity.
 - The introduction of a housing delivery test.
 - Build to rent.
 - Changes to s106 / CIL.
 - Extension of right to buy and its implications for the council.
- 2.5 In general the Council welcomes the range of changes proposed in the consultation, recognising the challenges that the borough has faced to date in producing its own local plan, some of which are acknowledged through the proposals (such as the introduction of a standardised approach to assessing need; and greater clarity about the role of Green Belt reviews in delivery against an area's housing requirement).
- 2.6 Three of the four chapters were subject to consultation. There were 38 questions in the consultation and the Borough's responses are available in Appendix A; the deadline for responses was 2 May. The final chapter confirmed the government's commitment to introduce a number of previously trailed measures (see 1.10) and did not form part of the consultation.
- 2.7 Appendix B illustrates the affordability ratio of local authorities, highlighting the severe problem in the south east. The Council has acknowledged this problem affecting the Royal Borough specifically and acutely and has therefore considered the emerging proposals and responded to the consultation.

Chapter 1: Planning for the right homes in the right places

- 2.8 The proposals have the potential to affect the council significantly. These include changes to ensure local authorities have up to date, sufficiently ambitious plans that are easier to produce and more accessible; maximising the use of suitable land, clarifying reasons to restrict development whilst maintaining the presumption in favour of sustainable development; the role of Green Belt land; strengthening neighbourhood planning and design and using land more efficiently for development.

Chapter 2: Building homes faster

- 2.9 This seeks to address the lag between plans being developed, permissions for homes being granted and those homes being built. Again, a number of the proposals directly affect the council's role in the housing market through proposals to provide greater certainty around housing land supply by adding the

option of agreeing this on an annual basis rather than five years; deterring unnecessary planning appeals; sharpening tools for councils to speed up housebuilding; and the introduction of a housing delivery test.

Chapter 3: Diversifying the market

2.10 This looks at ways to improve the amount, quality and choice of housing that people want; including looking specifically the role of local authorities in delivering homes themselves beyond using their planning powers.

2.11 The council had already advanced its plans to seek to do much of this through its property company, RBWM Property Company Ltd; adopting a business plan in December 2016. The business plan had three aims: to best put the council's assets to use for the council tax payer and resident, by turning assets as efficiently as possible into revenue generating streams; to develop an affordable housing property portfolio and to be a key part of Maidenhead regeneration by increasing housing in the town centre. The consultation response therefore considers the impact of any proposals on its existing plans and ambitions.

Chapter 4: Helping people now

2.12 Recognising the fact that some of these changes will take time to have an impact, there are also proposals designed to help people immediately. These are confirmation of changes already discussed so are not covered in the council's response. These include the introduction of the Lifetime ISA, an income cap on eligibility for Starter Homes, dropping the mandatory 20% of new developments to be Starter Homes in favour of using local discretion, securing fairer deals for renters and leaseholders and improving the use of empty homes.

Table 1: Recommended options

Option	Comments
Endorse the council's response to the white paper 'Fixing our broken housing market'. This is the recommended option.	Provides clarity to government, residents and other stakeholders on the council's views on emerging significant policy changes.
Note the response to the white paper 'Fixing our broken housing market'.	Residents, stakeholders and the government note the submitted response by the council but do not endorse the comments. The council's position on significant policy changes therefore remains unclear. This is not recommended.

3. KEY IMPLICATIONS

Table 2: Key outcomes

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Council's views on emerging policy submitted for consideration by government.	After 2 May 2017	By 2 May 2017	N/A	N/A	2 May 2017

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no direct financial implications on the budget by endorsing the consultation response.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the Cabinet paper. The council will have to adapt or amend its policies and / or approach when any proposed changes become legislation.

6. RISK MANAGEMENT

- 6.1 There are no risks associated with responding to a consultation. Not responding, puts the council at risk of not having its views considered by the government.

7. POTENTIAL IMPACTS

- 7.1 The report is for noting and the impacts of any policy changes resulting from the consultation will be assessed at the appropriate point.

8. TIMETABLE FOR IMPLEMENTATION

Table 3: Timetable for implementation

Date	Details
7 February 2017	Consultation published
8 February – 2 May 2017	Council response formulated in conjunction with relevant lead members, lead officers and other consultees (see 8.1).

- 8.2 Implementation date if not called in: Immediately

9. APPENDICES

- 9.1 Appendix A: Royal Borough of Windsor and Maidenhead Consultation Response.
Appendix B: Affordability ratio by local authority, 2015.

10. BACKGROUND DOCUMENTS

- 10.1 The full consultation can be viewed here:
<https://www.gov.uk/government/publications/fixing-our-broken-housing-market>

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Dudley	Chairman of Cabinet Lead Member for Housing	27/4	
Cllr Rankin	Lead Member for Economic Development and Property	27/4	
Cllr Wilson	Lead Member for Housing	27/4	28/4 & 1/5
Cllr McWilliams	Deputy Lead Member for Affordable Housing	27/4	2/5
Alison Alexander	Managing Director	27/4	1/5
Russell O'Keefe	Executive Director	27/4	27/4
Andy Jeffs	Interim Executive Director	27/4	
Rob Stubbs	Section 151 Officer	27/4	27/4
Terry Baldwin	Head of HR		

REPORT HISTORY

Decision type: For information	Urgency item? No
Report Author: Jenifer Jackson, Head of Planning 01628 796042 with Anna Robinson and Alan Baldwin	

Appendix A: 'Fixing our broken housing market'
Housing White Paper
February 2017

Consultation Questions and Council Responses

Question 1

Do you agree with the proposals to:

a) Make clear in the National Planning Policy Framework that the key strategic policies that each local planning authority should maintain are those set out currently at paragraph 156 of the Framework, with an additional requirement to plan for the allocations needed to deliver the area's housing requirement?

Yes.

b) Use regulations to allow Spatial Development Strategies to allocate strategic sites, where these strategies require unanimous agreement of the members of the combined authority?

The Royal Borough is not currently part of a combined authority area but in principle, yes.

c) Revise the National Planning Policy Framework to tighten the definition of what evidence is required to support a 'sound' plan? Yes, this will better enable local authorities to understand with clarity what resources, evidence base and preparation is required with the best likelihood of their plan being found sound by the Planning Inspectorate especially if plans are required to be updated every 5 years.

Question 2

What changes do you think would support more proportionate consultation and examination procedures for different types of plan and to ensure that different levels of plans work together? It would assist if there was a clear expectation as to the length of consultation required by legislation at each stage of plan making for DPDs. There is the potential for 'consultation fatigue' from those that are being consulted throughout the different regulatory processes; it takes planning policy officers considerable time assessing their comments which can be made over and over again. If plans are to be required every 5 years then the process, including consultation process, should be streamlined. Guidance on proportionality included in the NPPG would also be helpful to local authorities. It is understood that the Examination process has already been improved.

Question 3

Do you agree with the proposals to:

a) amend national policy so that local planning authorities are expected to have clear policies for addressing the housing requirements of groups with particular needs, such as older and disabled people? Yes; the pressures of an ageing population for example do need a multifaceted approach and suitable housing is an important aspect of managing this. We would also encourage housebuilders and developers to construct housing that is suitable and easily adaptable for all. Consideration at initial design stage can incorporate small but

simple changes that may enable occupants to live in their homes for longer and / or easily adapt as their needs change.

b) from early 2018, use a standardised approach to assessing housing requirements as the baseline for five year housing supply calculations and monitoring housing delivery, in the absence of an up-to-date plan? **Yes. Such an approach would ensure that there is consistency between local authorities, it would avoid prolonged debate with developers and others in the construction sector and would make this aspect of plan preparation more efficient. The Council would appreciate more clarity as to what constitutes an up to date plan.**

Question 4

Do you agree with the proposals to amend the presumption in favour of sustainable development so that:

a) authorities are expected to have a clear strategy for maximising the use of suitable land in their areas?; **Yes; the call for sites process undertaken by the Royal Borough would have been aided by this and so is a welcome development which should be supported by advice from CLG as to what would be contained within a strategy and how land could be maximised.**

b) it makes clear that identified development needs should be accommodated unless there are strong reasons for not doing so set out in the NPPF?; **Yes; the council agrees that, given the significance of the issue, any clarification surrounding the importance of meeting identified development needs is helpful as is clarity on the constraints and reasons for not doing so.**

c) the list of policies which the Government regards as providing reasons to restrict development is limited to those set out currently in footnote 9 of the National Planning Policy Framework (so these are no longer presented as examples), with the addition of Ancient Woodland and aged or veteran trees? **Yes, guidance from Natural England on how to identify Ancient Woodland would be welcomed by the Council. This would then be an additional burden for local authorities to survey their administrative area to identify Ancient Woodland; there will be some authorities that do not have the resource to carry out this work.**

d) its considerations are re-ordered and numbered, the opening text is simplified and specific references to local plans are removed? **Yes; changes of this nature leave less room for 'interpretation' which can cause delay.**

Question 5

Do you agree that regulations should be amended so that all local planning authorities are able to dispose of land with the benefit of planning consent which they have granted to themselves? **Yes.**

Question 6

How could land pooling make a more effective contribution to assembling land, and what additional powers or capacity would allow local authorities to play a more active role in land

assembly (such as where 'ransom strips' delay or prevent development)? This authority agrees that something needs to be done to prevent ransom strips preventing development which is integrated well into a settlement. There are obvious benefits of land owners working together. However, it is difficult to enforce land owners to bring forward development when they may have a different strategy. Ensuring that CPO powers are available and supported when land owners are obstructing development that is in the best interests of the area / community may help to facilitate development.

Question 7

Do you agree that national policy should be amended to encourage local planning authorities to consider the social and economic benefits of estate regeneration when preparing their plans and in decisions on applications, and use their planning powers to help deliver estate regeneration to a high standard? Yes; these are important benefits and it is essential to ensure a balance between provision of housing and provision of homes that promote a good quality of life.

Question 8

Do you agree with the proposals to amend the National Planning Policy Framework to:

a) highlight the opportunities that neighbourhood plans present for identifying and allocating small sites that are suitable for housing?; Yes. Agree that Neighbourhood Plan have a role in identifying small sites for future development..

b) encourage local planning authorities to identify opportunities for villages to thrive, especially where this would support services and help meet the authority's housing needs?; Yes; villages play an important role in providing sustainable and balanced communities.

c) give stronger support for 'rural exception' sites – to make clear that these should be considered positively where they can contribute to meeting identified local housing needs, even if this relies on an element of general market housing to ensure that homes are genuinely affordable for local people?; The council is generally supportive of this proposal.

d) make clear that on top of the allowance made for windfall sites, at least 10% of sites allocated for residential development in local plans should be sites of half a hectare or less?; The Council is of the view that it is difficult to be prescriptive. Local Authority areas differ widely and it would not be appropriate to apply a blanket approach for such a policy to all areas.

e) expect local planning authorities to work with developers to encourage the sub-division of large sites?; Yes, where appropriate and providing it does not diminish the contribution to infrastructure provision or affordable housing.

and f) encourage greater use of Local Development Orders and area-wide design codes so that small sites may be brought forward for development more quickly? Yes, in principle, the Council supports this proposal and recognises the additional resource that would be required to use these tools effectively whilst ensuring high quality development in the Borough.

Question 9

How could streamlined planning procedures support innovation and high-quality development in new garden towns and villages? Streamlined plan making procedures that are clear on the evidence base required would assist. Support in national policy for innovation and clear support for high quality development which respects local distinctiveness would assist this Council in negotiating with developers to bring forward schemes which achieve resident support.

Question 10

Do you agree with the proposals to amend the National Planning Policy Framework to make clear that:

a) authorities should amend Green Belt boundaries only when they can demonstrate that they have examined fully all other reasonable options for meeting their identified development requirements? Yes.

b) where land is removed from the Green Belt, local policies should require compensatory improvements to the environmental quality or accessibility of remaining Green Belt land? Whilst the Council would support this proposal it is not clear how it could be delivered unless the Council owns other land within the Green Belt which could be used to make the compensatory improvements. It would not be realistic to seek such improvements on private land. Equally this would then have to be secured in perpetuity. It might prove more practical to ensure that where land is removed from the Green Belt it makes an appropriate contribution to strategic green infrastructure and ensures that access to the countryside beyond is retained where it exists or secured where it is possible to achieve it. There is the potential for land to be 'swopped' as part of the compensatory measures providing that the land to become Green Belt performs the functions of Green Belt set out in the NPPF..

c) Appropriate facilities for existing cemeteries should not to be regarded as 'inappropriate development' in the Green Belt? In order to respond it would be necessary to identify what are appropriate facilities for existing cemeteries; Council's should plan cemetery provision in their local plan, it can perform a Green Infrastructure function too. If the facilities are fundamental to the cemetery then it is likely that a Very Special Circumstances case might be made. Government should instead consider making changes of use of land in the Green Belt appropriate as per the previous policy contained in PPG2.

d) Development brought forward under a Neighbourhood Development Order should not be regarded as inappropriate in the Green Belt, provided it preserves openness and does not conflict with the purposes of the Green Belt? This Council has experience of development which is harmful to the Green Belt and not sustainably located being supported by local people on the basis that they would wish to develop their own land in the same way. Whilst not objecting in principle the Council would suggest caution, protection of the Green Belt is important.

e) Where a local or strategic plan has demonstrated the need for Green Belt boundaries to be amended, the detailed boundary may be determined through a neighbourhood plan (or plans) for the area in question? No: neighbourhood plans are prepared by volunteers and are not required to be supported by the weight of evidence; this is a technical assessment

and should be contained in a DPD. This Council supports the position that Green Belt is a strategic policy and boundaries should not be amended through the Neighbourhood Plan.

f) when carrying out a Green Belt review, local planning authorities should look first at using any Green Belt land which has been previously developed and/or which surrounds transport hubs? Sustainable development around existing transport hubs and other infrastructure should be given considerable weight when reviewing green belt. This is the approach the Royal Borough has taken and so therefore this is endorsed.

Question 11

Are there particular options for accommodating development that national policy should expect authorities to have explored fully before Green Belt boundaries are amended, in addition to the ones set out above? No.

Question 12

Do you agree with the proposals to amend the National Planning Policy Framework to:

a) indicate that local planning authorities should provide neighbourhood planning groups with a housing requirement figure, where this is sought? We have encountered different approaches from different neighbourhood planning groups but generally this is not supported.

b) make clear that local and neighbourhood plans (at the most appropriate level) and more detailed development plan documents (such as action area plans) are expected to set out clear design expectations; and that visual tools such as design codes can help provide a clear basis for making decisions on development proposals? Yes, this has been of benefit locally. By encouraging high quality high density development we will make better use of our limited land assets.

c) emphasise the importance of early pre-application discussions between applicants, authorities and the local community about design and the types of homes to be provided? Yes; we support engaging with developers and discussions with the local community at an early stage. A balance needs to be struck between the views of a minority and the needs of a wider community.

d) makes clear that design should not be used as a valid reason to object to development where it accords with clear design expectations set out in statutory plans? Yes.

and e) recognise the value of using a widely accepted design standard, such as Building for Life, in shaping and assessing basic design principles – and make clear that this should be reflected in plans and given weight in the planning process? Whilst widely accepted design standards are useful, experience has been that Building for Life placed too much emphasis on other factors and was not a focus for design per se. As local distinctiveness is so key to sense of place it would be more appropriate to support detailed townscape and landscape assessments and to make clear that Neighbourhood Plans could be based on that detailed assessment work thus lending weight to design policies.

Question 13

Do you agree with the proposals to amend national policy to make clear that plans and individual development proposals should:

a) make efficient use of land and avoid building homes at low densities where there is a shortage of land for meeting identified housing needs?; **Yes. However, high density development in the right place with a consideration to the area and its existing make up is vital. Pursuing an approach with just produces the highest return may not leave a legacy of sustainable communities over the longer term, or have due regard to the character of an area, especially if it is a designated area for conservation or landscape importance..**

b) address the particular scope for higher density housing in urban locations that are well served by public transport, that provide opportunities to replace low-density uses in areas of high housing demand, or which offer scope to extend buildings upwards in urban areas?; **Yes; this seems an obviously more efficient use of land to promote sustainable development. However, in some locations such development may change the complexion of the area and we should guard against over development where the quality of existing urban grain is worthwhile protecting and/or where protection of heritage assets would require a different approach..**

c) ensure that in doing so the density and form of development reflect the character, accessibility and infrastructure capacity of an area, and the nature of local housing needs?; **Yes; without these mitigations it would be difficult to support this.**

d) take a flexible approach in adopting and applying policy and guidance that could inhibit these objectives in particular circumstances, such as open space provision in areas with good access to facilities nearby? **Yes; local flexibility is sometimes necessary though with clear guidance.**

Question 14

In what types of location would indicative minimum density standards be helpful, and what should those standards be? **Density on its own is not reflective of development which may or may not be acceptable in the local context.**

Question 15

What are your views on the potential for delivering additional homes through more intensive use of existing public sector sites, or in urban locations more generally, and how this can best be supported through planning (using tools such as policy, local development orders, and permitted development rights)?

Local Authorities need to have a clear understanding of 'public sector' owned sites in their areas. An obligation to list these in a freely accessible database by area would be a helpful resource. The owners of these sites could be encouraged to start a dialogue with the Local

Authority fulfilling an enabling role. In many cases it is likely that significant opportunity can be unlocked by some creative thinking and taking a long term approach.

Question 16

Do you agree that:

a) where local planning authorities wish to agree their housing land supply for a one year period, national policy should require those authorities to maintain a 10% buffer on their 5 year housing land supply?; **There should be more encouragement to form longer term thinking in the first instance; if housing land supply position is agreed for a year then the requirement for a buffer is not understood – either the authority has or does not have a five (or more) year supply of housing. The application of a buffer, or a variable buffer, just lends weight to the ability of developers to interpret a position which is what this proposal seeks to avoid..**

b) the Planning Inspectorate should consider and agree an authority's assessment of its housing supply for the purpose of this policy? **Yes, within a specified timescale of it being submitted to PINS.**

c) if so, should the Inspectorate's consideration focus on whether the approach pursued by the authority in establishing the land supply position is robust, or should the Inspectorate make an assessment of the supply figure? **The purpose of a standardised methodology is surely to clarify the position, the role of PINS would be to ratify the position set out by the Planning Authority – essentially the former rather than the latter.**

Question 17

In taking forward the protection for neighbourhood plans as set out in the Written Ministerial Statement of 12 December 2016 into the revised NPPF, do you agree that it should include the following amendments:

a) a requirement for the neighbourhood plan to meet its share of local housing need?; **No. Neighbourhood Planning is not set up in away that would easily enable the local people voluntarily preparing the plan to be able to prepare this information or have the evidence to set it out. The current situation of enabling a local community to chose to allocate sites and perhaps meet the identified local need a different way to that proposed in the adopted DPD should remain e.g. Thame NP.**

b) that it is subject to the local planning authority being able to demonstrate through the housing delivery test that, from 2020, delivery has been over 65% (25% in 2018; 45% in 2019) for the wider authority area? **No. The Parish Council or Neighbourhood Forum has no control over whether the Council delivers housing (equally neither does the Council have control over whether the homes are built) and local choice by local people as to what development they wish to see should not be eroded by the pursuit of housing delivery.**

c) should it remain a requirement to have site allocations in the plan or should the protection apply as long as housing supply policies will meet their share of local housing need? **Site allocations should remain in the plan as the best way of focusing on delivery of a planning consent and therefore a pipeline of sites..**

Question 18

What are your views on the merits of introducing a fee for making a planning appeal? We would welcome views on:

a) how the fee could be designed in such a way that it did not discourage developers, particularly smaller and medium sized firms, from bringing forward legitimate appeals;

The fee should be designed as a cost recovery mechanism for the appeal process insofar as it relates to the role of the Planning Inspectorate. All developers have access to advice from planning consultants and to pre planning advice from the Local Planning Authority. There remains the ability for appellants to seek an award of costs should it be considered that the local authority has acted unreasonably. b) the level of the fee and whether it could be refunded in certain circumstances, such as when an appeal is successful; The level of the fee should be such that it discourages speculative appeals but not so large that it inhibits the accessibility of the appeals system unfairly. Planning application fees are not refunded when an application is refused, if the fee relates to the cost incurred in conducting the appeal it should not be refunded.

and c) whether there could be lower fees for less complex cases. Yes, this seems a sensible approach.

Question 19

Do you agree with the proposal to amend national policy so that local planning authorities are expected to have planning policies setting out how high quality digital infrastructure will be delivered in their area, and accessible from a range of providers? Planning policy can only realistically set out a framework for the delivery of high quality digital infrastructure, it cannot bring it forward. Government should consider how it requires providers to bring digital infrastructure forward through licensing of those providers.

Question 20

Do you agree with the proposals to amend national policy so that:

- the status of endorsed recommendations of the National Infrastructure Commission is made clear?; and
- authorities are expected to identify the additional development opportunities which strategic infrastructure improvements offer for making additional land available for housing?

Yes, in principle, subject to policy constraints and whether the strategic infrastructure is required to deliver development in the area or being brought forward for reasons unrelated to the delivery of development in a plan.

Question 21

Do you agree that:

a) the planning application form should be amended to include a request for the estimated start date and build out rate for proposals for housing? **Yes, providing it is recognised that this will be subject to market forces, land owners strategy, etc. making its benefit unclear. It is generally recognised that a developer will not build a house which cannot be sold at the right price. Whilst case law has assisted in making what constitutes commencement of development more clear it is considered that it would assist if the legislation is amended to clarify the position and to cover the requirement to discharge all pre-commencement conditions before a start is made on site.**

b) that developers should be required to provide local authorities with basic information (in terms of actual and projected build out) on progress in delivering the permitted number of homes, after planning permission has been granted? **Yes, if a one yearly housing delivery test is to be introduced this information will be necessary for local authorities to understand. It will also assist authorities in producing the Authority Monitoring Report and in enforcing CIL.**

c) the basic information (above) should be published as part of Authority Monitoring Reports? **No, as it is not within the gift of the Authority.**

d) that large housebuilders should be required to provide aggregate information on build out rates? **This could discourage sites being brought forward and be counter productive to encouraging development.**

Question 22

Do you agree that the realistic prospect that housing will be built on a site should be taken into account in the determination of planning applications for housing on sites where there is evidence of non-implementation of earlier permissions for housing development? **What constitutes 'realistic' if it is a self appraisal could be subjective / unreliable and it is not clear what effect this information will have in the decision making process. It is not the delivery per se but the timing of the delivery of housing that is the issue on sites up and down the country..**

Question 23

We would welcome views on whether an applicant's track record of delivering previous, similar housing schemes should be taken into account by local authorities when determining planning applications for housing development. **Some applicants will not be the ultimate developers. For some applicants they may have a small historic track record. There are too many variables to make this meaningful data and it introduces another area which will be open to discussion and ultimately result in further delays in the process.**

Question 24

If this proposal were taken forward, do you agree that the track record of an applicant should only be taken into account when considering proposals for large scale sites, so as not to

deter new entrants to the market? **Yes – large scale site would require clear definition, what is large scale for one authority is not for another.**

Question 25

What are your views on whether local authorities should be encouraged to shorten the timescales for developers to implement a permission for housing development from three years to two years, except where a shorter timescale could hinder the viability or deliverability of a scheme? We would particularly welcome views on what such a change would mean for SME developers.

There are many variables as to why sites may not get built out during a 3 year period, it does not seem appropriate to try to force development. Smaller developers will be contending with market conditions, materials and labour availability etc. All of this means that viability can be compromised by adding a further complexity to an ideal programme of developing a site.

Question 26

Do you agree with the proposals to amend legislation to simplify and speed up the process of serving a completion notice by removing the requirement for the Secretary of State to confirm a completion notice before it can take effect? **Yes; this would be a welcome step forward.**

Question 27

What are your views on whether we should allow local authorities to serve a completion notice on a site before the commencement deadline has elapsed, but only where works have begun? What impact do you think this will have on lenders' willingness to lend to developers? **Making a developer build out a scheme that for whatever reason, usually market conditions or finance related, is delayed would be a discouragement to development in the medium term. Funders would put in place conditions to protect themselves, inevitably leading to higher costs and therefore potentially viability issues. There are other ways to encourage development and build out.**

Question 28

Do you agree that for the purposes of introducing a housing delivery test, national guidance should make clear that:

a) The baseline for assessing housing delivery should be a local planning authority's annual housing requirement where this is set out in an up-to-date plan? **Yes providing what constitutes an up to date plan is defined, perhaps as a plan which has been adopted in the preceding 5 years.**

b) The baseline where no local plan is in place should be the published household projections until 2018/19, with the new standard methodology for assessing housing requirements providing the baseline thereafter? If there is no local plan in place (rather than there is a plan in place but it is out of date) consideration should be given as to why there is no plan in place which might inform the baseline for this assessment.

c) Net annual housing additions should be used to measure housing delivery? This is one measure and a useful one, but it would seem appropriate to also consider 'approvals' and therefore future pipeline through commitments. Otherwise the planning authority is being penalised for the non-delivery of development by the landowner/developer over whom there is no control.

d) Delivery will be assessed over a rolling three year period, starting with 2014/15 – 2016/17? This would not encompass a situation whereby the baseline has significantly risen in the last year, in which case the baseline should be averaged out over the rolling three period such as not to penalise the authority for having a recently adopted plan.

Question 29

Do you agree that the consequences for underdelivery should be:

a) From November 2017, an expectation that local planning authorities prepare an action plan where delivery falls below 95% of the authority's annual housing requirement?; This assessment should include commitments and any previous over supply and clarity that this will be assessed over the rolling three year period. Providing that the annual housing requirement provisions have been consulted upon and the consultation responses published plus time given to the local authority to conduct the work – at this juncture this seems unlikely.

b) From November 2017, a 20% buffer on top of the requirement to maintain a five year housing land supply where delivery falls below 85%?; No, for the reason set out in response to (a) and additionally this should take account of commitments as well as delivery. Again this should be below 85% over the rolling three year period assessed on a given date. The reason for the 20% buffer is unclear, elsewhere the consultation makes reference to a 10% buffer which might be more appropriate.

c) From November 2018, application of the presumption in favour of sustainable development where delivery falls below 25%?; The presumption in favour does not apply to all authorities, there are exceptions and this requires clarification. Some authorities have constraints over part of the Borough which would prevent the presumption applying in that part as set out in the NPPF.

d) From November 2019, application of the presumption in favour of sustainable development where delivery falls below 45%?; As (c) above and with regard to commitments in addition to delivery..

and e) From November 2020, application of the presumption in favour of sustainable development where delivery falls below 65%? As (d) above.

Question 30

What support would be most helpful to local planning authorities in increasing housing delivery in their areas? This Council is seeking to recruit professionals to the planning service and other services within the Council that support the planning function. There would appear to be a shortage of appropriately resourced, qualified planners with the right skills set to handle more complex proposals. A national campaign to encourage new entrants to the sector would help with the longer term position. This is not a new issue in this sector, and very little has been done to try to address it. There is a view that the constant change to the planning system does not assist in attracting new entrants to the sector and has been a significant contributory factor to experience officers leaving the sector or leaving local government.

The removal of the strategic level of planning has resulted in uncertainty and Council's are now working together to effectively replace the regional plans with similar documents which do not have a statutory function but without which the wider understanding of the role that each plays in the bringing forward of new homes and creation of new jobs is unco-ordinated. A wider review of 'green belt' that has regard to the purposes of including land in the Green belt rather each authority making a decision on the land within its administrative area would assist especially in the context of the growth of London. Further, investment in infrastructure provision has been a reason for delay in delivery of development and has been a significant factor in development being seen as unacceptable by local residents who see only the constraints to growth in the local area and not the benefits.

Question 31

Do you agree with our proposals to:

a) amend national policy to revise the definition of affordable housing as set out in Box 4?;

The council agrees with the revised definitions with the following recommendations; the inclusion of an income cap for Starter Homes along with a restriction on the maximum property value of £450,000, and affordable private rent is restricted to delivery on build to rent sites only. We are potentially storing up a problem with virtually no provision of affordable housing at 'social' rents. National policies could take more account of London and the South East and the very different market conditions that exist here. Widening the 'intermediate' market is welcomed, but there needs to be clarity on definitions, which with several initiatives can be confusing for potential owners / renters. One such initiative is pocket flats, i.e. flats with smaller than the existing minimum space standard for a one-bedroom new build, which is 50 square metres, or 550sq ft. Pocket flats are mainly one-bedroom apartments of 38sq m (418sq ft), in blocks with outside space that's often a roof terrace and no parking.

b) introduce an income cap for starter homes?;

The inclusion of an income cap is welcomed as it brings the tenure in line with other affordable housing products and ensures that affordable housing is accessed by those who need it. There are no specified restrictions on the maximum property value in the proposed definition. We would recommend that a maximum property value of £450,000 is added to ensure that the intention of the tenure to support those in housing need into the housing market is maintained.

c) incorporate a definition of affordable private rent housing?;

The inclusion of affordable private rent as an affordable housing tenure is acceptable as long as sufficient details are included that prevent it being used in replacement of other forms of tenure. Restrictions that this tenure is only to be delivered on Build to Rent schemes will enable delivery

of the tenure on appropriate sites without impacting on the delivery of other forms of affordable housing.

d) allow for a transitional period that aligns with other proposals in the White Paper (April 2018)?

A transitional period for adoption of these measures is sensible to give authorities time to plan how these tenures will meet their housing needs on future development sites.

Question 32

Do you agree that:

a) national planning policy should expect local planning authorities to seek a minimum of 10% of all homes on individual sites for affordable home ownership products?

It is recommended that decisions on tenure delivery remains locally determined and is linked with the evidenced housing needs of the community. There is sufficient incentive in place to encourage the delivery of home ownership tenures in the existing framework.

b) that this policy should only apply to developments of over 10 units or 0.5ha?

It is recommended that affordable housing contributions are sought on all new residential developments, dependent on viability. Due to the restrictions of greenbelt, the opportunity for larger sites to come forward that provide affordable housing contributions is reduced, which impacts on the council's ability to collect contributions that could go towards meeting the housing needs of the community. Such restrictions can influence the numbers of units built where a developer seeks to keep development under the threshold. Encouraging mixed tenure development and mixed communities should be recognised and where smaller developments are mono tenure this may restrict this aspiration.

Question 33

Should any particular types of residential development be excluded from this policy?

No. Clarification on this point would assist in negotiating with developers of schemes which are either entirely for a Class C2 use or are for a mixed C2/C3 use.

Question 34

Do you agree with the proposals to amend national policy to make clear that the reference to the three dimensions of sustainable development, together with the core planning principles and policies at paragraphs 18-219 of the National Planning Policy Framework, together constitute the Government's view of what sustainable development means for the planning system in England? Generally, yes. However, as below, it will be vital to encourage not discourage practical and incremental approaches that are sustainable.

Question 35

Do you agree with the proposals to amend national policy to: a) Amend the list of climate change factors to be considered during plan-making, to include reference to rising temperatures? b) Make clear that local planning policies should support measures for the future resilience of communities and infrastructure to climate change? Yes. It is important to encourage sensible and viable technologies and building techniques that will support the agenda, but inappropriate to force development of financially unviable methods that impact on viability and potentially reduce overall numbers.

Question 36

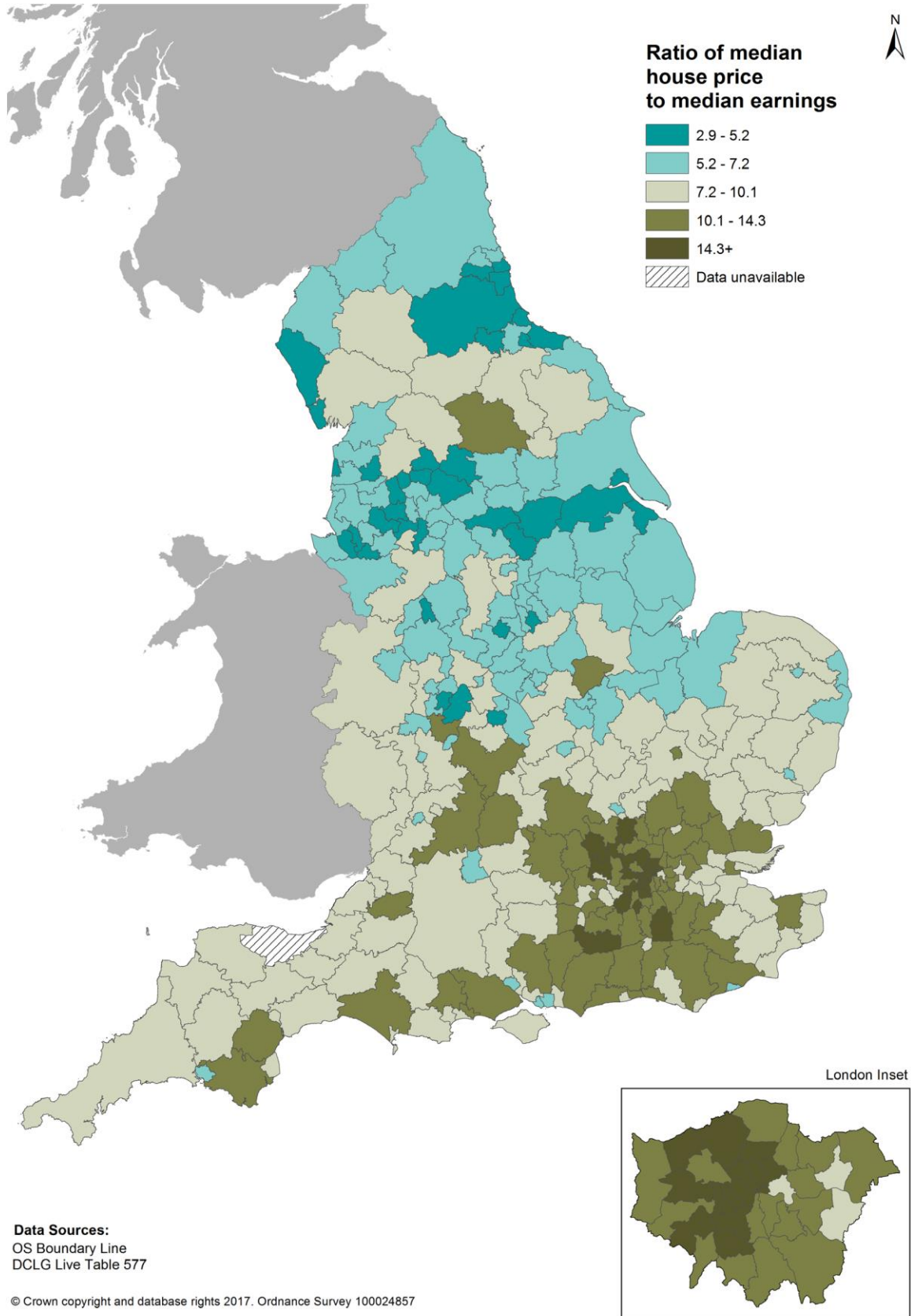
Do you agree with these proposals to clarify flood risk policy in the National Planning Policy Framework? **The Borough will be in a position where it limits potential development opportunity due to flood risk. Long term there will need to be 'measures' that may alleviate the risk and could free up potential sites which are otherwise sustainably located in a town centre. Similarly, there are a number of 'techniques' and 'approaches' that facilitate high quality development that takes account of this. The Environment Agency is not co-ordinated in its own approach to flood risk. Residents find it confusing that the Agency does not object to a scheme yet it is refused because it does not meet the Sequential or the Exception test on which the Agency does not comment. More regular updating of the mapping held by the Environment Agency which defines land designated as liable to flood would also assist this authority.**

Question 37

Do you agree with the proposal to amend national policy to emphasise that planning policies and decisions should take account of existing businesses when locating new development nearby and, where necessary, to mitigate the impact of noise and other potential nuisances arising from existing development? **Yes. However, there needs to be recognition that new development will be disruptive. In some cases where major regeneration is proposed this will have an impact for a significant period of time. Those affected by this should be consulted and kept updated on what is proposed, when and how it will be delivered, but will not have an ability to stop developments that have been approved through the usual channels.**

Question 38

Do you agree that in incorporating the Written Ministerial Statement on wind energy development into paragraph 98 of the National Planning Policy Framework, no transition period should be included? **Yes.**



Report Title:	Empty Homes Action Plan
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr Simon Dudley – Leader of the Council
Meeting and Date:	Cabinet - 30 May 2017
Responsible Officer(s):	Russell O’Keefe – Executive Director
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. This report proposes a new plan to bring further empty homes back into use in the Borough to utilise them for affordable housing.
2. The plan would result in an additional 25 properties per annum being available for affordable housing.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves the action plan of bringing back empty homes into use for the affordable housing portfolio.**

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

- 2.1 Long term empty properties are a potential resource for the local authority to use its housing, revenue and enforcement powers to bring back into use as affordable rented housing.
- 2.2 Bringing long term empty homes back into use was highlighted by the Government as a key priority in ‘Laying the Foundations’, a Housing Strategy for England in 2011. This strategy led to a number of incentives being put into place to support local authorities and their partners which the Council adopted including;
 - The payment of New Homes Bonus for long term empty properties put back into use;
 - Changes to Council Tax exemptions for empty homes and the introduction of the Premium Council tax charge for properties left empty over 2 years.
 - New discretion for local authorities around certain categories of property exemptions for council tax from 1 April 2013 which the Royal Borough adopted changes include:
 - Properties that are unoccupied and unfurnished will receive 100% exemption for a maximum period of one month,

- Properties that are unoccupied and unfurnished for two years or more will be charged an additional 50% on top of the full council tax

2.3 In addition to this work the Residential Services Team have used two approaches to bring back properties back into use :

- An empty homes loan via the flexible home improvement loans suite of products available, where a loan is secured against the property and is repayable on the fifth anniversary of the loan. The Council has provided 10 empty homes loans to properties in the Borough.
- An empty homes loan for owners to undertake repairs to their property on the condition that the property is made available at an affordable rent (80% of the market rent) and managed by a registered provider for an agreed 5 year period. There are currently two properties that are managed by Housing Solutions on behalf of the owners.

2.4 The current numbers of empty homes recorded in the Borough are as follows :

Table 1: Empty Homes

Category	Numbers
Long Term Empty (More than 6 months)	609
Empty attracting the 50% Council Tax premium	308

2.5 A proposed new action plan to bring further empty homes back into use has been developed. This can be found in Appendix 1. The main focus of the action plan is on developing four products:

- **Providing a tenant finding service** - In cases where the property is in good condition, and the owner would rather rent the property, the Council can assist with the provision of a tenant finding scheme. Similar schemes run by other Local Authorities and Housing Associations include incentives such as a one off incentive payment, guaranteed rent for the length of the tenancy and management services in exchange for a set tenancy length
- **Providing a full grant or an interest free (or low interest) loan to cover costs of renovation** - The Council could provide a grant or a loan (up to a certain limit) to the property owner with the requirement to sign up to a nominations agreement with the Council. The Council then has rights to provide tenants to the property over a certain period, usually a minimum of 5 years. However, length of letting period would be dependant on amount of grant. Should the property be sold within the letting period, grant would have to be re-paid.
- **Help owners sell their properties** - This could involve providing information and an introduction to local estate agents, or, holding a list of investors or those interested in purchasing empty homes that could be made available to owners of empty homes.

- **Work in partnership with a Registered Provider and the Council's Property Company to redevelop empty homes for affordable housing**
 - This option could be used for larger properties identified as uninhabitable and too costly to renovate, where the only viable option would be to demolish and re-develop the site.

Table 2: Options

Option	Comments
To agree to the empty homes action plan and the resources required to deliver it.	This will deliver additional stock estimated to be 10 units in 2017-18 the set up year and 25 in subsequent years
Recommended Option	
Not to agree to the empty homes action plan	This will not deliver potential additional stock.

3 KEY IMPLICATIONS

Table 3: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
40 empty properties brought back into use as affordable housing supply by April 2019	Less than 40 units	42 units	43-45 units	46-50 units	April 2019

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The report seeks the addition of £30,000 revenue each year for 3 years of available development funds to the ASC Commissioning function to deliver the action plan in conjunction with Residential Services and the Revenues and Benefits teams.

Table 4: Financial impact of report's recommendations

Capital	2017/18	2018/19	2019/20
Addition	£30,000	£30,000	£30,000
Reduction	0	0	0
Net impact	£30,000	£30,000	£30,000

- 4.2 Additional capital bids may be sought through the life of the programme to fund loan and incentive schemes.

5 LEGAL IMPLICATIONS

- 5.1 The council has a range of legal enforcement powers to bring properties back into use. These are listed in Appendix 2.

6 RISK MANAGEMENT

Table 5: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Empty properties are not able to be brought back into use	Medium	Having the empty property responsibility within the Housing Commissioning portfolio will mitigate this risk by having a single point of contact to coordinate the empty homes action plan.	Low

7 POTENTIAL IMPACTS

- 7.1 The impact of the scheme will benefit residents who are in housing need as empty homes will be brought back into use.

8 CONSULTATION

- 8.1 The report will be considered by Housing and Planning Overview and Scrutiny

9 TIMETABLE FOR IMPLEMENTATION

Table 5: Implementation timetable

Date	Details
May 2017	Cabinet agree the action plan
May 2017	Action plan commences

10 APPENDICES

Appendix 1 - Empty Homes Action Plan

Appendix 2 - Enforcement powers

11 BACKGROUND DOCUMENTS

N/A

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Simon Dudley	Leader of the Council	26/04/2017	26/04/2017
Alison Alexander	Managing Director	25/04/2017	25/04/17
Russell O'Keefe	Executive Director	25/04/2017	25/04/17
Andy Jeffs	Executive Director	25/04/2017	25/04/17
Rob Stubbs	Section 151 Officer	25/04/2017	25/04/17
Terry Baldwin	Head of HR	25/04/2017	25/04/17
Mary Kilner	Head of Law and Governance	25/04/2017	25/04/17

REPORT HISTORY

Decision type: Non-key decision	Urgency item? Yes
Report Author: Nick Davies – Service Lead Commissioning	

APPENDIX 1: DELIVERY PLAN

ACTION	KEY TASKS	RESPONSIBILITY	TARGET DATE
1. Identify resource for Empty Homes Action Plan	<ul style="list-style-type: none"> • Identify and allocate staffing resource to carry out the Action Plan 	Service Lead Commissioning	May 2017
2. Research to identify empty homes and compile a detailed empty homes register	<ul style="list-style-type: none"> • Obtain list of properties registered as long term vacant on Council tax records • Review RBWM webpage content • Inform local members of the project so that they can feed back any identified empty properties in their ward. • Compile a database/register of empty homes including data on the reasons for them being empty, a tailor made options plan and recorded actions of intervention taken 	Housing Enabling Officer / Empty Homes supply officer	June 2017

<p>3. Market the service to raise awareness and encourage bringing empty properties back into use</p>	<ul style="list-style-type: none"> • Set up an empty homes page on the Council website • Produce and distribute information leaflets • Connect with local partners and agencies that will help deliver the programme objectives 	<p>Empty Property Officer</p>	<p>July - August 2017</p>
<p>4. Publish Empty Property Programme</p>	<ul style="list-style-type: none"> • The programme will include: <ol style="list-style-type: none"> 1. Providing a tenant finding service. In cases where the property is in good condition, and the owner would rather rent the property, the Council can assist with the provision of a tenant finding scheme. Similar schemes run by other Local Authorities and Housing Associations include incentives such as a one off incentive payment, guaranteed rent for the length of the tenancy and management services in exchange for a set tenancy length 	<p>Empty Property Officer</p>	<p>August 2017</p>

	<p>2. Provide a full grant or an interest free (or low interest) loan to cover costs of renovation</p> <p>The Council could provide a grant or a loan (up to a certain limit) to the property owner with the requirement to sign up to a nominations agreement with the Council. The Council then has rights to provide tenants to the property over a certain period, usually a minimum 5 years, however, length of letting period would be dependant on amount of grant. Should the property be sold within the letting period, grant would be re-paid.</p> <p>3. Help owners sell their properties</p> <p>This could involve providing information and an introduction to local Estate Agents, or, holding a list of investors or</p>		
--	--	--	--

	<p>those interested in purchasing empty homes that could be made available to owners of empty homes.</p> <p>4. Work in partnership with an Registered Local Landlord to redevelop empty homes for affordable housing</p> <p>This option could be used for larger properties identified as uninhabitable and too costly to renovate, where the only viable option would be to demolish and re-develop the site.</p>		
5. Create local framework for delivery of the programme	<ul style="list-style-type: none"> • Connect with local partners to 'roll out' the programme and confirm arrangements for delivery of any options requiring partner involvement 	Empty Property Officer	September 2017

Appendix 2: Enforcement

Empty Dwelling Management Orders

Empty Dwelling Management Orders (EDMOs) provide a relatively new legislative tool for local authorities to tackle privately owned empty homes. They provide some important new powers and a framework that can assist both property owners and local authorities find a solution that enables an empty property to be returned to use. CLG has published detailed technical guidance on EDMOs.

<http://www.communities.gov.uk/housing/housingmanagementcare/emptyhomes/>

The implementation and operation of EDMOs requires dedicated resources to take on the role of 'landlord' e.g. drafting leases, getting keys cut, repairs, day to day management. Since its stock transfer, the Council no longer has property management expertise or resources to undertake this process. An external partner (preferably an RP) would need to be identified to carry out these services. EDMOs are not a suitable option for resolving all empty homes.

Compulsory Purchase

Where a local authority has tried to facilitate a private sale and this and other methods of returning the property to use have failed, compulsory purchase might be considered. Compulsory Purchase is perhaps the strongest power available to tackle empty homes. It is not however a power that rests with the local authority. A local authority may apply to the Secretary of State for an order to be made. The local authority will need to demonstrate that there is a compelling case in the public interest for the property to be compulsorily purchased, and that other methods of returning the property to use have been tried and have failed. In most cases this means that compulsory purchase is a method of last resort. In addition, the local authority will need to show that it has clear intentions for the use of the property/land, and be able to show that it has the necessary resources available to go through with the CPO. Legislation in England and Wales gives local authorities the power to acquire land and property compulsorily where the owner is not willing to sell by agreement. Section 17 Housing Act 1985 is a general enabling piece of law that allows a local authority to acquire under-used or ineffectively used property/land etc. for residential purposes if there is a general housing need in the area.

Enforced Sale

Enforced sale is actually a procedure that allows local authorities to recover debt, but a number of local authorities have used it as a way of getting empty properties back into use. The power dates back to the Law of Property Act 1925. This gives local authorities the power to sell properties in order to release the money tied up in the value of the property. This enables them to recover money they are owed. Where the owner fails to repay the debt secured on their property the power enables the local authority to force the sale of the property in order to recover the debt.

Debts are secured on properties by the local authority making a local land charge or making a caution on the land registry certificate at HM Land Registry. Once the charge is in place the local authority can pursue the enforced sale without further legal recourse.

Prevention of Damage by Pests Act 1949

This Act gives Local Authorities the power to enforce owners of the land to take steps to keep the land free from mice and rats. This can include clearing vegetation, refuse and items from a property in order to remove the potential for harbourage of vermin. If the owner fails to comply, the Council can carry out the works in default and enforce the sale of the property in order to recover the debt.

Section 77 of the Building Act 1984

Section 77 of the Building Act 1984 enables local authorities to deal with buildings that it considers to be dangerous. It can apply to a Magistrates' Court for an order requiring the owner to make the building safe or demolish it. If the owner fails to comply, the Council can carry out the works in default.

Section 78 of the Building Act 1984

Section 78 of the Building Act 1984 allows local authorities to deal with buildings that pose an immediate danger. This emergency measure allows the local authority to carry out remedial works itself without giving the owner the opportunity to deal with it himself. The local authority is only entitled to carry out works that remove the danger.

Section 29 of the Local Government (Miscellaneous Provisions) Act 1982

Section 29 of the Local Government (Miscellaneous Provisions) Act 1982 allows local authorities to carry out works to an unoccupied building to prevent unauthorised entry or to prevent it from becoming a danger to public health. 48 hours notice is needed unless the works are required immediately. Costs are recoverable.

Sections 79-81 of the Environmental Protection Act 1990

Sections 79-81 of the Environmental Protection Act 1990 allows the local authority to require abatement of statutory nuisances. The term statutory nuisance applies to a range of problems that might arise from empty homes, including accumulations of rubbish or dampness affecting neighbouring properties. The act allows local authorities to serve an abatement notice on the owner of the premises requiring works to abate the nuisance. If the notice is not complied with the local authority can carry out works in default.

Enforcement to require demolition

Local authorities have powers that enable them to demolish and clear unwanted homes and make better use of the land. Powers under the Housing Act 1985, amended by the 2004 act, allow local authorities to declare clearance areas and serve demolition orders. Alternatively local authorities can use compulsory purchase powers to acquire properties prior to demolition.

Section 215 (Town and Country Planning Act 1990) 'eyesores and heavily littered land'

Where the condition of land or buildings is having an adverse effect on the amenity of the area, the Council can issue a notice requiring steps to be taken to remedy the condition of the land or building. A notice could be served, for example, where the paint or rendering of a property or the condition of the garden was in such a poor condition that it was harming the character of the area. The notice must describe the steps that need to be taken and the period for compliance. It is an offence not to comply with the notice. The Council may also carry out the work itself in default of compliance with the notice and place a legal charge on the property to recover its expenses.

Listed Buildings

There are also a number of powers available to local authorities under the Planning (Listed Building and Conservation Areas) Act 1990. .

This page is intentionally left blank

Report Title:	Adult Social Care Investment Plan
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, 30 May 2017
Responsible Officer(s):	Alison Alexander – Managing Director
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. The Royal Borough is committed to our adult residents who need support and assistance. In 2016/17 additional resource was invested to increase the level of service. Further investment is planned for the next three years which will bring the total investment to £28.5 million. The resource will increase the level of front line services, such as includes:
 - More residential care home beds for older people with dementia and people with learning disabilities.
 - More nursing beds to enable residents to leave hospital faster.
 - Ensuring the salaries of the social care workforce is in line with the national living wage of £7.50 an hour.
2. In making an additional investment the Borough is working closely with the local Clinical Commissioning Groups to ensure our services are sufficiently integrated to improve resident's lives.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and agrees:

- i) **The Adult social care investment plan set out in 2.4.**

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

- 2.1 The Borough has a growing older people population because it is a good place to live, for instance the number of people aged 85-89 and 90 plus is forecast to increase year on year over the next five years. This growth will continue at the same rate into and through the next decade. Given the general population growth there is an anticipated growth by 16% of older people with dementia to 2020.
- 2.2 Some of our older residents require support from adult social care. The demand for domiciliary, residential and nursing care for older people continues to increase. To meet this increase in cost, significant investment has taken place as the council pro-actively increased the adult social care by £3.6 million in 2016/17. Additional investment is planned to meet growing demand. The additional investment in 2017/18 will be resourced from the adult social care precept, £1.8 million and the improved Better Care Fund, £1.37 million.

- 2.3 The additional investment will ensure more resident's needs are met through:
- More residential beds for older residents and those with learning disabilities.
 - More nursing beds for residents with dementia and or other complex needs.
 - Increasing the wage of domiciliary workforce. Raising their hourly rate in line with the national living wage – to £7.50 per hour.
 - Meeting the increased cost of care in nursing and residential homes.
- Note: the investment will assist the Borough to ensure that residents are able to leave hospital by having responsive services in place.
- 2.4 A sustainable strategy for allocating the additional investment against forecast demand has been developed to benefit residents until 2020 see table 1 and section 4 for the financial details.

Table 1: Investment strategy (also see Appendix 1)

	Additional Resource	2017/18	2018/19	2019/20
1	Council investment	£1,977,000	£2,036,000	£3,182,000
	Adult Social Care precept income	£3,050,000	£4,950,000	£4,950,000
	iBCF	£1,370,000	£1,641,000	£1,770,000
	Total Resource	£6,397,000	£8,627,000	£9,902,000
	Area of investment			
2	Demography: growth in the size and complexity of the needs of older people.	£750,000	£1,500,000	£2,250,000
3	Supporting the local care workforce by investing in quality value for money provision that pays staff the National Living Wage.	£200,000	£400,000	£600,000
4	Meeting higher needs of residents with dementia by increasing the investment in residential and nursing homes. Investment will continue to reduce hospital delays.	£260,000	£790,000	£390,000
5	Investment in four additional social care staff, required to meet current demand for assessments and reviews across the social work teams.	£154,000	£154,000	£154,000
6	Continued investment in preventative services against a backdrop of Public Health Grant reductions of 2.6% per year.		£150,000	£275,000
7	Initiatives delivered in partnership with the Clinical Commissioning Group to reduce hospital delays, including additional homecare resource, care staff and step down beds.	£200,000	£200,000	£200,000
8	Start up costs for Optalis including management and pension to ensure that the new model is resilient and subsequent savings are delivered.	£533,000	£533,000	£533,000
9	Investment in existing services to meet forecast cost increases	£700,000	£1,300,000	£1,900,000
10	Investment in adult social care in 2016/17	£3,600,000	£3,600,000	£3,600,000
	Totals *	£6,397,000	£8,627,000	£9,902,000

Table 2: Options

Option	Comments
To agree ASC investment strategy. The recommended option	The strategy is designed to ensure that investment in adult social care delivers the required outcomes for borough residents.
Not to agree the ASC investment strategy Not recommended	This will not deliver the requirements of residents.

3. KEY IMPLICATIONS

Table 3: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Investment plan delivers a balanced adult social care budget	Budget not balanced	Budget balanced	0.5% underspend	1% underspend	31 March 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The adult social care precept of 2% in 2016/17 raised £1.2 million and an additional 3% in 2017/18 raises £1.85 million. The Royal Borough can raise a further ASC precept of 3% in 2018/19 which would raise an additional £1.9 million. The additional precept has been invested in front line adult social care, details of this investment are published on the council's website.
- 4.3 The new improved Better Care Fund resource of £2 billion nationally, allocates £3.4 million for the Royal Borough over three years. This is in addition to the 2015 Spending Review allocation of £1.4 million to the Royal Borough over the two years 2018/19 and 2019/20. These two funding streams provide £1.37 million in 2017/18, £1.64 million in 2018/19 and £1.77 million in 2019/20.
- 4.4 The conditions applied to the improved Better Care Fund are that the additional resource meets adult social care needs and reduce pressure on the NHS. The resource is being channelled through the existing Better Care Fund pool, currently £10.2 million for the Royal Borough. Our Clinical Commissioning Group partners are heavily involved in determining how we use the resource to meet need and specifically reduce delayed transfers of care from hospital.
- 4.5 in respect of the current financial year the strategy commits the Royal Borough to invest and additional £1,370,000 in the following four areas:
- £750k for demographic growth.
 - £260k for nursing care.
 - £200k for National Living Wage.
 - £200k for new initiatives to reduce delayed transfers of care.

- 4.6 The appendix to this report sets out in tabular form a summary of the adult social care precept income the council would expect to receive since the precept commenced in 2016/17, on the assumption its option to raise a further 3% precept in 2018/19 is taken up. Added to this is the additional “improved Better Care Fund” allocations up to 2019/20 as notified by the Department of Health. This additional resource is set against the expenditure commitments and initiatives of the Royal Borough in respect of adult social care pressures. The table shows that under this plan for the four year period 2016/20 the council would invest £9.6 million in addition to the £18.9 million income it would raise from the adult social care precept and iBCF funding.

Table 4: Financial impact of report’s recommendations

REVENUE	2017/18	2018/19	2019/20
Addition	£1,370,000	£3,600,000	£4,875,000
Reduction	£1,370,000	£3,541,000	£3,670,000
Net impact	£0	£59,000	£1,205,000

5. LEGAL IMPLICATIONS

- 5.1 The two new funding sources: locally set adult social care precept and improved Better Care Fund come with accounting conditions to the Secretary of State and Department of Health respectively. Conditions are being met.

6. RISK MANAGEMENT

Table 5: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
In year pressures from newly arising need outside of planned demography	High	Close budget monitoring and finance reporting in relation to the adult social care budgets.	Low

7. POTENTIAL IMPACTS

- 7.1 The impacts of the plan will have a positive impact on older people and those working age adults who have a disability or vulnerability.

8. CONSULTATION

- 8.1 The report will be considered by Adult Services and Health Overview and Scrutiny Panel on 17 May 2017, comments will be reported to Cabinet.
- 8.2 Consultation has also taken place with the two Clinical Commissioning Groups.

9. TIMETABLE FOR IMPLEMENTATION

Table 6: Implementation timetable

Date	Details
25 May 2017	Investment plan agreed
From June 2017	Implementation of the investment initiatives outlined in table 1.

10. APPENDICES

Appendix 1. Summary of Adult Social Care finance Strategy 2016-20.

11. BACKGROUND DOCUMENTS

11.1 None.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr David Coppinger	Lead Member	21/4/17	28/4/17
Alison Alexander	Managing Director	27/4/17	28/7/17
Russell O'Keefe	Executive Director	21/4/17	
Andy Jeffs	Executive Director	21/4/17	25/4/17
Rob Stubbs	Section 151 Officer	21/4/17	25/4/17
Terry Baldwin	Head of HR	21/4/17	25/4/17
Mary Kilner	Head of Law and Governance	21/4/17	25/4/17

REPORT HISTORY

Decision type: Key decision : April 2017	Urgency item? No
Report Author: Nick Davies , Service Lead Commissioning Adults 01628 683614	

Appendix 1. Summary of Adult Social Care finance Strategy 2016-20.

Adult Social Care Finance Strategy 2016-20.				Note: figures are shown on a cumulative basis					
Ref		2016/17	2017/18		2018/19		2019/20		2016/20
	RESOURCE	Precept	Precept	New ASC iBCF funds	Precept	New ASC iBCF funds	Precept	New ASC iBCF funds	Period Totals
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1a	Year 2016/17 precept : 2%	1,200	1,200		1,200		1,200		4,800
1b	Year 2017/18 precept : 3%		1,850		1,850		1,850		5,550
1c	Year 2018/19 precept : 3% (assumed)				1,900		1,900		3,800
2a	Additional iBCF from National 2 Billion			1,370		1,341		670	3,381
2b	Additional iBCF - Dec 2015 spending review					300		1,100	1,400
	Total new resource	1,200	3,050	1,370	4,950	1,641	4,950	1,770	18,931
	ALLOCATION								
0	2016/17 Service growth	3,600	3,600		3,600		3,600		14,400
1a	2017/18 Demography - see note 1		194	556	750		750		2,250
1b	2018/19 Demography				750		750		1,500
1c	2019/20 Demography						599	151	750
2	National living wage - see note 2			200	53	347		600	1,200
3	Nursing Care Home places see note 3			260		790		390	1,440
4	Additional four socialwork staff - note 4			154		154		154	462
5	Public Health - see note 5					150		275	425
7	New Initiatives to reduce DTOCs - see note 6			200		200		200	600
8	Optalis - Management		533		533		533		1,599
9	Inflation, Insurance, Apprenticeship levy etc		700		1,300		1,900		3,900
		3,600	5,027	1,370	6,986	1,641	8,132	1,770	28,526
	Excess of allocation over new resource	2,400	1,977	0	2,036	0	3,182	0	9,595
	Cumulative additional funding from Council	2,400	4,377		6,413		9,595		
Notes									
1	Estimate based on national population projection for older people and adults under 65, known as POPPI & PANSI data.								
2	Estimate of increase in NLW from £7.20 to £9.00 by 2020 as required by national target to be 60% of median earnings by that year.								
3	Increase nursing dementia beds to support reduction in Delayed transfers of care. Cost of transition from residential & nursing care to dementia nursing will increase costs in 2018/19.								
4	Posts required to meet current demand								
5	Loss of grant as notified by DH. Public Health grant funds Drugs & Alcohol services, sexual health services, and smoking cessation.								
6	May be used for step down beds, Homecare services, or care staff. This would fund 214 additional homecare hours per week.								

Report Title:	Care Leavers Council Tax Exemption
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Airey, Lead Member for Children's Services
Meeting and Date:	Cabinet - 30 May 2017
Responsible Officer(s):	Andy Jeffs, Interim Executive Director, Kevin McDaniel, Director of Children's Services
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

- 1 This report outlines the case for the Royal Borough to proactively support Care Leavers (aged 18-25) as part of its statutory duty as Corporate Parent.
- 2 A large number of local authorities across the country have introduced measures to exempt care leavers from Council Tax, following publication of The Children's Society's 'Wolf at the Door' report 2015, which shows care leavers to be a group who are particularly vulnerable to falling into Council Tax debt when moving into independent accommodation for the first time.
- 3 As part of the ongoing support to care leavers in its role as Corporate Parent, it is proposed that the council grants a new Mandatory 100% Council Tax Exemption to care leavers aged 18-21, and a new Discretionary up to 100% Council Tax Exemption to care leavers aged 22-25 from 1 April 2017.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **As part of the ongoing support to care leavers in its role as Corporate Parent, approves a new 100% Mandatory Council Tax Exemption to care leavers aged 18-21, and a new up to 100% Discretionary Council Tax Exemption to care leavers aged 22-25 from 1 April 2017.**
- ii) **Agrees to amendments to the council's S13A policy, to include the above, as appropriate.**

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

- 2.1 In the Government's care leavers' strategy, Keep on Caring, published in July 2016, councils are encouraged to consider the role of a Corporate Parent 'through the lens of what any reasonable parent does to give their child the best start in life'. In relation to this, local authorities are encouraged to consider exempting care leavers from Council Tax using powers already at their disposal. In August 2016, through their report into homelessness, the Communities and Local Government Select Committee recommended to Government that care leavers be made exempt from Council Tax up to at least the age of 21.

- 2.2 All young people setting up a home for the first time need particular support and guidance at this period of transition. Those who are leaving care often have little choice over accommodation options. While being supported by the council’s leaving care service, care leavers are faced with a new set of often overwhelming responsibilities without the wide-ranging family support that most other people can rely upon. Once care leavers have a tenancy they can find it difficult to keep their independent accommodation for a myriad of reasons, including the demands made on their often limited income. Evidence from the Children’s Society suggest that care leavers can be vulnerable to homelessness, particularly when they struggle to maintain tenancies.
- 2.3 As a Corporate Parent, the council wants to do as much as possible to support care leavers to find and maintain suitable accommodation and learn how to support themselves without falling into debt. By granting exemption from Council Tax the council will be providing real practical help to those leaving care who are starting out in life on low incomes, whilst they are working to develop budgeting and independent living skills.
- 2.4 A range of local authorities across the country have introduced measures to exempt care leavers from Council Tax, following publication of The Children’s Society’s ‘Wolf at the Door’ report 2015, which shows care leavers to be a group who are particularly vulnerable to falling into Council Tax debt when they move into independent accommodation for the first time. As responsible Corporate Parents we want to assist our care leavers to work towards managing independent living in a positive and supportive way.
- 2.5 We will review the impact of the change after one year and report back to children's O&S and the corporate parenting forum.

Table 1: Options to support care leavers

Option	Comments
Introduce a 100% Mandatory Council Tax Exemption for care leavers between the ages of 18-21, and a new up to 100% Discretionary Council Tax Exemption for care leavers between the ages of 22-25 from 1 April 2017. This is the recommended option	This allows care leavers between the ages of 18-25 to easily apply for an Exemption for Council Tax and would be easily administered by the Revenues and Benefits team probably at the same time as completing an application for Council Tax Reduction.
Introduce a grant for care leavers between the ages of 18 – 21 from 1 April 2017 seeking support with Council Tax to be administered through the Grants Panel. This is not recommended	Under this option an application would need to be made and then put forward to the next grants panel. If approved the payment would need to be manually calculated based on the Council Tax banding of the property and then manually processed for payment.

3 KEY IMPLICATIONS

3.1 The defined outcome is:

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Care leavers living in accommodation for which they are responsible for Council Tax receive are able to receive an exemption	>01/08/17	01/08/17	15/07/17	01/07/17	Aug 2017

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The current cohort of care leavers aged 18-21 currently receiving a service is 53. The total currently living in the Royal Borough is 19, of which, 10 have a Council Tax liability. Of these 10, four are in social housing one bedroom flats and six are in one bedroom flats provided by Frogmore Court (supported accommodation). We have a number of care leavers aged 22-25 years of age but none of them are living in the Royal Borough.
- 4.2 Most of the care leavers are claiming a 25% Single Person Discount and Council Tax Reduction, and therefore, only paying 10% of their remaining 75% Council Tax liability.
- 4.3 A Band D property in one of the unparished areas next year is £1,223.77. A single person would pay £917.82 based on a 25% discount. If the care leaver was not entitled to Council Tax Reduction that would be the amount of Council Tax foregone from the Council Tax collection fund.
- 4.4 The total amount of Council Tax foregone on an annual basis is difficult to forecast but should the 10 care leavers all qualify for a Single Persons Discount and 90% Council Tax Reduction then the estimated amount foregone from the collection fund would be £918. If they only qualify for a Single Persons Discount then the amount would be £9,178.
- 4.5 It is expected that we will see a decrease in emergency payments made to care leavers in crisis as well as further reducing the dependency on services that is experienced by some of our young people.
- 4.6 We are proposing to back date the implementation date of this new Council Tax Exemption to 1 April 2017. Any qualifying care leaver will therefore have any Council Tax paid refunded, or if no payment has yet been made their account will be placed on hold until processed.

5 LEGAL IMPLICATIONS

- 5.1 Under Section 13A of the Local Government Finance Act 1992 the council has the power to reduce liability for Council Tax in relation to particular cases or by determining

a class of cases that it may determine and where national discounts and exemptions cannot be applied.

- 5.2 There are a number of pieces of legislation and statutory guidance that set out the role of the local authority in respect of children in care and care leavers. There are statutory obligations and guidance for the role of the Local Authority as the Corporate Parent in the Children's Act 1989 and 2004, and the Children and Young People Act 2008.

6 RISK MANAGEMENT

- 6.1 There are no risks associated with the introduction of this Council Tax Exemption.

7 POTENTIAL IMPACTS

- 7.1 A key statutory duty within the Equality Act 2010 is the requirement to advance equality of opportunity between different groups/people, who share a relevant protected characteristic and persons who do not share it; by encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 7.2 A child or young person may come into care as a result of temporary or permanent problems facing their parents, as a result of abuse or neglect, or as a result of a range of difficulties, including not having a parent to care for them. National research indicates that this group is significantly disadvantaged in a range of outcomes compared to peers.
- 7.3 In accordance with our equality duty, this proposal will therefore result in more favourable treatment being applied to our care leavers, in order to advance equality of opportunity, with the overall aim of removing financial barriers, resulting in increased opportunities for employment, education and/or training opportunities.

8 CONSULTATION

- 8.1 No consultation has been carried out at this stage, however we will review the impact and effectiveness of the scheme at the end of financial year 2017-18 with the young people's group, Kickback. This will be shared with Children's Overview and Scrutiny and the Corporate Parenting Panel.

9 TIMETABLE FOR IMPLEMENTATION

- 9.1 The following table shows the stages and deadlines for implementing the recommendation:

Table 3: Implementation timetable

Date	Details
30/05/17	Cabinet meeting
01/08/17	Exemption implemented (backdated to 1 April 2017)

10 APPENDICES

10.1 None.

11 BACKGROUND DOCUMENTS

11.1 The following background documents provide additional information.

http://www.childrenssociety.org.uk/sites/default/files/wolf-at-the-door_council-tax-debt-collection-is-harming-children_PCR027a_WolfAtTheDoor_Web.pdf

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/535899/Care-Leaver-Strategy.pdf

<http://www.publications.parliament.uk/pa/cm201617/cmselect/cmcomloc/40/40.pdf>

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Airey	Lead Member for Children's Services	18/05/17	18/05/17
Alison Alexander	Managing Director	18/05/17	18/05/17
Russell O'Keefe	Executive Director		
Andy Jeffs	Executive Director		
Rob Stubbs	Section 151 Officer		
Terry Baldwin	Head of HR		
Mary Kilner	Head of Law and Governance		
Kevin McDaniel	Director of Children's Services	18/05/17	19/05/17

REPORT HISTORY

Decision type: Key decision	Urgency item? Yes - This report relates to a Care Leavers Council Tax Exemption. The reason for the urgency is that as responsible Corporate Parents we want to assist our care leavers to work towards managing independent living in a positive and supportive way.
Report Author: Andy Jeffs, Interim Executive Director, 01628 796527	

This page is intentionally left blank

Report Title:	Financial Update
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	Cabinet - 30 May 2017
Responsible Officer(s):	Russell O'Keefe, Executive Director, Rob Stubbs Deputy Director and Head of Finance.
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. This report is the final outturn statement in 2016-17. In summary there is a £477,000 underspend on the General Fund, see Appendix A, which is an improvement of £46,000 from the projection in the April financial monitoring report. This is mainly due to a net increase in the underspend forecast in a number of non-service budgets.
2. The Council remains in a strong financial position; with combined General Fund Reserves of £6,219,000, £264,000 of which is allocated to cover transformation costs in the new year. This leaves usable combined reserves at £5,955,000 (6.64% 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 notes the report and:

- i) **Notes the Council's outturn position for 2016-17.**
- ii) **Notes the carry forward to 2017-18 of £264,000 of allocated unspent budget approved in March and October 2016 for transforming services details of which are contained in paragraphs 4.3 and 4.4.**
- iii) **Notes the increase to the provision for redundancy costs by £263,000 funded by the capital fund. Details are contained in paragraphs 4.13 and 4.13.**

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

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

3 KEY IMPLICATIONS

- 3.1 There is a General Fund Reserve of £5,215,000 and a Development Fund balance of £1,004,000, see appendix B for a breakdown of the Development

Fund. The combined reserves total £6,219,000. However this includes £264,000 of budget approved by October 2016 Cabinet for transforming services. The budget is unspent at the year end and is required to be carried forward to 2017-18. This reduces the usable combined reserves to £5,955,000. 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 **Managing Director and Strategic Director of Adults, Children & Health Services** reports a projected outturn figure for 2016-17 of £57,100,000 against a controllable net budget of £57,112,000, an underspend of £12,000. This represents a reduction of £13,000 from the underspend reported to Cabinet in April 2017. There are a small number variations from the position reported last month, as projections made during the financial year are firmed up as part of the financial year closure processes. These variations have no significant impact on the Directorate's final outturn position for the year.
- 4.2. The final position for the dedicated schools grant (DSG) budget shows an increase in the net pressure of £94,000 from that previously reported to £777,000. Projections throughout the year have forecast pressures in the high needs budget, the work associated with closure of the accounts has firmed up the size of this pressure. Work is underway with the schools forum to set out a programme to improve the management of DSG spend on high needs to bring spend back into line with budget in the longer term.
- 4.3. A budget of £200,000 was approved by cabinet in March 2016 and a further £200,000 in October 2016, to fund costs arising from the transfers of children's services to Achieving for Children (AfC) and adult social care to Optalis. £136,000 has been charged against these budgets during the current financial year. Further costs will be incurred in respect of the transfers in 2017-18 and therefore the £264,000 budget unspent in 2016-17 will be carried forward to 2017-18 to fund these costs.
- 4.4. The costs to be charged against the budget to be carried forward to 2017-18 will include the following:
- Tax consultancy in respect of VAT and Stamp Duty Land Tax (SDLT).
 - Stamp Duty Land Tax on property leases to AfC due in August 2017.
 - Market valuations for property leases.
 - Actuarial valuations of pension options.
 - Consultancy in respect of transition arrangements for the transfer of adult social care functions to Optalis.

- Project management and support in 2017-18 for the “Delivering Differently” initiatives.
- 4.5. There are no significant variances to report within the HR budget.
- 4.6. The **Strategic Director of Corporate and Community Services** reports an outturn underspend of £99,000 on controllable budget of £4,407,000; an improvement of £35,000 from the position projected last month.
- 4.7. There were several service changes at the year end from the last projection, the most significant contributor to the improved position being shared service fee refunds in legal and finance.
- 4.8. The **Interim Strategic Director of Operations and Customer Services** reports a full year underspend of £284,000 on the net budget of £21,636,000, a reduction of £53,000 on the projected underspend reported to Cabinet in April 2017.
- 4.9. £40,000 of this amount is for a website refresh commissioned in March 2017 with the balance arising from minor, offsetting variance changes across the services.

Revenue budget movement

- 4.10. Revenue budget movements this month are in table 2, see Appendix C for an expanded full year Movement Statement.

Table 2: Revenue budget movement

Service expenditure budget reported to February Cabinet	£83,390,000
Redundancy costs funded by provision	£28,000
Carry forward of transforming services budgets to be re-allocated in 2017/18	(£264,000)
Budget rounding	£2,000
Service expenditure budget this month	£83,156,000

Cash balances projection

- 4.11. Appendix D provides details of the Borough’s cash balance which is based on the assumptions contained in the 2017-18 budget report. In addition to the investments in the 2017-18 capital programme, the projection considers other capital proposals likely to come forward for approval during the year.
- 4.12. The increase in projected borrowing in March 2018 is based on a short term loan to accommodate the year end period when there is a significant reduction in business rates and council tax income. This year the Local Enterprise Partnership is projecting that a number of high value payments will be made to its partners.

Redundancy provision

- 4.13. In May 2016 the provision for redundancy was increased by £343,000 bringing it to £576,000. The provision has been used throughout the year including the £28,000 allocated this month (Table 2). A balance of £126,000 remains.

4.14. It is now estimated that a provision of £389,000 is required to cover the known redundancies in 2017-18. An increase to the provision of £263,000 has therefore been included in the Finance Update. As in previous years this has been funded from the capital fund.

Non service variances

4.15. When the 2016-17 budget was approved in February 2016 there was limited information on the exact amount of some grants the Council would receive. The Council has received more than expected business rate section 31 grants (£36,000) and more than expected education services grant (£43,000). The variances are reported in appendix A.

Capital programme

4.16. The approved 2016-17 capital estimate is £50,443,000, see table 4. The final outturn for the financial year is £28,861,000, an increase on the capital outturn in 2015-16 of £27,421,000.

4.17. Variances identified in the capital programme have resulted in £1,486,000 of budget no longer required in 2016-17. The majority of these savings relate to the revision of the Housing capital programme.

4.18. Slippage of capital programmes to 2017-18 total £20,096,000 gross. Appendices E and F provide further detail. Table 5 shows the status of schemes in the capital programme.

Table 4: Capital outturn

	Exp.	Inc.	Net
Approved estimate	£50,443,000	(£19,349,000)	£31,094,000
Variances identified	(£1,486,000)	£1,226,000	(£260,000)
Slippage to 2017-18	(£20,096,000)	£6,175,000	(£13,921,000)
Final Outturn 2016-17	£28,861,000	(£11,948,000)	£16,913,000

Table 5: Capital programme status

	Report Cabinet May 2017
Number of schemes in programme	532
Yet to Start	10%
In Progress	62%
Completed	23%
Ongoing Programmes e.g. Disabled Facilities Grant	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

5. LEGAL IMPLICATIONS

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

6. RISK MANAGEMENT

Table 6: risks resulting from this report

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

7. POTENTIAL IMPACTS

7.1 None

8. CONSULTATION

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

9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately.

10. APPENDICES

10.1 Appendices attached to this report are shown below.

- 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 Background documents relating to this report are detailed below.

- Budget Report to Council February 2016.
- Budget Report to Cabinet February 2017.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr. Saunders	Lead Member for Finance.	24-4-17	27-4-17
Cllr. Rankin	Deputy Lead Member for Finance.	24-4-17	
Alison Alexander	Managing Director.	24-4-17	01-5-17

Name of consultee	Post held	Date sent	Commented & returned
Russell O'Keefe	Strategic Director of Corporate and Community Services.	24-4-17	
Andy Jeffs	Interim Strategic Director of Operations and Customer Services.	24-4-17	
Rob Stubbs	Section 151 Officer.	20-4-17	24-4-17

REPORT HISTORY

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

SUMMARY	2016/17		
	Budget	Approved Estimate	Actual Variance
	£000	£000	£000
Adult, Children's & Health Commissioning	7,636	7,124	772
Schools and Educational Services	5,285	5,278	(122)
Health, Early Help & Safeguarding	8,040	8,088	532
Health and Adult Social Care	32,408	33,012	(1,448)
Human Resources	1,167	1,533	(2)
A,C&H Management	834	852	256
Total Adult, Children & Health	55,370	55,887	(12)
Better Care Fund-Expenditure	9,915	11,047	1
Better Care Fund-Income	(8,485)	(9,822)	(1)
Total Better Care Fund	1,430	1,225	0
Maintained Schools	42,127	38,660	29
Early Years Education and Childcare Provision	7,154	6,342	(221)
Admissions and Pupil Growth	545	381	(79)
Support Services for Schools and Early Years	1,714	1,641	(236)
High Needs and Alternative Provision	13,430	13,663	1,284
Dedicated Schools Grant	(64,970)	(60,687)	(777)
Total Schools Budget (DSG)	0	0	0
Total Adult, Children and Health Services	56,800	57,112	(12)
Director of Operations & Customer Services	(27)	377	17
Revenues & Benefits	816	719	156
Highways & Transport	6,125	6,378	(101)
Community, Protection & Enforcement Services	6,957	7,223	(540)
Customer Services	1,704	1,768	146
Technology & Change Delivery	2,915	2,732	(2)
Library, Arts & Heritage Services	2,316	2,440	40
Total Operations & Customer Services	20,806	21,637	(284)
Director of Corporate & Community Services	85	146	(10)
Planning, Development and Regeneration Service	(813)	(644)	11
Corporate Management	433	654	(65)
Performance	429	454	(27)
Democratic Services	1,955	1,895	(22)
Elections	261	263	9
Legal	104	98	(57)
Finance	2,353	2,395	(51)
Building Services	40	26	24
Communities and Economic Development	(801)	(880)	89
Total Corporate & Community Services	4,046	4,407	(99)
TOTAL EXPENDITURE	81,652	83,156	(395)

SUMMARY	2016/17		
	Budget	Approved Estimate	Actual Variance
	£000	£000	£000
Total Service Expenditure	81,652	83,156	(395)
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 from Provision for Redundancy		(450)	0
Transfer to Provision for Redundancy		263	0
Transfer to/(from) Capital Fund		(263)	0
Transfer to the provision for MMI		272	0
Transfer to the bad debt provision		27	0
Environment Agency levy	150	150	0
Variance on Education Services Grant			(43)
Variance on NNDR income			(36)
Capital Financing inc Interest Receipts	5,128	5,258	2
NET REQUIREMENTS	90,678	90,708	(477)
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	0	(30)	477
GROSS COUNCIL TAX REQUIREMENT	89,697	89,697	0
General Fund			
Opening Balance	4,681	4,768	4,738
			0
Transfers to / (from) balances	0	(30)	477
	<u>4,681</u>	<u>4,738</u>	<u>5,215</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	355
	<u>1,004</u>

Corporate Development Fund (AE35) £000		
Balance B/F from 2015/16		649
Transacted amounts in 2016/17		
To/From Capital Fund		0
To/From General Fund		
Transition Grant (2016/17 budget - February 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>

Appendix C

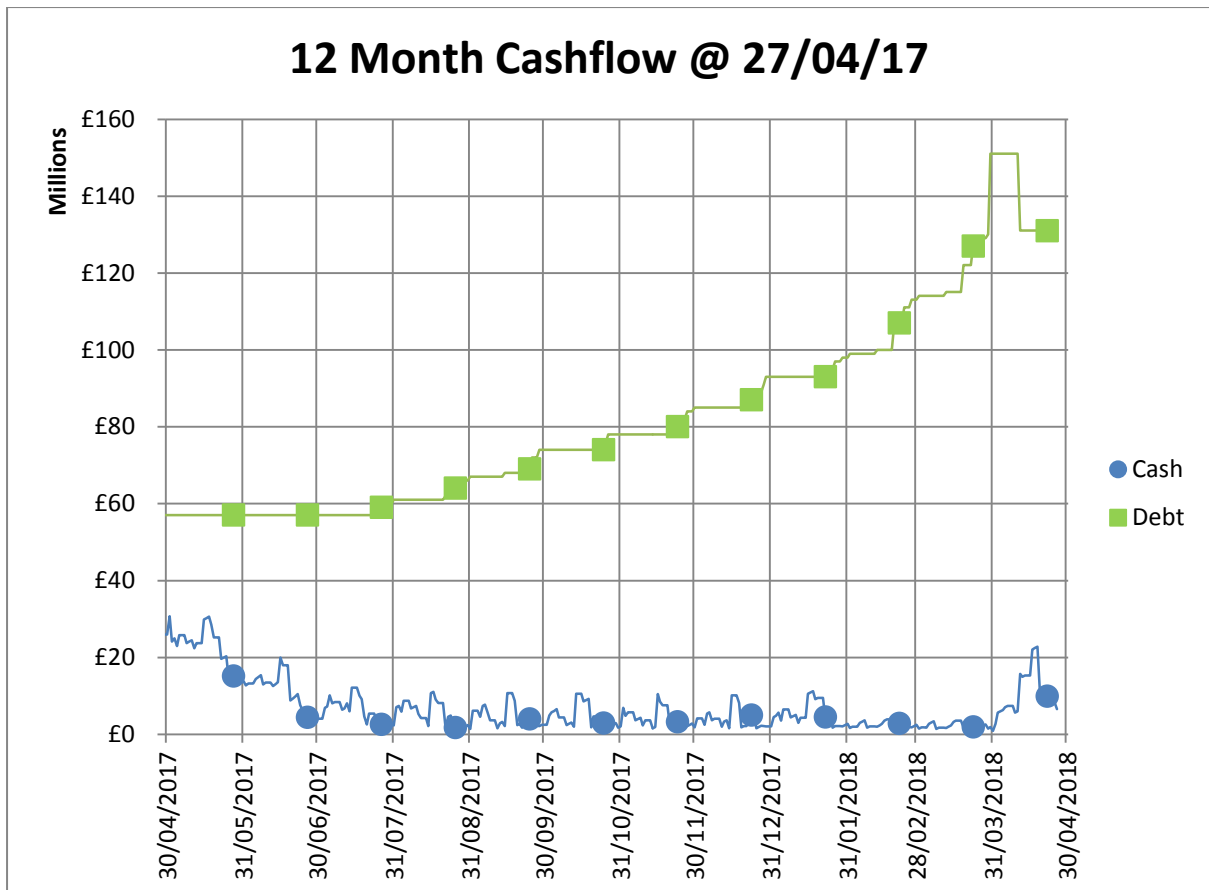
Budget Movement Statement 2016-17

	Funded by Development Fund (1)	Funded by the General Fund (2)	Funded by Provision (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
Original Budget					81,652	
1 Transforming Services	200				200	Cabinet March 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
28 New enforcement post in Planning		15			15	BSG / Head of Finance
29 Central House costs		37			37	Cabinet Regeneration Sub Committee December 2016
30 Redundancy cost			28		28	Cabinet May 2016
31 Carry forward of Transforming Services budget to 2017/18 (ACH)		(264)			(264)	Cabinet March and October 2016
32 Budget rounding		2			2	N/A
Changes Approved	778	83	450	193	1,504	
Approved Estimate May Cabinet					83,156	

128

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 – 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			Outturn – Gross Expenditure				
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2016/17 Actual	2016/17 SLIPPAGE	TOTAL	VARIANCE	VARIANCE
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)
Community & Corporate Services														
SMILE Leisure	428	(120)	308	1,418	(120)	1,298	46	(14)	32	817	648	1,465	1	0%
Community Facilities	155	0	155	352	(222)	130	17	0	17	299	68	367	(2)	-1%
Outdoor Facilities	370	-100	270	602	(154)	448	827	(553)	274	537	898	1,435	6	2%
Property & Development	0	0	0	30	0	30	482	0	482	192	301	493	(19)	
Governance, Policy, Performance_Partnerships	588	0	588	350	0	350	406	0	406	482	267	749	(7)	-1%
Regeneration & Economic Development	6,377	(185)	6,192	10,752	(495)	10,257	4,842	(810)	4,032	8,769	6,846	15,615	21	0%
Total Community & Corporate Services	7,918	(405)	7,513	13,504	(991)	12,513	6,620	(1,377)	5,243	11,096	9,028	20,124	0	(0)
Operations & Customer Services														
Technology & Change Delivery	0	0	0	0	0	0	335	(6)	329	238	96	334	(1)	
Revenues & Benefits	0	0	0	162	0	162	48	0	48	84	126	210	0	
Customer Services	0	0	0	200	0	200	276	0	276	266	210	476	0	
Green Spaces & Parks	343	(308)	35	436	(322)	114	202	(69)	133	540	99	639	1	0%
Highways & Transport	9,609	(3,155)	6,454	10,519	(3,555)	6,964	2,117	(892)	1,225	9,025	3,610	12,635	(1)	0%
Community,Protection & Enforcement Services	890	(380)	510	960	(380)	580	992	(721)	271	773	1,062	1,835	(117)	-1.3%
Libraries, Arts & Heritage	367	(295)	72	490	(318)	172	468	(147)	321	143	749	892	(66)	-1.8%
Total Operations & Customer Services	11,209	(4,138)	7,071	12,767	(4,575)	8,192	4,438	(1,835)	2,603	11,069	5,952	17,021	(184)	(0)
Adult, Children & Health														
HR	0	0	0	0	0	0	0	0	0	2	0	2	2	
Adult Social Care	41	0	41	48	0	48	217	(185)	32	206	51	257	(8)	-20%
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	211	259	470	(7)	
Schools – Non Devolved	4,550	(4,190)	360	5,836	(3,871)	1,965	2,015	(2,015)	0	4,186	3,573	7,759	(92)	-2%
Schools – Devolved Capital	250	(250)	0	1,029	(1,029)	0	1,085	(1,085)	0	1,459	658	2,117	3	1%
Total Adult, Children & Health	4,841	(4,440)	401	7,098	(5,040)	2,058	6,016	(5,531)	485	6,696	5,116	11,812	(1,302)	(0)
Total Committed Schemes	23,968	(8,983)	14,985	33,369	(10,606)	22,763	17,074	(8,743)	8,331	28,861	20,096	48,957	(1,486)	0

	(£'000)	(£'000)	(£'000)
Portfolio Total	23,968	50,443	28,861
External Funding			
Government Grants	(7,890)	(12,528)	(8,322)
Developers' Contributions	(933)	(6,018)	(3,620)
Other Contributions	(160)	(803)	(6)
Total External Funding Sources	(8,983)	(19,349)	(11,948)
Total Corporate Funding	14,985	31,094	16,913

Capital Monitoring Report - Final outturn 2016-17

At 30 April 2017, the approved estimate stood at £50.443m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	50,443	(19,349)	31,094
Variances identified	(1,486)	1,226	(260)
Slippage to 2017/18	(20,096)	6,175	(13,921)
Outturn 2016/17	28,861	(11,948)	16,913

Overall Expenditure and Slippage

Final outturn for the financial year is £28.861m

Variances are reported as follows.

	Exp	Income	Net	
Community Facilities				
CI19 PB Encourage New Businesses-Maidenhead	(2)	0	(2)	Unforeseen Costs
Property & Development				
CM10 Fire, H&S and Glazing Compliance	(3)	0	(3)	Scheme complete
CM89 Tinkers La.-rewire of smll power & lightg circuits	(9)	0	(9)	Scheme complete
CX33 Project Meeting RoomMaidenhead	(8)	0	(8)	Scheme complete
Outdoor Spaces				
CZ78 P&OS-Clarence Road Fountain (2014/15)	8	0	8	Revised Estimate
CZ86				
Governance, Policy, Performance & Partnership				
CY08 Incentivisation Framework 2014-15	(6)	0	(6)	Revised Business Case
Regeneration				
CI24 259 Ltd Opportunities for Private Rental 2015-16q	21	0	21	
Green Spaces & Parks				
CZ47 P&OS-Ornamental Flower Beds	1	0	1	Scheme complete
Highways & Transport				
CB98 Bray Bailey Bridge Replacement Scheme 2014/15	(1)	0	(1)	Scheme complete
CD19 Highway Drainage Schemes-Capitalised Revenue	(1)	1	0	Scheme complete
CD22 Safer Routes to School	(1)	0	(1)	Scheme complete
CD77 Real-Time Bus Information Improvements	1	0	1	Scheme complete
CD95 Safer Routes-Holyport College	0	95	95	Contribution to follow
Community, Protection & Enforcement				
CD48 Refuse and Recycling Bins-Replacement	(1)	0	(1)	Scheme complete
CT52 Disabled Facilities Grant	(117)	117	0	Revised Estimate
Libraries, Arts & Heritage				
CL70 Library Management System Replacement (2012/13)	2	0	2	Scheme complete
CZ76 P&OS-Alexandra Gardens Improvements (2014/15)	1	0	1	Scheme complete
CZ77 P&OS-WW1 & MC800 Commemoration Prjs (2014/15)	1	0	1	Scheme complete
CLB1 Additional Wifi and Broadband 2015/16	(1)	0	(1)	Scheme complete
CLC1 WW1 Commemorations & Re-enactment 2016-17	(60)	60	0	No match funding available
CLC3 Sculpture Project - Danny Lane 2016-17	(10)	10	0	Scheme complete
CP82 Mhead Lib-Small Pwr Rewire Gnd/1st Floors 15/16	1	0	1	Scheme complete
HR				
CN94 Business Objects Upgrade	2	0	2	Scheme complete
Adult Social Care				
CLC6 Boyne Grove Personal Care Area 2016-17	(5)	0	(5)	
CT42 Adult Personal Social Care	(2)	0	(2)	
CT43 Courthouse Road Conversion of Garage	2	0	2	Unforeseen Costs
CT50 Community Capacity Grant 2015-16	(3)	3	0	
Housing				
CT49 Provision of Additional Travellers Pitches 2014-15	(700)	350	(350)	Planning Permission refused/delayed
CT51 Affordable Home Ownership Capital Investment	(500)	500	0	Budget no longer required. S106 funding will be used to fund the Brill House project in 2017/18.
Non Schools				
CKVS Office Furniture	(4)	0	(4)	Revised Estimate

Schools - Non Devolved

CK01	Oldfield New School Fees & Miscellaneous Costs	(5)	5	0 Revised Estimate
CK02	Oldfield School Contract	5	5	10 Revised Estimate
CSBF	St Edward's First and Middle School Expansions	(2)	2	0 Revised Estimate
CSDS	Maint Prog. Roofing, Guttering & Windows	(26)	26	0 Revised Estimate
CSDZ	Manor Green Res-chge of use Respite to Sch2013-14	(2)	2	0 Revised Estimate
CSEJ	Queen Anne kitchen, Toilet & Elect Works 2014/15	(2)	2	0 Revised Estimate
CSFB	Secondary & middle sch. Expans. Feasibil. 2015-16	1	1	2 Revised Business Case
CSFD	Trevelyan class sizes Phase 2 - 2015-16	1	1	2 Revised Business Case
CSFF	School Kitchens	1	1	2 Revised Estimate
CSFJ	Various Schools fire alarm upgrades - 2015-16	1	1	2 Revised Estimate
CSFR	Dedworth Middle School water supply 2015-16	(6)	6	0 Scheme complete
CSFZ	Newlands School rewire-2015-16	(9)	9	0 Scheme complete
CSGD	Waltham St Lawrence School Windows	1	1	2 Scheme complete
CSGK	Alexander First school Roof-2015-16	(7)	7	0 Scheme complete
CSGN	Bisham Kitchen-2015-16	5	(5)	0 Revised Business Case
CSGT	Windsor Boys Expansion	(1)	1	0 Scheme complete
CSGZ	Trevelyan School Roof Replacement	(20)	20	0 Scheme complete
CSHC	Alwyn School Access Ramp	1	(1)	0 Revised Estimate
CSHE	Furze Platt Junior Boiler Replacement	(6)	6	0 Scheme complete
CSHF	Bisham Re-Wire and New Lighting	12	0	12 Revised Estimate
CSHH	Maidenhead Nursery School Structural Improvements	2	0	2 Revised Estimate
CSHQ	Schools Participatory Budgeting	(35)	0	(35) Revised Business Case
CSHT	Feasibility for Satellite Grammar	(1)	0	(1) Revised Estimate
		<u>(1,486)</u>	<u>1,226</u>	<u>(260)</u>

There is no further slippage to report this month.

	Exp	Income	Net
Previously reported slippage	(20,096)	6,175	(13,921)
	<u>(20,096)</u>	<u>6,175</u>	<u>(13,921)</u>

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	52	10%
In Progress	331	62%
Completed	120	23%
Ongoing Programmes e.g.. Disabled Facilities Grant	28	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	<u>532</u>	<u>100%</u>

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank