

NOTICE
OF
MEETING

www.rbwm.gov.uk



CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

will meet on

WEDNESDAY, 15TH MARCH, 2017

at

7.30 PM

in the

DESBOROUGH 4 - TOWN HALL, MAIDENHEAD.

TO: MEMBERS OF THE CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

COUNCILLORS JOHN BOWDEN, DAVID BURBAGE (VICE-CHAIRMAN),
DR LILLY EVANS, LYNNE JONES, ROSS MCWILLIAMS, EILEEN QUICK AND
COLIN RAYNER (CHAIRMAN)

SUBSTITUTE MEMBERS

COUNCILLORS MALCOLM BEER, GERRY CLARK, DAVID EVANS,
MARIUS GILMORE, JESSE GREY, JOHN LENTON, JOHN STORY AND
SIMON WERNER

Karen Shepherd - Democratic Services Manager
Issued: 07/03/2017

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 **David Cook** 01628 796560

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. Congregate in the Town Hall Car Park, Park Street, Maidenhead (immediately adjacent to the Town Hall) and do not re-enter the building until told to do so by a member of staff.

Recording of Meetings – The Council allows the filming, recording and photography of public Council meetings. This may be undertaken by the Council itself, or 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 available for public viewing on the RBWM website. If you have any questions regarding the council's policy, please speak to the Democratic Services or Legal representative at the meeting.

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>WARD</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES</u> To receive any apologies of absence.		-
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.		5 - 6
3.	<u>MINUTES</u> To approve the Part I minutes of the meeting held on 14 th February 2017.		7 - 12
4.	<u>COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK QUARTER 3 2016/17</u> Verbal update on performance monitoring and improvement plans .		Verbal Report
5.	<u>COUNCIL MANIFESTO TRACKER</u> To comment on the Cabinet report.		13 - 42
6.	<u>FINANCIAL UPDATE</u> To comment on the Cabinet report.		43 - 58
7.	<u>PROPOSAL FOR A SHARED EMERGENCY PLANNING SERVICE FOR BERKSHIRE</u> To comment on the Cabinet report.		59 - 64
8.	<u>COMMUNITY HOUSING FUND</u> To comment on the Cabinet Regeneration Sub Committee report.		65 - 72
9.	<u>LOCAL ENTERPRISE PARTNERSHIP GROWTH DEAL UPDATE</u> To comment on the Cabinet Regeneration Sub Committee report.		73 - 78
10.	<u>COMPLAINTS PROCESS AFTER 3 APRIL 2017</u> To comment on the report.		79 - 86
11.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> 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 item 9 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"		

PRIVATE MEETING - PART II

<u>ITEM</u>	<u>SUBJECT</u>	<u>WARD</u>	<u>PAGE NO</u>
12.	<p><u>MINUTES</u></p> <p>To approve the Part II minutes of the meeting held on 14th February 2017.</p> <p><i>(Not for publication by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p>		87 - 88
13.	<p><u>PROPOSAL FOR A SHARED EMERGENCY PLANNING SERVICE FOR BERKSHIRE</u></p> <p>To comment on the Part II appendix.</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>		89 - 100
14.	<p><u>REGENERATION PROGRAMME MANAGEMENT</u></p> <p>To comment on the Cabinet Regeneration Sub Committee report.</p> <p><i>(Not for publication by virtue of Paragraph 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p>		101 - 110
15.	<p><u>MAIDENHEAD DEVELOPMENT PARTNERSHIP - JOINT VENTURE DEVELOPMENT PARTNER PROCUREMENT</u></p> <p>To comment on the Cabinet Regeneration Sub Committee report.</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>		111 - 232

This page is intentionally left blank

MEMBERS' GUIDANCE NOTE

DECLARING INTERESTS IN MEETINGS

DISCLOSABLE PECUNIARY INTERESTS (DPIs)

DPIs include:

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

PREJUDICIAL INTERESTS

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

DECLARING INTERESTS

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

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

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

This page is intentionally left blank

Agenda Item 3

CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

TUESDAY, 14 FEBRUARY 2017

PRESENT: Councillors John Bowden, Dr Lilly Evans, Lynne Jones, Eileen Quick and Colin Rayner (Chairman).

Also in attendance: Cllr Dudley and Cllr Rankin.

Officers: Andy Jeffs, Russell O'Keefe, Harjit Hunjan, Anna Trott and David Cook.

APOLOGIES

Apologies for absence were received by Cllr Burbage and Cllr McWilliams.

Apologies were also received from the following Lead Members regarding consideration of the Council Performance Management Framework Quarter 3 2016/17, Cllr Carroll, Cllr N Airey and Cllr Coppinger.

Apologies were also received by Cllr Saunders as Lead Member for Finance.

Apologies were also received from the Managing Director and Head of Finance.

Cllr Jones reported that she would be late.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

The Part I minutes of the meeting held on 19 January 2017 were approved as a true and correct record.

APPRENTICESHIPS WITHIN THE ROYAL BOROUGH

Councillor Jack Rankin, Lead Member for Economic Development and Property, introduced the report regarding the Council's and the Borough's offer regarding apprenticeships.

Cllr Rankin informed the Panel that the government had proposed to change the way it funded apprenticeship training and set targets for the number of apprenticeships employed by public sector bodies. An Apprenticeship Levy had been introduced and a new national apprenticeships target was being set; RBWM would have a target of 33 apprenticeships being introduced.

The Panel were informed that the Council's apprenticeship scheme was funded by a revenue budget of £40,000 to employ six apprenticeships posts annually. Since 2013 85% of apprentices who completed an apprenticeship had progressed to full time employment within the Council or externally. This annual target had been increased to 18 starters for this year with a target of 33 by April 2018.

To help meet the stretched target Cllr Rankin informed the Panel that Community Partnerships and the HR teams would continue to work with Council Services to review vacancies prior to recruitment to assess if they could be filled by an apprentice.

Cllr Rankin also informed that from 1 May 2017 the government proposes to set annual targets for public sector organisations having 250 or more employees which required a minimum of 2.3% of the head count to be apprentices.

With regards to private organisations the Borough could not force them to increase apprenticeships, however we could be a conduit to help them improve their offer. On 17 March 2017 the Borough would be holding an apprenticeship day and Panel Members were welcome to attend.

(Cllr Jones and Cllr Dr L Evans joined the meeting)

The Chairman asked how many apprenticeships the Council had three years ago and was informed that it was about 6 per year.

Cllr Bowden mentioned that our sub-contractors were to be encouraged to take on apprenticeships and asked if the Council could offer driving lessons or specialist driver training. The Panel were informed that the Government had changed the apprenticeship framework that were developed by employers and there were a lot of incentives available.

Cllr Quick said that section 2.8 of the report mentioned a joint venture being undertaken to create 62 new apprenticeships and asked if these would be in the construction industry. Cllr Rankin replied that this would be the case if the joint venture was approved by Council.

Cllr Jones mentioned that the schools minister had indicated that in most cases the LEA would be responsible for paying the new levy especially if small school could not take on apprenticeships. Cllr Rankin replied that the levy would be taken from payroll and Cllr N Airey and the Managing Director would need to discuss the implications with schools on an individual basis. Cllr Jones suggested that the £15k given to offset the levy could be used to help the impact on smaller schools.

Resolved unanimously: that the Corporate Services O&S Panel considered the Cabinet report and fully endorsed the recommendations. The Panel request that Cabinet review the implications of the Apprenticeship Levy being charged to small maintained schools especially the adverse impact on their budget.

FINANCIAL UPDATE

Cllr Jack Rankin Lead Member for Economic Development and Property presented the report regarding the Council's financial performance to date.

Cllr Rankin informed the Panel that Cabinet was due to consider the proposed Budget for 2017/18 that was aimed at protecting the most vulnerable residents as well as laying out the serious investment required to deliver regeneration projects as well as remaining a low tax Council, with the core Council Tax rising by less than one percent.

For this financial year the report was showing a projected £539,000 underspend on the General Fund which was a further improvement of £66,000 since the report was last presented to Cabinet. Cllr Rankin reported that as such the Council remained in a strong financial position with combined General Fund reserves of £6.37 million, which was in excess of the £5.27 million recommended as a minimum level.

Cllr Rankin gave the following update regarding each of the Council's directorates:

Adults, Children and Health Services were projecting an overspend of £72k which was a decrease of £120k since last reported. There had been significant impacts; both favourable and adverse coming from demand led services, especially where demand was difficult to predict and when small fluctuations could have significant impact.

Corporate and Community Services were predicting a £64k underspend with improved positions in development and regeneration being offset by small pressures in leisure services and visitor management.

Operations and Customer Services were reporting an underspend of £542k which was an improvement of £11k since last reported. There had been revenue additions of £45k for ICT transfer to Optalis and £20k into CCTV.

Cllr Rankin also directed the Panel to the cash balances projection which was in line with previous months, he also pointed the Panel to section 4 of the report that highlighted the capital programme with reported slippages. Cllr Rankin reported that the proposed budget estimated new borrowing requirements of £73 million.

Cllr Rankin thanked officers and Members for all their hard work in steering the authority into a good position; especially when considering the financial position being reported by other authorities setting their budgets.

Cllr Quick asked for clarification on section 4.14 of the report where it was reported that £700k provision for additional traveller pitches would no longer commence due to S106 funding not being received. It was agreed that an update would be circulated to the Panel.

Cllr Dr L Evans mentioned that the report showed that there had been a decrease in spend for adult social care but the authority was trying to get more funding into adult mental health. The Panel were informed that this was about better commissioning of placements that had produced a saving.

Cllr Jones reported that the smoking cessation contract was about being pro-active and thus she was concerned that there was a reported underspend. Cllr Rankin reported that the saving was as a result in the review undertaken by Cllr Carroll that resulted in the targeted approach.

Cllr Jones asked if there would be any impact regarding the traveller pitches that were not going to be produced. The Panel were informed that the assessment criteria had changed and new assessments were being carried out as part of the borough local plan.

Cllr Dudley reported that with regards to mental health there was expecting to be considerable demographic growth in the Royal Borough and that Cllr Carroll, Principle Member for Public Health and communications, was looking at Mental Health.

Cllr Dr L Evans reported that statistics showed that the borough had a net loss of people aged between 20 to 40 years of age but an increase in those 64 and over. Cllr Dudley replied that a main driver for young people leaving the borough was the cost of housing and that this would be looked at by the Borough Local plan. Statistics also showed the need to look at long term provision for adult social care.

Cllr Dr L Evans also asked if the slippage in the Capital Programme could adversely impact on a projects cost. The Panel were informed that slippage on the programme usually occurred as invoice cycles of contractors did not fit into the Council's Financial cycle.

Resolved unanimously: that the Corporate Services O&S Panel considered the Cabinet report and fully endorsed the recommendations. The Panel have requested additional information regarding the additional traveller pitches as detailed in section 4.14 of the report.

COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK QUARTER 3 2016/17

The Panel considered the latest performance management report due to be presented to Cabinet.

The Chairman informed that Cabinet had previously agreed that Lead Members whose indicators were off target for two consecutive quarters should attend scrutiny to explain what remedial actions were in place. Due to this meeting being called at short notice the Lead Members would be invited to the Panels next meeting.

The Strategic Director for Corporate and Community Services introduced the report and explained that Cllr McWilliams had informed that overall, performance had improved compared to the previous quarter, with 68% of indicators on target. Where indicators were off-target, improvement plans, agreed with the Lead Member, were in place and published on the borough website.

The Panel were informed that the document was continually evolving and further improvements to the layout and use of data were planned for the next quarter.

Cllr Dudley informed the Panel that it was important that Lead Members were aware of their responsibilities and thus was pleased to see that they would be held to account when performance was off target.

Cllr Dr L Evans reported that she felt that the document was still trying to report on too many indicators reporting at different levels and she felt that there should be three or four high ranking areas reported. The Panel were informed that local government was unique in the diverse areas that it covered and thus it would be difficult to assess performance in a few indicators. The number of reported performance indicators had been reduced and further refinement would continue.

Cllr Dr L Evans mentioned that some of the targets can take a long period of time to achieve and thus it would be useful to have a dynamic to show how performance has improved over time. The Panel were informed that this information was available and used to be in the IPMR but Members requested that the performance report be reduced and made more accessible.

Cllr Quick raised concern about the uptake of free school meals and asked if RBWM provided any support to schools to encourage uptake. Cllr Dudley informed that a paper was due to come to Cabinet and that it was important to try and improve the attainment gap for pupils on free schools meals.

It was noted that schools were trying to reduce the stigma attached with having free school meals by having on line registration and payment of school meals so pupils were not aware whose meals were free.

Cllr Jones reported that as early year pupils all received free school meals that there was no incentive for parents to register for 'free school meals' and thus some schools were losing funding.

Cllr Bowden questioned why the apprenticeships figures in the performance report were not the same as in the apprenticeships report previously considered. The Panel were informed that the performance report reported up to the end of quarter three and thus was behind the apprenticeships report that provided up to date data.

Cllr Bowden also raised concern about the use of 'deprived areas' for some of the targets as this could give a wrong impression of certain areas. The Panel were informed that the data related to indices of deprivation but the wording could be reviewed. Cllr Dudley reported that we had to be mindful that although we live in a wealthy borough we had to be mindful of pockets of deprivation.

Cllr Jones raised concern that smoking cessation targets were being missed yet the Financial Update report showed an underspend in this area and thus she would like to see further detail behind this indicator. Cllr Dudley replied that there would be a recovery plan on the RBWM website and Cllr Carroll would come to scrutiny to discuss issues raised.

Cllr Quick reported that with regards to complaints there was only one upheld. She felt it would have been useful to know how many complaints had been submitted to make this information meaningful. Cllr Dr L Evans mentioned that page 9 showed the number of complaints. She also raised concern that residents had mentioned to her that they had made contact with the borough but had not heard back.

Cllr Jones reported that she had asked for a report to come to the next Panel meeting regarding complaints and who to contact especially as the delivering differently projects were in place.

Resolved unanimously: The Corporate Services O&S Panel considered the Cabinet report and fully endorsed the recommendations. The Panel requested that the Lead Members should be Summoned as detailed in Table 6 (KPIs where performance was off target last quarter and is still off target in Q3 or measures that were on target in Q2 and have declined) attend the next Corporate Services O&S Panel (to explain what actions are being taken to improve performance and meet targets). Please see Cabinet resolution from 24 November 2016:

iv. Notes that if performance remains off target for two consecutive quarters, or the Corporate Services and/or relevant Overview and Scrutiny Panel decide the improvement actions have not been progressed, the relevant Lead Member(s) and officers should attend the next Corporate and/or relevant Overview and Scrutiny Panel meeting for further review

The Panel requests that Cabinet review the use of ‘deprived areas’ within the report as this gives a negative impression of certain areas. The Panel noted that Index of Multiple Deprivation was used.

With regards to ACH19 - Number of residents who quit smoking for at least four weeks in the three target cohorts (mental health, young people, pregnant women) concern was raised that this was reporting off target yet there was an underspend in this area. The Panel requests clarification relating to the underspend and more detailed data regarding the target.

FUTURE ROYAL BOROUGH SERVICE MODEL FOR RESIDENTS

Cllr Dudley, Leader of Council, introduced the Cabinet report regarding the proposed new delivery model for the council. Cllr Dudley explained that the way the council would operate was dramatically changing and was moving to a commissioning model.

The Panel were informed that although the number of staff employed directly by the council would reduce from 1076 to 489. The vast majority would continue to be involved in the provision of services to residents but employed not by the borough but by Achieving for Children, Optalis or Volker.

Cllr Dudley explained that the current strategic officer model had been brought in during 2013 with a Managing Director operating as a ‘first among equals’. It was the view of Cabinet that in a complex organisation there needed to be ultimate accountability and in the current model this could be blurred. A new structure was being proposed with the new service model and function map being shown in appendix 2A and 2B.

Cllr Bowden questioned the numbers regarding enforcement and Cllr Dudley replied that community wardens were not being transferred. There would be a report regarding enforcement going to Cabinet in April and that enforcement of residential parking areas would be a priority.

Cllr Bowden also mentioned that under shared services it mentioned the civic amenities site in Slough and asked if residents were aware that they could use this site. The Panel were informed that the site was well used by RBWM residents. The Chairman mentioned that residents should be aware they could use the site but at a cost to the authority; people should be encouraged to recycle more.

The Chairman also questioned the different costs for the landfill sites used by the authority at Bracknell, Thatcham, Surrey and Slough.

Cllr Jones reported that she welcomed the report and felt that the appendices showing lines of responsibility was useful.

Resolved unanimously: That The Corporate Services O&S Panel considered the Cabinet report and fully endorsed the recommendations. The Panel requested that when senior officers are appointed they are introduced to Members at Full Council and that a directory be produced so Members are aware of which officers they can contact. The Chairman felt that it should be also recorded which officers are attending full Council meetings.

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 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 5.00pm, finished at 6.30pm

CHAIRMAN.....

DATE.....

Report Title:	Council Manifesto Tracker
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Dudley, Leader of the Council and Chairman of Cabinet Councillor Gilmore, Deputy Lead Member for Manifesto Delivery
Meeting and Date:	Cabinet – 23 March 2017
Responsible Officer(s):	Russell O’Keefe, Strategic Director – Corporate and Community Services David Scott, Head of Governance, Partnerships, Performance and Policy
Wards affected:	All



REPORT SUMMARY

1. This report provides the details of progress that has been made against the Council’s 137 manifesto commitments, 24 (18%) are met, 109 (80%) are on target and 4 (2%) are currently unmet. Progress towards commitments are summarised in Tables 1, 2 and 3. Details of significant changes since the last tracker are set out at 2.9 – 2.11.
2. 18% of the commitments have already been met / achieved with a further 80% on target for delivery. Four of the commitments are just short or unmet, compared to three in September 2016 when progress was last reported.
3. The tracker report recommends that Members note the progress towards delivering the manifesto commitments and that Strategic Directors, in consultation with the responsible Lead Members, continue to work on the manifesto commitments to ensure successful delivery.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

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

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

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

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

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

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

Status	February 2017		September 2016	
	Number	Percentage	Number	Percentage
Met	24	18%	21	15%
On Target	109	80%	113	83%
Just Short	2	1%	0	0%
Unmet	2	1%	3	2%
TOTAL	137	100%	137	100%

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

2.6 **Table 2: Summary by Directorate**

Directorates	Status					Total
	Met	On Target	Just Short	Unmet	Not Available	
Adult, Children & Health Services	2	31	1	1	0	35
Corporate & Community Services	13	39	0	0	0	52
Operations & Customer Services	9	39	1	1	0	50
Total	24	109	2	2	0	137
September 2016 Total	21	113	0	3	0	137

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

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

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

Member Responsible	Status					Total
	Met	On Target	Just Short	Unmet	Not Available	
Cllr Hill	1	7	0	0	0	8
Cllr D Wilson	1	4	0	0	0	5
Cllr N Airey	3	8	1	0	0	12
Cllr Saunders	2	4	0	0	0	6
Cllr S Rayner	2	18	0	0	0	20
Cllr Rankin	1	8	0	0	0	9
Cllr Bateson	6	1	0	0	0	7
Cllr Targowska	0	1	0	0	0	1
Cllr D Evans	0	1	0	1	0	2
Cllr M Airey	0	1	0	0	0	1
Cllr McWilliams	0	0	0	0	0	0
Cllr Alexander	0	2	0	0	0	2
Cllr Sharma	0	2	0	0	0	2
Cllr Carroll	0	7	0	0	0	7
Cllr Gilmore						
Cllr D Hilton	0	2	0	0	0	2
Total	24	109	2	2	0	137
September 2016 Total	21	113	0	3	0	137

Changes since the last tracker

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

2.12 Table 4: Recommendation and Options

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

Option	Comments
commitments.	
This is the recommended option	

3. KEY IMPLICATIONS

3.1 Table 5: Key implications

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

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 No financial implications.

Table 6: Financial details

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

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

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report. Certain manifesto commitments may have legal implications and specific legal advice would be provided on the individual commitment at the appropriate stage where required

6. RISK MANAGEMENT

6.1 Table 7: Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk

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

7. POTENTIAL IMPACTS

7.1 An EQIA is not required for this report.

8. CONSULTATION

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

9. TIMETABLE FOR IMPLEMENTATION

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

9.2 Table 8: *Timetable for implementation*

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

10. APPENDICES

10.1 Appendix A: Council Manifesto Tracker

11. BACKGROUND DOCUMENTS

11.1 This report summaries progress towards all 137 Manifesto Commitments.

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

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

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

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

12. **CONSULTATION (MANDATORY)**

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

REPORT HISTORY

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

Manifesto Commitment Tracker

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

Ref	Manifesto Commitments	Principle or Deliverable	Theme	Expected Completion Date	Expected Outcome	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
01.07	Invest in technology to improve services to residents		Finance		All Directorates within the Council to invest in the use of modern technology to make tangible improvements for residents	Implement IDOX DMS to replace the Serengeti PAM module to improve resident access to Planning, Building Control & Licensing information via the RBWM website. Install Wi-Fi into all RBWM buildings to provide residents and guests free, reliable Wi-Fi.	31/01/2017	GREEN	Corporate & Community Services	Cllr Hill	Russell O'Keefe	An ICT service improvement plan is being developed based on feedback from the ICT Survey and staff/member feedback. The main points of this plan is to tackle the following: 1) VDI Performance 2) Updating the VDI platform with new software 3) Mobile devices 4) Telephony services 5) WiFi provision 6) Mobile reception improvements. All of these improvements will help us provide a fit for purpose ICT platform which is reliable and secure.
01.08	Encourage and support pop up shops		Finance		Increase and support pop up shops in town centres within the Borough, as well as opportunities through market places and other retailing space, e.g. farmers markets and parks.	The Maidenhead Town Partnership and Windsor and Eton Town Partnership Action Plan for 2017 includes an empty shop action plan. The plan will target long-term vacant units, identify possible units for pop-ups and promote the council business rate incentive for re-occupation of long term empty units. The town partnership will continue to support individuals and organisations seeking to investigate possibility of having a pop-up unit.	31/03/2017	GREEN	Corporate & Community Services	Cllr Rankin	Kevin Mist, Paul Roach, Steph James	Maidenhead - In February 2017 the Nicholsons Shopping Centre hosted a Valentines Pop-up weekend in partnership with local organisations Shabbytique and Eat on the High Street. Pop-ups are being discussed as part of the Berkshire College of Agriculture open day in the town centre in April to promote the educational offer locally. For Windsor Town Centre - Windsor and Eton town Partnership supported in the delivery of two pop up projects in King Edward Court Shopping Centre. In April 2016 Windsor and Eton Town Partnership funded and supported a special HM90 exhibition and workshop programme for 3 weeks to celebrate HM Queen 90th Birthday celebration. The Gallery featured 24 images of the Queen attending various events in and around Windsor. The workshops which took place over the school holidays encouraged children to design their own birthday cards to hand over to the HM. Over 400 cards were produced. Second pop up shop was launched in King Edward Court, Windsor. Busy Button a community interest company who specialise in community arts projects launched their new base in a vacant unit in King Edward Court Shopping Centre allowing residents to engage in numerous arts activities and work with individuals who may have been excluded from school. The project launched on 3 December 2016.
01.09	Consider further business rate relief to enhance & promote new businesses		Finance		An increased number of businesses making use of the revised empty shop relief initiative. Numbers will be kept under review and appropriate policy changes developed if needed.	Cabinet approved the introduction of scheme in March 2016. The scheme is currently underway with one award made this year to date. In 2015/16 there were 15 cases where Retail Re-occupation Relief was awarded with £169,000 of reliefs awarded to businesses.	31/03/2017	GREEN	Operations & Customer Services	Cllr Rankin	Andy Jeffs, Rob Stubbs	If Cabinet approves the new policy its success will be monitored, along with the other business rate relief policies, over the next six months.
01.10	Maintain our strong stance against benefit fraud		Finance		Corporate Investigations work is now carried out by the Shared Service hosted by Wokingham. Significant part of the focus of their pro active work is around fraudulent/erroneous claiming of discounts on Council Tax and Business Rates. Outcome will be reviewed as the shared service develops.	A report will go to A&PRP covering the annual reporting for the 2016/17 financial year in June 2017	30/06/2017	BLUE	Corporate & Community Services	Cllr MJ Saunders	Richard Bunn, Rob Stubbs	A progress report will be presented to the Audit and Performance Review Panel in December 2016 detailing work undertaken to September 2016. As at 31 August 2016 through the Council Tax Reduction, Business Rates Discount and Direct Payments schemes, the Investigation Team has identified £21,018.50 of overpayments which are recoverable. Seven Council Tax Reduction scheme penalties have been issued including one administrative penalty.

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

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

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

Ref	Manifesto Commitments	Principle or Deliverable	Theme	Expected Completion Date	Expected Outcome	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
04.01	Keep the weekly bin collection		Environment		Weekly bin collection maintained throughout the period of the current administration.	Review collection system ahead of the procurement of a new waste and recycling collection contract to start in April 2019, to ensure weekly bin collection is maintained.	01/04/2017	BLUE	Operations & Customer Services	Cllr Cox	Craig Miller	Weekly bin collections have been maintained during this period.
04.02	Improve the incentives for recycling e.g. through better Greenredeem rewards		Environment		Provide incentives from a minimum of 5 national brands and retailers to residents at all times and a range of a minimum of 5 new local rewards to residents each month. By the end of the administration over 120 reward partners should be linked to the scheme.	107 active reward partners currently available to residents. Greenredeem are seeking further reward partners in order to achieve the commitment within the term of the administration.	31/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	107 active reward partners currently available to residents, over 5 national brands are included within this. Further reward partners to be sought by Greenredeem and scheme to be marketed to residents not currently subscribed.
04.03	Recruit and promote recycling through local champions		Environment		4 local Community Champions a year will be recruited to help promote recycling within the Royal Borough. A team of 20 active Community Champions will be working in the area by the end of the administration. The champions will help at community events, and will promote recycling within their own local community. Each champion will be involved in at least one promotional activity a year, to encourage other residents to recycle more.	29 community champions have now been recruited in total, undertaking actions in their communities such as monitoring recycling sites, encouraging their neighbours to recycle and helping with stalls at community events. 20 community champions have been involved in recycling/waste promotional activity to date. Whilst the manifesto commitment has been achieved this activity will be continued above this level.	31/03/2017	BLUE	Operations & Customer Services	Cllr Cox	Craig Miller	Local community champions will continue to support waste and recycling promotion events. An awareness and marketing programme will be implemented with the support of champions through to the end of the financial year including main seasonal events e.g. Halloween and Christmas.
04.04	Double the number of community wardens from 18 to 36		Environment		Establishment of a pool of 36 multi skilled officers delivering community and enforcement services across a broad range of functions.	It was confirmed at Cabinet on 15 December 2016 that Community Wardens would not be considered alongside Civil Enforcement for future service delivery. Community Wardens are to be considered alongside other Community Protection & Enforcement Services with a view to greater integration. Options to be considered at Lead Member Briefing in February 2017 and future action plan produced.	31/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Doubling the number of Community Wardens is an integral part of the Delivering Differently in Operations & Customer Services project. A detailed business case will be submitted to Cabinet for review on 15 December 2016.
04.05	Continue to support the fight against anti social behaviour through our community wardens 24		Environment		Implement a phased programme to increase the number of Community Wardens to 36 (head count) resulting in at least ten additional enforcement functions being undertaken by Wardens (either new functions or those transferred from other departments realising efficiency savings).	Cabinet paper not submitted to December Cabinet in view of decision to be taken to no longer merge Community Wardens with Civil Enforcement functions. Proposal to reconsider TVP accreditation at Cabinet in April 17.	27/04/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Cabinet report detailing additional enforcement possibilities for Community Wardens to be submitted for review by Cabinet in December (following review of options with Lead Member in Sept '16).
04.06	Encourage more community groups to join Greenredeem and receive donations		Environment		Encourage a minimum of 30 community groups to register for the new Greenredeem scheme each year, and distribute £20,000 a year to the most popular projects, based on the number of Green Redeem points allocated by residents to each project on a quarterly basis.	Additional funding for community group rewards agreed as part of the Greenredeem extension. Details to be confirmed and advertised to community groups.	31/03/2017	BLUE	Operations & Customer Services	Cllr Cox	Craig Miller	Greenredeem launched as a stand alone scheme, distinct from the Neighbourhood Participatory Budgeting Initiative on 1 July 2015. Community Groups are invited to apply online to be part of the scheme. Residents can allocate points to their preferred community group project and the top five projects in each quarter receive £1000. Unsuccessful projects are moved forward into the next quarter. Each community group is eligible to be awarded a maximum of £2000 in a year period, with a maximum of twenty projects receiving a reward of £1000 during a one year period.
04.07	Implement a collective energy switching programme		Environment		A collective energy switching programme is implemented for Borough residents.	Partner agreed and contract finalised. First switching auction October 16. Second auction February 17. Update report to be provided to the Lead Member by the end of March '17.	31/03/2017	BLUE	Operations & Customer Services	Cllr Cox, Cllr Coppinger	Craig Miller	Scheme partner agreed and contracts signed (30 June 2016) with a view to implementing the Council's first energy switching auction in mid October
04.08	Continue enforcement of litter and dog fouling		Environment		100% of Community Wardens have the ability to enforce dog fouling and littering cases.	Dog fouling campaign undertaken at Braywick Park, 16 September 2016. Further campaign events planned for Ockwells Park 27 January 2017 and Clewer Memorial Park 17 February 2017. 157 fixed penalty notices issued for littering and dog fouling in 2016 calendar year. Performance report to be provided to Lead Member by end of March '17.	31/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	All Community Wardens have the ability to issue notices for dog fouling and littering offences. Awareness programme to be developed and agreed with Lead Member and implemented at key parks in and around Maidenhead, initially.

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

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

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

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

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

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

Ref	Manifesto Commitments	Principle or Deliverable	Theme	Expected Completion Date	Expected Outcome	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
07.04	Work with local organisations and homes to improve services for residents with dementia problems e.g. Alzheimers		Adult Services		A dementia strategy and smart action plan agreed by September 2016.	New Dementia Advisers are extending their role to work with all social care staff and the CCG to drive up the standards when working with people with dementia.	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Angela Morris	Draft Dementia Strategy completed. Final review with OPMH on 25th January 2016. Action Plan is in place and being reviewed by the Mental Health Commissioning Board. Regular updates will be reported to the Health and Social Care Joint Commissioning Board. Work with two organisations such as Alzheimers Dementia Support (ADS) and have a strategy in place by April 2016 including a smart action plan. Action plan in place and is structured around the key national and personal outcomes for those diagnosed with dementia. The dementia adviser is now on maternity leave and her post is being covered by two part time staff who have extensive knowledge of RBWM dementia services and direct experience of working with service users.
07.05	Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse		Adult Services		100% of all Adult Social Care staff fully trained to recognise symptoms of abuse by April 2016.	<p>RBWM is committed to ensuring that all adult social care staff attend the appropriate level of safeguarding training. RBWM is 100% in compliance that all adult social care staff have attended statutory safeguarding training.</p> <p>Safeguarding training is offered to RBWM staff and PVI staff. In 2016, 256 staff attended safeguarding training.</p> <p>Currently, a training needs analysis is being undertaken in RBWM to ascertain the levels of training required in the council to ensure we continue to be at full compliance. In addition, a review of the quality of training is being undertaken to ensure that it continues to be fit for purpose.</p>	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Coppinger	Angela Morris	<p>The Learning & Development Team provide a programme of Adult Safeguarding training at all levels. The courses and e-learning is available to all staff in the Royal Borough of Windsor & Maidenhead as well as the private, voluntary and independent sector (PVI). The training is accessible on Quality Matters, the borough's learning management system and are advertised in flyers via emails to managers and email group for the PVI. 151 people undertook courses in 2014/15.</p> <p>Ensure robust training programme for health, voluntary and independent providers and commissioners.</p> <p>The training programme has been agreed and signed off by the Safeguarding Adults Board sub-group and the quality of that training is monitored by the learning and development team. All training is advertised externally and is available to the PVI sector and attendance is monitored to ensure a wide section of the industry attends. An eLearning option is available to all staff, even those who are not required at a statutory level to attend training, this eLearning is advertised across the Council. In the last 12 months, 191 staff have attended safeguarding training. All staff within RBWM have received the required level of training as per statutory requirements.</p>
07.06	Support improved mental health services in the Borough		Adult Services		More effective use of existing resources to support a pathway to recognise dual diagnosis, chaotic lifestyles and suicide prevention is agreed and implemented by December 2016.	<p>RBWM is committed to Brighter Berkshire the Year of Mental Health. This is a county-wide collaboration that brings together local authorities, health partners, businesses, schools and the wider community to share experiences.</p> <p>The objectives of the campaign are: 1) increasing general awareness and reducing stigma, 2) sharing best practice and integrating work streams across Berkshire, 3) providing a communications platform for local authorities and partners to highlight their pledges and mental health strategies including individual case studies, and 4) promoting mental health across the political and health spectrum for the benefit of patients and residents.</p> <p>An RBWM action plan is being developed to be taken to the JHWP in February 2017 which outline our priorities this year and for the following three years. The three pillars are:</p> <ul style="list-style-type: none"> Mental Health in all policy approach. Building Resilience in Children and Young People. Strengthening communities through an asset based approach. <p>Initiatives include Mental Health First Aid (MHFA) Lite training for all managers in the council, MHFA training for all Borough schools, community choir, impact screening in all policies and asset mapping for example.</p>	30/04/2017	GREEN	Adult, Children & Health Services	Cllr Carroll	Angela Morris	<p>Senior management attendance at the Berkshire Crisis Concordat Group which works in partnership with all key agencies i.e. Health, Police, BHT.</p> <p>Themes from the Berkshire Crisis Concordat Group are then prioritised and agreed at the Joint Commissioning Mental Health Board which is chaired by Nick Davies.</p> <p>The Mental Health Partnership Board has a robust action plan and is making good progress on key elements of improving mental health services in the Borough.</p> <p>Partnership work evidences outcomes. To agree with our partners the Berkshire Health Foundation Trust and the Police and CCG how to support local residents who have mental health needs.</p> <p>RBWM continue to actively support and attend the Berkshire Crisis Concordat Group alongside all the other key agencies and themes from this group are prioritised and agreed at the Joint Commissioning Mental Health Board which is chaired by Nick Davies. The action plan has:</p> <ul style="list-style-type: none"> Seen the development of a Recovery College with a hugely successful consultation event on 5th July 2016 - 38 service users attending and a prospectus being developed to address the outcomes identified by service users. now seen the introduction of 4 physical activities per week provided by Sport in Mind with just one left to be organised. Friends in Need has a full programme of activities including weekends and evenings.

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

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

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

Ref	Manifesto Commitments	Principle or Deliverable	Theme	Expected Completion Date	Expected Outcome	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
09.06	Support the SMILE programme through our leisure centres		Public Health		100% of SMILE hours maintained (against 2015 baseline) 5% increase in SMILE attendances by April 2017	Apprentices to Sports Development/SMILE Coach/Co-ordinator role starting Feb 2017 - Induct and train. Vinny and Peter. 2017 events programme development. Additional rehabilitation equipment rolled out to all rehabilitation and SMILE sessions.	24/04/2017	GREEN	Corporate & Community Services	Cllr Carroll	Kevin Mist	New community session equipment in place. Xmas party on 27/11 (currently 112 tickets sold) New coach appointed to Wraysbury Village Hall and Holyport sessions New rowing machines, upright cycles and weights ordered for Rehabilitation sessions, December 2016 for use in 2017. Appointing apprentice to Sports Development/SMILE Coach/Co-ordinator role
09.07	Better deploy public health funds through objective assessment of effect and necessity		Public Health		Royal Borough Joint Health and Wellbeing Strategy agreed by April 2016 setting out the Borough's vision for public health.	Continue to monitor the existing public health services/contracts through quarterly contract monitoring to ensure that residents' needs are addressed and value for money secured.	31/03/2018	GREEN	Adult, Children & Health Services	Cllr Carroll	Hilary Hall	Implement the directorate commissioning framework ensuring that all public health services/contracts coming up for tender/renewal are assessed in line with the strategic priorities to ensure residents' needs are addressed and value for money secured.
09.08	Use best practise from overseas and other local authorities to greatest effect in the Royal Borough		Public Health		Four best practice Public Health ideas to be investigated per annum.	Deliver the Royal Borough action plan in support of the Brighter Berkshire initiative, focusing on three key pillars - internal policies and procedures that support staff in relation to mental health; education/training in schools around mental health; and mapping/signposting mental health services in the community.	31/12/2017	GREEN	Adult, Children & Health Services	Cllr Carroll	Hilary Hall	Roll out Diabetes Prevention Programme across the borough, targeting those with 'pre diabetes' to refer them to a bespoke programme in order to prevent further development of diabetes - initial roll out through three key surgeries agreed with the Clinical Commissioning Group.
10.01	Continue with the relentless commitment to deliver regeneration of the town		Maidenhead		Vibrant town centre.	Still on track to appoint Maidenhead development partner by June 2017.	31/05/2017	GREEN	Corporate & Community Services	Cllr Evans	Chris Hilton	West Street development framework being prepared. Options for St Clouds Way to be presented to Cabinet Regeneration Sub-Committee May 2016.
10.02	Improve parking arrangements near Maidenhead station 35		Maidenhead		Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.	Cabinet paper setting out proposals for Maidenhead Station forecourt incorporating parking arrangements scheduled for consideration in March.	23/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Procurement of a design, build, finance and operation of a new car park at Stafferton Way. Cabinet paper detailing a revised parking strategy is to be submitted to Cabinet for consideration in Oct '16.
10.03	Review and revise as necessary Maidenhead's masterplan, the Area Action Plan		Maidenhead		Up-to-date Area Action Plan (APP).	BLP Regulation 18 consultation taken place and responses to be incorporated into Regulation 19 version of BLP. Report to Full Council 26 April 2017 to approve.	26/04/2017	GREEN	Corporate & Community Services	Cllr Wilson	Jenifer Jackson	Draft Borough Local Plan to Cabinet on 24 November 2016 to endorse Regulation 18 consultation.
10.04	Keep the Town Hall		Maidenhead		Town Hall maintained.	None required to meet commitment. The Town Hall is still here.	31/03/2017	BLUE	Corporate & Community Services	Cllr Rankin	Chris Hilton	None required to meet commitment.
10.05	Keep free on-street parking		Maidenhead		On-street parking in Maidenhead will continue to be provided free of charge with additional spaces created.	Future parking strategy including commitment to free on street parking in Maidenhead agreed by Cabinet and full Council.	23/03/2017	BLUE	Operations & Customer Services	Cllr Cox	Craig Miller	Current Policy is free on-street parking in Maidenhead - 2016/17 Fees & Charges recommend no change to policy. Approved at Cabinet 11/02/16 subject to Council approval 23/02/16.
10.06	Support "shared space" arrangements to bring life to parts of the town centre		Maidenhead		St Ives Road, Queen Street and High Street to become shared space zones.	Shared Space requirement is built into brief for JV partner. Preferred Developer expected to be identified by March 2017.	30/03/2017	GREEN	Corporate & Community Services	Cllr Rankin	Chris Hilton	Progress JV developer selection, including shared space requirement

Ref	Manifesto Commitments	Principle or Deliverable	Theme	Expected Completion Date	Expected Outcome	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
10.07	Continue to offer more extended markets and events in the town centre, with improved advertising		Maidenhead		18 additional events held in Maidenhead Town Centre by December 2017 (compared to 2014/15 baseline of 168).	<p>Christmas 2016 was successful in attracting people to the town with footfall up 2.6% over November and December compared to 2015. The calendar year ended 19.7% up on the previous year.</p> <p>The post Christmas trading survey (37 respondents) showed 45.7% reporting increased trade over Christmas, 28.6% reporting trade was down and 25.7% unsure.</p> <p>86.1% were aware of the Christmas events and marketing for the town and 37.8% felt they helped attract footfall, 18.9% felt they didn't help, 27% reported footfall about the same and 16.2% were unsure.</p> <p>The calendar of events for 2017 is currently being finalised and sponsorship packages being developed for attracting additional income to expand the events programme for the town. The first quarter of the year will see Chinese New Year event (biggest yet), Valentines pop-up, Half Term Treasure Hunt in partnership with the Magnet, Shabbytique & Eat on the High Street (monthly), Pancake Race and Easter activities.</p> <p>Marketing will include monthly e-newsletters, Valentines social media campaign and posters and flyers for the various events in the town. Social media engagement continues to grow.</p>	28/04/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Kevin Mist, Steph James	<p>The focus is currently on the Christmas programme. The Christmas leaflet is currently being distributed to 60,000 households in and around the town centre. The festive events start with the Christmas Lights Switch on which take place on the 26 November and then there are events every weekend in the run up to Christmas.</p> <p>New events include a having penguins in the town centre and 2 late night shopping markets on the last 2 Wednesdays before Christmas. The Living Advent Calendar will also be returning after a successful first year in 2015.</p> <p>The Christmas trading period is very important to businesses, especially independents and through Enjoy Maidenhead a lot of marketing support is offered. As well as the Christmas leaflet there will be a bill board at Maidenhead station for the first time and bus back advertising. Social media will also be used to promote events and businesses in the run up to Christmas.</p>
10.08	Create a vibrant and lively town centre with space for community facilities and entertainment offers		Maidenhead		<p>4% increased overall footfall through Maidenhead town centre by 31/3/2017 (compared to 2014/15 baseline).</p> <p>2% increased night time footfall through Maidenhead town centre by 31/3/2017 (compared to 2014/15 baseline).</p>	<p>Footfall in Maidenhead in 2016 was 19.7% up on 2015. The beginning of 2017 has started positively with footfall year to date up 19.6%.</p> <p>The new amphitheatre created as part of the Chapel Arches redevelopment was used for the first time as part of the Christmas Lights Switch on event and proved popular. A booking process for community groups is being developed in partnership with the library with the aim of monthly events during the summer.</p> <p>New shop openings in Maidenhead in 2016 improved resident perception of the town centre; including H&M, Pandora, Smiggle, Warren James, Paperchase and Grape Tree. Vacant shops do still continue to be an issue particularly in secondary areas of the town.</p> <p>Meetings with businesses in secondary areas of the town centre are being arranged to expand the event programme to other areas of the town e.g. King Street as most events and activities in the past have been focussed on the retail core of the High Street.</p>	31/03/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Kevin Mist, Steph James	<p>Footfall in Maidenhead High Street for the year to date is currently 22.8% up on the previous year. Footfall increases are mainly during lunchtimes (increase in office workers in the town centre) and on Sunday's (increase in the number of events on Sundays).</p> <p>The new amphitheatre will be ready for use from November 2016 and will be launched on the same day as the Christmas Lights Switch on (26 November).</p> <p>An event programme for the amphitheatre space will be developed for 2017 to ensure the new space is utilised.</p>
10.09	Bring in Town Centre WiFi		Maidenhead		WiFi should be available in Maidenhead Town Centre – wherever anyone may wish to access online resources (see ref 13.11).	<p>Continue delivery phase with target 'soft launch' in May 2017</p> <p>Official launch Summer 2017 as part of town centre events (to be agreed)</p>	31/05/2017	GREEN	Operations & Customer Services	Cllr Hill	Ben Smith	<p>Continue delivery phase - phase I to 'Go Live' in December 2016 - implementation phase commenced: revised 'Go Live' date is May 2017.</p> <p>Continue to explore opportunities to develop network beyond the original scope - ongoing</p>
10.10	Smarten up street furniture to improve appearance		Maidenhead		Deliver the Maidenhead Public Realm Strategy.	Capital Bids declined, so Manifesto Commitment cannot be met for 2017/18. Further bid to be made in 2018/19 bid process.	31/10/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Chris Hilton	Project costed and approval for new capital bid to be made.
10.11	Continue to support Maidenhead Waterways		Maidenhead		Restore the historical Maidenhead Waterways.	Practical Completion May 2017	31/05/2017	GREEN	Corporate & Community Services	Cllr Rankin	Chris Hilton	Completion of sections north of Chapel Arches and underpinning to Chapel Arches Bridge still on track for November 2016.

Ref	Manifesto Commitments	Principle or Deliverable	Theme	Expected Completion Date	Expected Outcome	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
10.12	Explore extensions including mezzanine parking to existing surface car parks		Maidenhead		Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.	Parking provision paper detailing additional parking across the Royal Borough approved by Cabinet 26 January 17. Detailed feasibility to be undertaken for eight sites, seven in Maidenhead and one in Windsor including the use of mezzanine levels on existing assets. Investment case to be submitted to Cabinet in May and Full Council in June 17.	25/04/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	This will be incorporated within the Parking Strategy paper to be considered by Cabinet in Oct '16.
10.13	Improve access into the town centre for pedestrians		Maidenhead		10% increase in Maidenhead town centre footfall by April 2019 (compared to April 2015 baseline).	Maidenhead Town Centre Missing Links scheme likely to be included in Growth Deal 3 programme. Consultant to be appointed to develop business case.	31/03/2017	GREEN	Operations & Customer Services	Cllr Bicknell	Ben Smith	Continue project and progress development of proposals for component parts (car use; walking; cycling and public transport) and report to Cabinet in November 2016. The proposed strategy enables a range of infrastructure to be delivered which creates facilities to improve access to the town centre. This will support the manifesto commitment and create conditions to increase footfall which is linked to the 'offer' of the town centre. Access & Movement Strategy on hold pending development of traffic model and resolution of issues with Station Interchange scheme.
11.01	Review and increase parking provision in Windsor - including Meadow Lane car park in Eton		Windsor		Minimum of 200 additional car parking spaces in Windsor and Eton by April 2019.	Cabinet paper detailing additional parking provision with the Royal Borough approved by Cabinet 26 January 17. Detailed feasibility assessment to be undertaken for an additional deck at River St, Windsor. Investment case to be submitted to full Council April 17 for approval.	25/04/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Parking Strategy to be considered by Cabinet (Oct). Additional on street parking spaces are currently being reviewed with Ward Councillors along with the use of private parking in the evenings and at weekends. The review will continue until March 2017
11.02	Introduce 'pay on exit' parking in RBWM controlled car parks		Windsor		Pay on exit parking installed in 3 Windsor car parks by April 2019.	River Street equipment go live date scheduled end of February 2017, in order to avoid Christmas period 2016. Meadow Lane, Eton equipment to be activated by end of March following successful launch at River Street.	31/03/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	Install new parking equipment in Meadow Lane Car Park Eton and make live the equipment already installed in River Street Car Park by 31st October 2016.
11.03	Enhance and restore Alexandra Gardens		Windsor		Alexandra Gardens restoration works completed by December 2017. 10% increased resident satisfaction with Alexandra Gardens by April 2018.	New entrance plans being developed with water feature, access ramp, steps and seating. Opening planned for May 2017	26/05/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Kevin Mist	Work to replace the Depot in Alexandra Gardens, Windsor - area to be used to create new 'gateway' between the coach park and Alexandra Gardens. Design in progress Revised project plan shows final designs by the end of October 2016 work to commence on site 6 January 2017. Delayed due to staff resource issues. Work to start on site mid January (following restoration after Ice Rink removal)
11.04	Pursue options to promote a safe night time economy, maintaining residential amenity		Windsor		Implementation of an action plan resulting in a reduction of 10-15% of complaints regarding anti social behaviour in the Night Time Economy.	RBWM supporting a TVP pilot to have Police personnel located within the council's CCTV control room to enable more dynamic resource deployment. Review of CCTV system to be undertaken to identify options to utilise modern digital and wireless technology to provide better more flexible coverage in particular NTE locations approved by Cabinet in January 2017. Report to be submitted to Cabinet with outcome of full technological review.	24/08/2017	GREEN	Operations & Customer Services	Cllr Cox	Craig Miller	RBWM to coordinate a Stakeholder/Community problem solving workshop in conjunction with Thames Valley Police with a view to developing a robust Night Time Economy Strategy that empowers the NTE community to support and assist with NTE service delivery and management.
11.05	Campaign to keep Windsor police station open and accessible to the public		Windsor		Ensure accessibility to police services in Windsor.	Planning application submitted for RBWM element, due to committee 29th March 2017. Conditional contract with Police being progressed. Second RBWM application (in case TVP doesn't proceed) due in 19th Feb.	30/03/2017	GREEN	Corporate & Community Services	Cllr Alexander	Chris Hilton	Still on track to submit planning application by 31 December 2016 and continue to work with Thames Valley Police.
11.06	Continue to support the taxi marshalling scheme		Windsor		Improved resident feedback.	Specification of new unit confirmed, Purchase order has been raised and delivered. Awaiting delivery of new unit before March 2017.	01/03/2017	GREEN	Corporate & Community Services	Cllr Cox	Kevin Mist, Paul Roach	New order to be placed for new booking office for Goswell Hill.
11.07	Work with the Crown Estate to enhance local sports and leisure facilities		Windsor		Four local sports and leisure facilities enhanced by September 2017.	Archery Club pavilion official opening in early 2017. Junior park run, 1st Sunday of the month, now at 113 participants.	27/03/2017	GREEN	Corporate & Community Services	Cllr S Rayner	Kevin Mist	New pavilion for Archery Club in Home Park (public) now open. Junior Park Run session from Savill Garden Car Park, monthly on a Sunday.

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

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

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

Ref	Manifesto Commitments	Principle or Deliverable	Theme	Expected Completion Date	Expected Outcome	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
13.07	Continue channel shift to bring in more 24/7 council services		Council Transformation		By April 2018, the replacement CRM (Customer Relationship Management) and Telephony systems will provide the infrastructure for a 24/7 Council. In addition, the transformation programme is addressing simpler process, website content and increasing places where and how advice can be obtained. A) 70% of customer interactions will be via Digital Channels. B) The cost per transaction will be cheaper by 40%. C) There will be an increased range of customer service advice available in Libraries and other public buildings in line with ref 8.8.	In Q4 2016-17 Customers will be able to report Highways issues on line and integration will be developed to allow Environmental Service issues to be reported. The website content refresh will continue with a further 20% of the content having been reviewed and forms created.	31/03/2017	GREEN	Operations & Customer Services	Cllr Hill	Jacqui Hurd	At the end of Q3 2016/17, we will analyse how customers are contacting RBWM for services that are available in the digital offering. (6,300 My Accounts have been set up) The Website Homepage will be re-designed and implemented and 30% of the content pages will be reviewed. (In Progress - Home page design options created, and four services contents reviewed) The telephony requirements will have been fully scoped and options developed for a decision by Council. (This is deferred until August 2017 due to the focus being on the successful merger of Customer Services and Culture, Libraries and Registration Service) A review of the Eton Wick face to face Pilot will be undertaken to analyse the success of delivering of first tranche of customer services from within libraries. (Review completed) The Delivering Differently Project in Operations & Customer Services is proposing to review delivery of our Libraries and Customer Services functions, which will be considered by Cabinet in November 2016. (Cabinet agreed the merger and proposal goes to Employment Panel on 24 January 17)
13.08	Use libraries and other community facilities e.g. Parish offices and children's centres to enable greater access to council functions 41		Council Transformation		By April 2018, customers will be able to use a public building local to where they live to access a wider range of council services face to face and digitally.	Cabinet agreed the proposal to merge Customer Services and Culture, Libraries & Registration in November 2016 and Employment Panel on 24 January 2017. Following formal consultation on 30 January 2017 to 28 February 2017 staff will be appointed into roles by the end of April 2017, with the first service hub in Windsor Library going live by 1 June 2017. (This will be relocated back to York House following completion of the refurbishment)	28/04/2017	GREEN	Operations & Customer Services	Cllr S Rayner	Mark Taylor, Jacqui Hurd	The Delivering Differently project in Operations and Customer Services is proposing to review the delivery of Libraries and Customer Services functions. This will be considered by Cabinet in November 2016. (Approved at Cabinet in November 16)
13.09	Use benchmarking to compare our services with others		Council Transformation		Ensure that (Integrated Performance Monitoring Reports) IPMR Indicators are benchmarked against primarily similar authorities.	Benchmarking increased from 10 indicators to 24 in Q3. Further work will be undertaken in Q4 to refine benchmarking for planning indicators.	03/04/2017	GREEN	Corporate & Community Services	Cllr Dudley	Alison Alexander	The council's performance management framework is undergoing a comprehensive review and benchmarking more national and statistical neighbour performance wherever possible in the Q2 2016/17 report (November Cabinet) is a key priority for the revised framework.
13.10	Introduce a residents champion - a local ombudsman - to further improve our response to complaints		Council Transformation		A 'Local Ombudsman' is appointed by July 2016.	Post up and running and working on improving approach.	01/10/2016	BLUE	Corporate & Community Services	Cllr Hill	Russell O'Keefe	Job accountabilities and grade being agreed currently. Once agreed, the role will go out to recruitment.
13.11	Create widespread WiFi coverage for residents and visitors		Council Transformation		WiFi should be available where residents and visitors are, including parks, open spaces, all Council and Parish buildings, and car parks – wherever anyone may wish to access online resources.	A list of priority sites is being compiled for the next phase of the Wifi rollout (Corporate) which will provide greater Wi-Fi Servers at RBWM locations including public libraries. A Project is underway to install public Wi-Fi within the Town Centres and parks and other open spaces could be explored.	31/01/2017	GREEN	Corporate & Community Services	Cllr Hill	David Wright	Improving WiFi provision in Council buildings including Libraries, Town Hall and York House - 30 June 2016. The Council will create an agile project to map a prioritised list of parks, open spaces, parish buildings and car parks with a view to developing proposals for the roll out of further WiFi services - 30 June 2016.

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:	23 March 2017
Responsible Officer(s):	Russell O'Keefe, Strategic Director of Corporate and Community Services, Rob Stubbs Head of Finance.
Wards affected:	All

REPORT SUMMARY

1. This report sets out the Council's financial performance to date in 2016-17. In summary there is a projected £528,000 underspend on the General Fund, see Appendix A, which is a decrease of £11,000 from the February financial monitoring report. This is due to a net reduction in the underspend forecast in a number of service budgets, see section 4.
2. The Council remains in a strong financial position, with a combined General Fund Reserves of £6,359,000 (7.09% of budget) in excess of the £5,270,000 (5.88% of budget) recommended minimum level set at Council in February 2016.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) **Notes the Council's projected outturn position**
- ii) **Approves the Foster Care allowances contained in paragraph 4.4 and Table 2.**
- iii) **Approves a £65,000 loan the Crauford Arms Society Ltd. repayable after three months at a rate of 5% p.a. The loan would be secured on the Crauford Arms pub should the Society be successful in purchasing it. Details in paragraph 4.17.**
- iv) **Approves the addition of the Crauford Arms Society Ltd to the Council's counterparty list for loans.**

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

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

3. KEY IMPLICATIONS

- 3.1 There is a General Fund Reserve of £5,355,000 and a Development Fund balance of £1,004,000, see appendix B for a breakdown of the Development Fund. The combined reserves total £6,359,000. The 2016-17 budget report recommended a minimal reserve level of £5,270,000 to cover known risks for 18 months.

Table 1: Performance of general fund reserves

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

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1. The **Strategic Director of Adults, Children & Health Services** reports a projected outturn figure for 2016-17 of £57,333,000 against a controllable net budget of £57,364,000, an underspend of £31,000. This represents a change of £103,000 from the overspend reported in February 2017. The main changes from the previous month's report are:
- £117,000 saving comprise a £31k reduction in home to school transport - following detailed review of individual cases, £86k arising from delays in recruitment and reduced costs of placements for young people with disabilities.
 - £214,000 saving in services provided to people with learning disabilities following a detailed review of spending commitments and estimates of demand to the end of the financial year.
 - £56,000 pressure from one new high cost child residential placement in January 2017.
 - £100,000 pressure from legal advice provided in child care cases and agency staff in the PODs.
 - £72,000 net pressure from a range of services including the provision of occupational therapy equipment and placements of older people into residential and nursing homes.
- 4.2. Within the dedicated schools grant (DSG) two variances have reduced the forecast pressures by £86,000:
- £180,000 reduction in spend in respect of 3 and 4 year old children in private, voluntary and independent settings following the annual January "headcount" that informs this commitment.
 - £94,000 additional spend on independent special school places.
- 4.3. There are no projected variances to report within the HR budget.

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

Table 2: Foster care allowances

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

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

- 4.10. The projected pressure of £119,000 on Housing Benefits has been maintained. The latest estimate (January 2017) does indicate increased Housing Benefit Over Payment recoveries and an improved subsidy position. At this point it is appropriate to hold this projection. The position will continue to be reviewed in the remaining month.
- 4.11. Improved income reporting in Highways and Registrars is partially offset by additional pressures in Customer Services and Housing benefits, giving a net operational improvement of £11,000 from last month.

Revenue Budget Movement

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

Table 3: Revenue Budget Movement

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

Cash Balances Projection

- 4.13. Appendix D provides details of the Borough's cash balance which is based on the assumptions contained in the 2017-18 budget report. In addition to the investments in the 2017-18 capital programme, the borrowing expectations need to consider other capital proposals likely to come forward for approval during the year.

Capital Programme

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

Table 4: Capital estimates

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

Table 5: Capital programme status

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

Table 6: Slippage reconciliation

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

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

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

5. LEGAL IMPLICATIONS

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

6. RISK MANAGEMENT

Table 7: risks resulting from this report

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

7. POTENTIAL IMPACTS

7.1 None

8. CONSULTATION

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

9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately.

10. APPENDICES

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

11. BACKGROUND DOCUMENTS

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

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr. Saunders	Lead Member for Finance.	20/02/17	20/02/17
Cllr. Rankin	Deputy Lead Member for Finance.	20/02/17	
Alison Alexander	Managing Director.	13/02/17	13/02/17
Russell O'Keefe	Strategic Director of Corporate and Community Services.	13/02/17	
Andy Jeffs	Interim Strategic Director of Operations and Customer Services.	13/02/17	
Rob Stubbs	Section 151 Officer.	10/02/17	10/02/17

REPORT HISTORY

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

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Adult, Children's & Health Commissioning	7,636	7,113	694
Schools and Educational Services	5,285	5,278	(76)
Health, Early Help & Safeguarding	8,040	8,083	420
Health and Adult Social Care	32,408	33,012	(1,257)
Human Resources	1,167	1,537	0
A,C&H Management	834	1,116	188
Total Adult, Children & Health	55,370	56,139	(31)
Better Care Fund-Expenditure	9,915	11,047	0
Better Care Fund-Income	(8,485)	(9,822)	0
Total Better Care Fund	1,430	1,225	0
Maintained Schools	42,127	39,467	0
Early Years Education and Childcare Provision	7,154	6,335	(207)
Admissions and Pupil Growth	545	381	(40)
Support Services for Schools and Early Years	1,714	1,755	(207)
High Needs and Alternative Provision	13,430	13,641	1,177
Dedicated Schools Grant	(64,970)	(61,579)	(723)
Total Schools Budget (DSG)	0	0	0
Total Adult, Children and Health Services	56,800	57,364	(31)
Director of Operations & Customer Services	(27)	377	0
Revenues & Benefits	816	719	119
Highways & Transport	6,125	6,378	(50)
Community, Protection & Enforcement Services	6,957	7,223	(543)
Customer Services	1,704	1,813	106
Technology & Change Delivery	2,915	2,687	(40)
Library, Arts & Heritage Services	2,316	2,440	(20)
Total Operations & Customer Services	20,806	21,637	(428)
Director of Corporate & Community Services	85	146	0
Planning, Development and Regeneration Service	(813)	(696)	(62)
Corporate Management	433	654	(41)
Performance	429	454	(30)
Democratic Services	1,955	1,895	14
Elections	261	263	0
Legal	104	98	(19)
Finance	2,353	2,381	(20)
Building Services	40	26	20
Communities and Economic Development	(801)	(884)	74
Total Corporate & Community Services	4,046	4,337	(64)
TOTAL EXPENDITURE	81,652	83,338	(523)

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	81,652	83,338	(523)
Contribution to / (from) Development Fund	1,133	355	0
Pensions deficit recovery	2,115	2,115	0
Pay reward	500	5	(5)
Transfer to/(from) Provision for the clearance of Shurlock Road		(180)	0
Transfer to/(from) Provision for Redundancy		(422)	0
Environment Agency levy	150	150	0
Capital Financing inc Interest Receipts	<u>5,128</u>	<u>5,258</u>	<u>0</u>
NET REQUIREMENTS	90,678	90,619	(528)
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	<u>0</u>	<u>59</u>	<u>528</u>
GROSS COUNCIL TAX REQUIREMENT	<u>89,697</u>	<u>89,697</u>	<u>0</u>
General Fund			
Opening Balance	4,681	4,768	4,827
Transfers to / (from) balances	<u>0</u>	<u>59</u>	<u>528</u>
	<u><u>4,681</u></u>	<u><u>4,827</u></u>	<u><u>5,355</u></u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			

Memorandum Item	
Current balance on the Development Fund	
	£000
Opening Balance	649
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	<u>355</u>
	<u><u>1,004</u></u>

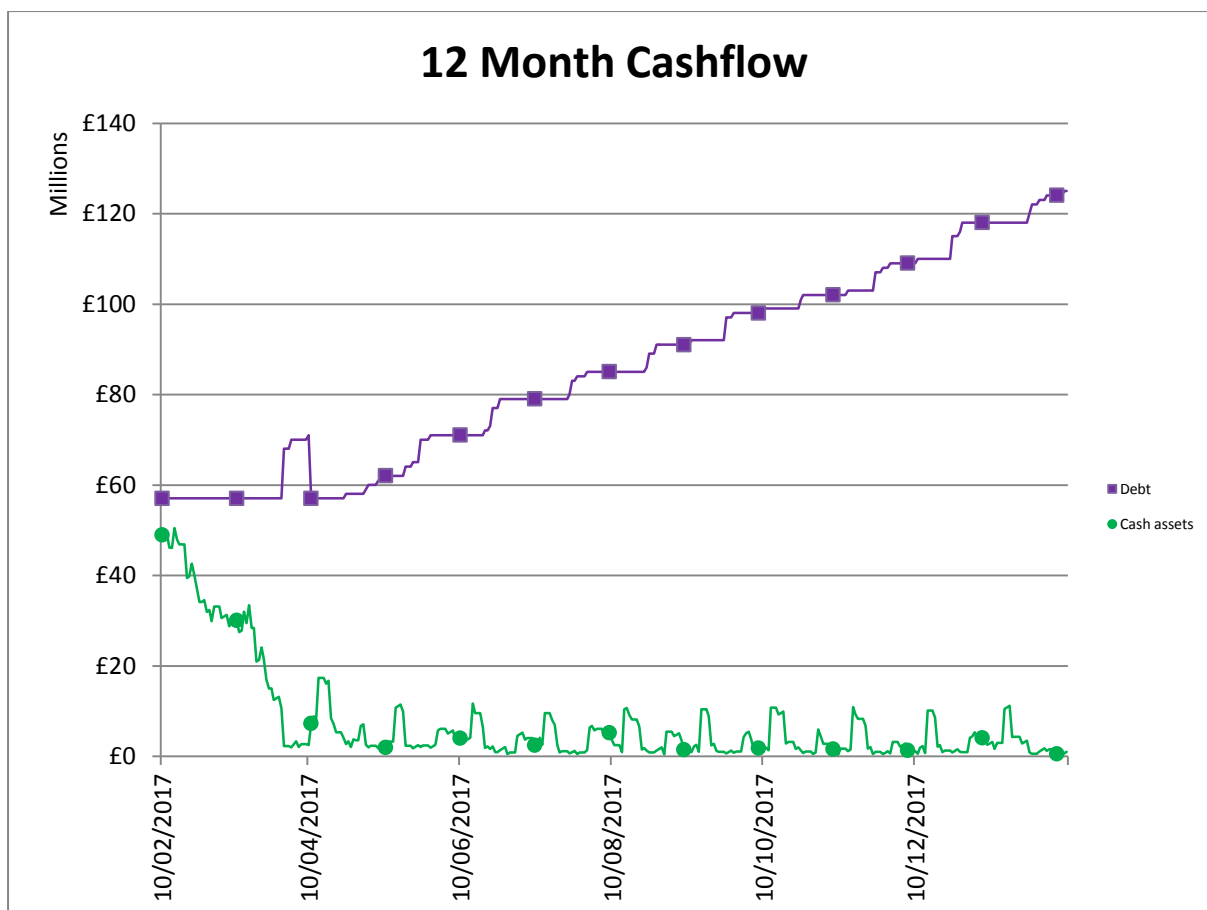
Corporate Development Fund (AE35) £000		
Balance B/F from 2015/16		649
Transacted amounts in 2016/17		
To/From Capital Fund		0
To/From General Fund		
Transition Grant (2016/17 budget - February 2016 Council)	1,278	
Restructure of the Development and Regeneration service (2016/17 budget - February 2016 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>1,004</u>

Budget Movement Statement 2016-17

	Funded by Development Fund (1)	Funded by the General Fund (2)	Funded by Provision (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
Original Budget					81,652	
1 Transforming Services	200				200	Cabinet March 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
Changes Approved	778	293	422	193	1,686	
Approved Estimate March Cabinet					83,338	

NOTES

- 1 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).
- 2 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.
- 3 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.
- 4 Transactions in column 4 are amounts approved in the annual budget which for various reasons need to be allocated to service budgets in-year. An example would be the pay reward budget. Pay reward payments are not approved until June. The budget therefore has to be re-allocated.



Note 1 – Reduced Council Tax and Business Rates collections in February and March coupled with the commitment to pay out £16m of LEP funding in March 2017 and £4.5m for the purchase of the Tenpin Bowling Alley site in Maidenhead causes a decrease in cash balances towards the end of the financial year 2016/17. Contract payments to AFC and Optalis due at the beginning of April 2017 will also reduce cash balances and increase the need to borrow.

Note 2 – Capital expenditure is projected to increase steadily throughout 2017/18. The exact profile may vary and monitoring of schemes and cash balances will decide the rate at which our borrowing will increase to ensure that no unnecessary debt charges are incurred.

Portfolio Summary	2016/17 Original Budget			New Schemes – 2016/17 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure					
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2016/17 Projected	2016/17 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)	
Community & Corporate Services															
SMILE Leisure	428	(120)	308	1,418	(120)	1,298	46	(14)	32	923	540	1,463	(1)	0%	
Community Facilities	155	0	155	330	(200)	130	17	0	17	267	77	344	(3)	-2%	
Outdoor Facilities	370	(100)	270	597	(154)	443	760	(486)	274	720	639	1,359	2	1%	
Property & Development	0	0	0	30	0	30	512	0	512	325	210	535	(7)		
Governance, Policy, Performance_Partnerships	588	0	588	340	0	340	406	0	406	539	207	746	0	0%	
Regeneration & Economic Development	6,377	(185)	6,192	10,788	(495)	10,293	4,812	(1,075)	3,737	10,397	5,210	15,607	7	0%	
Total Community & Corporate Services	7,918	(405)	7,513	13,503	(969)	12,534	6,553	(1,575)	4,978	13,171	6,883	20,054	(2)	(0)	
Operations & Customer Services															
Technology & Change Delivery	0	0	0	0	0	0	334	(6)	328	285	49	334	0		
Revenues & Benefits	0	0	0	162	0	162	48	0	48	96	114	210	0		
Customer Services	0	0	0	200	0	200	276	0	276	278	198	476	0		
Green Spaces & Parks	343	(308)	35	436	(322)	114	269	(136)	133	578	127	705	0	0%	
Highways & Transport	9,609	(3,155)	6,454	10,519	(3,555)	6,964	2,118	(892)	1,226	8,014	4,623	12,637	0	0%	
Community,Protection & Enforcement Services	890	(380)	510	960	(380)	580	993	(721)	272	1,445	465	1,910	(43)	-5%	
Libraries, Arts & Heritage	367	(295)	72	467	(295)	172	468	(147)	321	360	505	865	(70)	-19%	
Total Operations & Customer Services	11,209	(4,138)	7,071	12,744	(4,552)	8,192	4,506	(1,902)	2,604	11,056	6,081	17,137	(113)	(0)	
Adult, Children & Health															
HR	0	0	0	0	0	0	0	0	0	0	0	0	0		
Adult Social Care	41	0	41	48	0	48	217	(185)	32	216	51	267	2	5%	
Housing	0	0	0	10	(10)	0	2,397	(2,017)	380	632	575	1,207	(1,200)		
Non Schools	0	0	0	175	(130)	45	302	(229)	73	477	0	477	0		
Schools – Non Devolved	4,550	(4,190)	360	5,817	(3,852)	1,965	2,015	(2,015)	0	5,168	2,686	7,854	22	0%	
Schools – Devolved Capital	250	(250)	0	1,029	(1,029)	0	1,085	(1,085)	0	2,117	0	2,117	3	1%	
Total Adult, Children & Health	4,841	(4,440)	401	7,079	(5,021)	2,058	6,016	(5,531)	485	8,610	3,312	11,922	(1,173)	0	
Total Committed Schemes	23,968	(8,983)	14,985	33,326	(10,542)	22,784	17,075	(9,008)	8,067	32,837	16,276	49,113	(1,288)	0	

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

Capital Monitoring Report - February 2016-17

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

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

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £32.837m

Variances are reported as follows.

	Exp	Income	Net
Libraries, Arts & Heritage			
CL70 Library Management System Replacement	2	0	2 Final costs
CLB1 Additional Wifi and Broadband 2015/16	(2)	2	0 Final costs
CLC1 WW1 Commemorations & Re-enactment 2016-17	(60)	60	0 No match funding available. Scheme will not be undertaken.
CLC3 Sculpture Project - Danny Lane 2016-17	(10)	10	0 Underspent, after current commitments met.
Community Facilities			
CI19 PB Encourage New Businesses-Maidenhead	(2)	0	(2) Scheme complete
CV18 Improvement-Internet Connectivity Guildhall	(1)	0	(1) Scheme complete
Property & Development			
CX33 Project Meeting RoomMaidenhead	(8)	0	(8) Scheme complete
SMILE Leisure			
Outdoor Spaces			
CZ78 P&OS-Clarence Road Fountain (2014/15)	3	0	3 Revised Estimate
Community Protection & Enforcement			
CT52 Disabled Facilities Grant	(43)	43	0 Budget no longer required
Regeneration			
CI24 259 Ltd Opportunities for Private Rental	8	(8)	0 Revised Estimate
Adult Social Care			
CT43 Courthouse Road Conversion of Garage	2	0	2 Unforeseen Costs
Housing			
CT49 Provision of Additional Travellers Pitches 2014-15	(700)	350	(350) Planning Permission refused/delayed
CT51 Affordable Home Ownership Capital Investment	(500)	500	0 Budget no longer required. S106 funding will be used to fund the Brill House project in 2017/18.
Schools - Non Devolved			
CK01 Oldfield New School Fees & Miscellaneous Costs	(89)	89	0 Contract Variations
CK02 Oldfield School Contract	221	(22)	199 Contract Variations
CK03 Commissioning new school incl loose furniture & IT	(32)	32	0 Contract Variations
CSDS Maint Prog. Roofing, Guttering & Windows	(20)	20	0 Scheme complete.
CSFB Secondary & middle sch. Expans. Feasibil. 2015-16	(226)	226	0 Revised Business Case
CSFR Dedworth Middle School water supply 2015-16	(6)	6	0 Scheme complete.
CSFZ Newlands School rewire-2015-16	(9)	(9)	(18) Scheme complete.
CSGK Alexander First school Roof-2015-16	(7)	7	0 Scheme complete.
CSGM Dedworth Green Drainage Improvements-2015-16	(14)	14	0 Revised Business Case
CSGN Bisham Kitchen-2015-16	5	0	5 Revised Business Case
CSGZ Trevelyan School Roof Replacement	(20)	20	0 Scheme complete.
CSHE Furze Platt Junior Boiler Replacement	(6)	6	0 Scheme complete.
CSHU Windsor Girls Expansion	226	0	226 Revised Business Case
	(1,288)	1,346	58

Slippage is reported as follows

	Exp	Income	Net	
Previously reported slippage	(16,341)	2,593	(13,748)	
Regeneration				
Cl48 Development Manager, Maidenhead Regeneration	100	0	100	Reverse slippage
Green Spaces & Parks				
CZ91 P&OS-Ascot Roundabout War Memorial Fount 2014/15	0	55	55	Income budget on previously reported slippage to be utilised in 2017/18
Highways & Transport				
CD14 Bridge Parapet Improvement Works	0	30	30	Income budget on previously reported slippage to be utilised in 2017/18
CD15 Bridge Strengthening Scheme	0	145	145	Income budget on previously reported slippage to be utilised in 2017/18
CD18 Highway Drainage Schemes	0	37	37	Income budget on previously reported slippage to be utilised in 2017/18
CD23 Local Safety Schemes	0	78	78	Income budget on previously reported slippage to be utilised in 2017/18
CD27 Cycling Capital Programme	0	23	23	Income budget on previously reported slippage to be utilised in 2017/18
CD73 Replacement Highway Drain-Waltham Rd,White Walthm	0	71	71	Income budget on previously reported slippage to be utilised in 2017/18
CD75 Bus Stop Accessibility	0	45	45	Income budget on previously reported slippage to be utilised in 2017/18
CE08 Air Quality Monitoring Station-Purchase	0	18	18	Income budget on previously reported slippage to be utilised in 2017/18
Housing				
CT29 Low Cost Housing (S106 Funding)	(35)	35	0	Remaining budget to be spent in 2016/17
Schools - Non Devolved				
CSGC Oakfield First school windows-2015-16	0	13	13	Income budget on previously reported slippage to be utilised in 2017/18
CSHP Wraysbury school - Staffroom Extension	0	70	70	Income budget on previously reported slippage to be utilised in 2017/18
	<u>(16,276)</u>	<u>3,213</u>	<u>(13,063)</u>	

Overall Programme Status

The project statistics show the following position:

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

This page is intentionally left blank

Agenda Item 7

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

www.rbwm.gov.uk



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

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

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

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

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

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

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

Table 1:

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

3. KEY IMPLICATIONS

Table 2: Defined outcomes

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

4. FINANCIAL DETAILS / VALUE FOR MONEY

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

5. LEGAL IMPLICATIONS

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

6. RISK MANAGEMENT

Table 4: Potential risks

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

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

7. POTENTIAL IMPACTS

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

8. CONSULTATION

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

9. TIMETABLE FOR IMPLEMENTATION

Table 5: Indicative implementation timeline

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

10. APPENDICES

Appendix A – Shared service review detailed report

11. BACKGROUND DOCUMENTS

11.1 None

12. CONSULTATION (MANDATORY)

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

REPORT HISTORY

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

Agenda Item 8

Report Title:	Community Housing Fund
Contains Confidential or Exempt Information?	NO
Member reporting:	Cllr Jack Rankin, Lead Member for Economic Development and Property Cllr Ross McWilliams, Deputy Lead Member for Policy and Affordable Housing
Meeting and Date:	Cabinet Regeneration Sub Committee – 21 st March 2017
Responsible Officer(s):	Russell O’Keefe, Strategic Director of Corporate and Community Services
Wards affected:	All

www.rbwm.gov.uk



Royal Borough
of Windsor &
Maidenhead

REPORT SUMMARY

1. This report outlines details of the Community Housing Fund (CHF) allocation of £103,375 awarded by Government and makes recommendations for approval of this budget
2. On 23 December 2016 the Government announced the creation of a new, annual fund to help local authorities tackle problems linked to high levels of second home ownership in their communities. The Council has been allocated £103,375 for 2016/17 from the £60,000,000 CHF pot available nationally.
3. The funding is targeted at the community led / not for profit housing sector such as Community Land Trusts (CLT) to help deliver community led affordable housing developments aimed at first-time buyers in response to the problem second homes can cause in reducing supply.
4. CLT's are locally based not-for-profit organisations that own land and property in trust for the benefit of a defined community and thus offer a mechanism to provide affordable housing for rent or ownership in perpetuity. It is envisaged that Councils will work with local community groups such as CLT's to deliver affordable housing solutions that meet local needs.
5. As recommended in DCLG's funding guidance, Council officers have had an introductory session with the Rural Housing Enabler at Community Council for Berkshire and a community led housing expert (who has been appointed as lead contact for this area) on devising strong plans to secure the second tranche of this years funding allocation.
6. This report seeks approval for the use of the budget to commission specialist community housing consultants to investigate the feasibility of forming a CLT to provide affordable housing to meet local needs on Council regeneration sites. If the work concludes the CLT is viable then it is proposed that the remaining budget is used to provide revenue support to establish the CLT as a separate legal entity.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet Regeneration Sub Committee notes the report and:

- i) Approves a budget of £103,375 in 2017/18, funded by the 16/17 DCLG 'Community Housing Fund'.
- ii) Approves the use of this funding to explore the feasibility of a Community Land Trust and, if this approach is determined to be feasible by the Council, that the remaining monies would be used to support its establishment.

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

- 2.1 The grant award from the DCLG presents an opportunity for the Council (in line with the funding objectives and in response to local housing pressures) to establish a borough wide CLT who can potentially will work with the Council's Joint Venture and other Development Partners to deliver a number of affordable housing units within the four Maidenhead Town Centre council owned development sites (York Road, Reform Road, West Street and St Cloud's Way) and other sites within the Council's regeneration programme in the longer term such as Maidenhead Golf Course.
- 2.2 The delivery of community led housing will also contribute to the objectives of meeting the Borough's objectively assessed housing need of 712 homes per annum.
- 2.3 Due to its attractive location within the Thames Valley, being close to London and other employment centres the Borough has a prosperous local economy which has led to very high demand for housing. Consequently very high house prices has placed first time buyers and other low to mid income working groups at a disadvantage. This situation has also made it very difficult to recruit key workers such as teachers. Stimulating community led housing through the establishment of a CLT potentially offers an opportunity for the Council to facilitate the provision of a balanced range of affordable homes in the long term to meet the requirements of the wider community including key workers and armed forces veterans.
- 2.4 Development of other community led housing organisations such as Almhouses, Self Help Housing, Housing Co-ops and tenant controlled housing have been considered. However, subject to the feasibility work, delivery of affordable housing units long term through a CLT is considered potentially a better approach as there is a key opportunity to link this with the Council's regeneration programme.
- 2.5 The Council has received the first tranche of this year's grant allocation of £51,688. The second tranche of this years allocation of £51,687 will be paid if the Council can provide evidence by 10th March 2016 that robust plans are in place to use the grant to support development of community led housing projects in accordance to the funding objectives.

- 2.6 The DCLG guidance suggests that the funding in the first year is primarily intended for capacity building of community led housing organisations and grant awards in subsequent years are intended to support delivery of housing on the ground. In line with the DCLG guidance issued to grant receiving authorities, officers are collaborating closely with National Community Land Trusts Network, Building Social Housing Foundation, Community Council for Berkshire and other experts within the community-led housing sector to obtain advice and technical support on delivery options to establish how these funds may be used effectively. The Council has had an introductory session with the appointed community housing specialists in this area who provided advice on how the Council can develop strong plans for use of the funding to obtain the second tranche of grant.
- 2.7 To enable the Council to meet Government expectations of prompt commitment of spend, it is proposed that a budget is set up to cover the full amount of grant.
- 2.8 Approval is sought for the use of this year's grant allocation to fund feasibility work to develop and formalise a CLT. It is proposed that the grant will be used to commission a specialist community housing consultant to undertake feasibility work and option appraisals exploring how a CLT can be created to deliver affordable housing and identify ways that this organisation can dovetail with the Council's Joint Venture / Development Partner arrangements for the delivery of its regeneration programme. If the feasibility report concludes that the CLT is viable and can work alongside the Council's regeneration programme, then it is proposed that the remaining grant budget is used to provide revenue support to help formalise, strengthen and empower the CLT to become self sufficient.
- 2.9 The feasibility study will provide a report that will include an analysis of the baseline position, an options appraisal and a recommended approach for the Council to create and sustain a CLT who can deliver affordable homes as part of its regeneration programme. The study will investigate whether there are local community groups in the Borough who have an appetite for forming and running a CLT. If parties are identified then the appointed consultant will engage with them to provide specialist advice and build capacity to enable them to form a CLT. A review of local housing need will be undertaken to identify the affordable housing type / tenure needed to meet local demand. The study will go on to evaluate options for a CLT to deliver this housing type and set out the financial and non financial support that would be required. This includes an analysis of how the CLT could fit in / be accommodated within the Council's regeneration programme. The work conducted will study the capital and revenue implications of supporting a CLT and in particular the likely impact on capital receipts anticipated from the Council's regeneration programme. The study will also provide a financial model recommending the most appropriate approach to support a CLT to deliver new homes on a rolling basis in the long term without grant / external support. The estimated cost of this feasibility assessment work is £30,000 and will be undertaken by specialist community led housing consultants as suggested by in the Government guidance.
- 2.10 If the feasibility work concludes that a CLT is viable, given the above considerations, a balance of approximately £73,375 will be available to provide revenue support to enable interested individuals / community groups to come

together to create and formalise a CLT. The aim will be to equip these groups with knowledge and skills to run a CLT as a successful community business. These monies can be used to assist CLT members to engage legal, financial, professional services and obtain business planning training to prepare a Business Plan or the CLT. The Business Plan should robustly set out their vision / aims, details on how CLT members are recruited (so that they genuinely represent local people), steering group / governance arrangements, type of affordable housing to be delivered, the sites it will be built on, how it will be procured, an allocations policy setting out who will be eligible for these new affordable homes e.g. local / employment connections and restrictive covenant provisions to ensure these new affordable housing units are not lost in perpetuity by being re-sold / re-let at open market value which includes measures to prevent affordable rented homes from being lost through Right to Buy. The Business Plan should include a financial model which illustrates (particularly once the CHF grant support ends) how overtime the CLT can become self sufficient and self financing.

Table 1: Options Considered

Option	Comments
Option 1 – do nothing This is not recommended	Although the first tranche of grant paid is not ring fenced and therefore not likely to be clawed back by Government, an opportunity to secure the second tranche of this years grant allocation and subsequent CHF funding in future years to support community led housing activity will be missed.
Option 2 – use of the grant award to fund feasibility work and provide revenue support that will lead to the establishment of a CLT This is the recommended option	This approach is recommended as it will enable the Council to support community led housing developments through a CLT as part of its Regeneration Programme which will potentially contribute towards meeting its objectively assessed housing need by providing affordable homes to meet local aspirations on a long term basis.

3. KEY IMPLICATIONS

3.1 Table 2: Indicative Milestone Dates

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Appointment of specialist community led housing	Consultant not appointed	30.04.2017	15.04.2017	31.03.2017	30.04.2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
consultant					
Commencement of feasibility work	Feasibility work not undertaken	01.05.2017	15.04.2017	31.03.2017	01.05.2017
Feasibility / Viability Assessment Report	Feasibility work not completed	31.08.2017	15.08.2017	31.07.2017	31.08.2017
Business Plan for Community Land Trust	Business Plan not produced	31.01.2018	15.01.2018	31.12.2017	31.01.2018

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The Council has been allocated £103,375 for 2016/17 from Community Housing Fund. The DCLG has paid the first tranche of the grant of £51,688 in January 2017 and the second tranche of £51,687 will be paid later this financial year subject to the Council providing satisfactory evidence by 10th March that the money is being spent in accordance with the funding objectives. Future allocations from 2017/18 onwards will depend on how the 2016/17 allocation has been spent.
- 4.2 Officers have been advised that the CHF funding will run for a further 4 years, although at this stage it has not been made clear whether Local Authorities or the community led housing organisations will be the direct recipients in future years.
- 4.3 In compliance with the funding rules, the Council needs to demonstrate that it has clear plans / commitment for use of the CHF grant to generate community led housing activity in order to secure the second tranche of this year's funding and receipt of CHF grants in future years on a rolling basis. This report therefore recommends a proposal for the use of this year's allocation to appoint a specialist community housing sector consultant to undertake feasibility / viability work that will lead to formalisation of a CLT.
- 4.4 The DCLG's recommended specialist community led housing consultants will undertake this work which is estimated to cost between £25,000 and £30,000. Should the Council be successful in securing the second tranche of this year's allocation monies, it is proposed for the use of the balance of the budget which is estimated to be approximately £73,375 to provide revenue support to establish a CLT as a legal entity. If the feasibility work concludes that there is no appetite for a CLT and that a CLT would not be viable then alternative options will be explored and reported to Cabinet Regeneration Sub Committee, it can be decided whether or not it wishes to continue with the CHF grant project. If the Council decides that no further work is to be undertaken following the feasibility assessment then the first tranche of CHF funding will not have to be paid back to the DCLG as this spend is not ring fenced.

- 4.5 There is a need to provide a clear audit trail for the CHF spend and therefore the budget will need to be monitored and reported to relevant Members and the DCLG on a regular basis.

Table 3: New CHF grant funded budget

REVENUE	2016/17	2017/18	2018/19
Addition	£0	£103,375	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

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

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from this report.

6. RISK MANAGEMENT

Table 4: Risks Identified

Risks	Uncontrolled Risk	Controls	Controlled Risk
2016/17 grant allocation underspend and clawback	Low	Council will continue its dialogue with DCLG's recommended community housing specialists to receive advice options and opportunities to draw down future funding under this programme	Low – the first tranche of funding received of £51,688 will not need to be paid back.
Feasibility work concludes that Community Land Trust is not viable	Medium	Council will explore alternative options. The first tranche of grant monies will not have to be paid back should the Council decide not to undertake further work.	Medium

7. POTENTIAL IMPACTS

- 7.1 These will be reported as part of the feasibility work

7.2 An equality Impact Assessment Initial Screening has been undertaken and concludes this proposal will not unlawfully discriminate against any group or individual, or provide the grounds for such discrimination.

8. CONSULTATION

8.1 The report will be considered by Corporate Services Overview and Scrutiny Panel on 15th March 2017 and their comments will be reported to Cabinet Regeneration Sub Committee.'

9. TIMETABLE FOR IMPLEMENTATION

9.1

Date	Details
Immediately if report approved and decision not called in	Commence procurement process for consultant via Council's of DCLG's development framework.
30 th April 2017	Appointment of consultant / commencement of CLT feasibility / viability work
31 st August 2017	Feasibility Report
31 st January 2018	CLT Business Plan

10. APPENDICES

10.1 None.

11. BACKGROUND DOCUMENTS

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Jack Rankin	Lead Member for Economic Development and Property	3/03/17	3/03/17
Cllr Ross McWilliams	Deputy Lead Member for Policy and Affordable Housing		
Alison Alexander	Managing Director		
Andy Jeffs	Interim Strategic Director of Operations and Customer Services		
Rob Stubbs	Head of Finance		
Mark Lampard	Finance Partner - Corporate Services & Operations	22.02.17	23.02.17

This page is intentionally left blank

Agenda Item 9

www.rbwm.gov.uk



Report Title:	Local Enterprise Partnership Growth Deal Update
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr Jack Rankin, Lead Member for Economic Development and Property Cllr David Evans, Principal Member for Maidenhead Regeneration
Meeting and Date:	Cabinet Regeneration Sub Committee – 21 st March 2017
Responsible Officer(s):	Russell O’Keefe, Strategic Director of Corporate and Community Services
Wards affected:	All

REPORT SUMMARY

1. In February 2016 the Local Enterprise Partnership (LEP) received confirmation that it would receive its third growth deal of £36,227,000. As part of this the Maidenhead Missing Links Scheme, which was submitted by the Council to support the regeneration of Maidenhead, is one of the prioritised projects and was allocated £3,048,000, subject to completion and approval by the LEP of a satisfactory business case by November 2017
2. Alongside this, the Council in a previous LEP Growth Deal was allocated £6,750,000 for measures to improve access to Maidenhead station again subject to completion and approval by the LEP of a satisfactory business case by July 2017.
3. The report sets out the requirements and next steps for this funding.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet Regeneration Sub Committee notes the report and:

- i) **To note the funding recently allocated to the Council from the third Local Enterprise Partnership (LEP) Growth Deal and the requirements and next steps.**

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

- 2.1 The Council’s transport team originally submitted an expression of interest to the LEP for a scheme called Maidenhead Missing Links. The purpose of this scheme is to complete the missing links between development opportunity areas to the north of the A4 and improve their connectivity to the town centre of Maidenhead. A new pedestrian/cycle route travelling east/west is proposed which is then tied into new enhanced A4 crossings, including a new

pedestrian/cycle bridge. The routes will tie into the infill public realm areas in the town which will trigger a rationalisation of the core town centre roads.

2.2 The more detailed rationale that was provided with the submission was that there are a number of barriers to providing connectivity between existing and proposed urban conurbations to the north of the A4 and the town centre to the south. A new shared cycle/footway will link the St Marys development to the east with Kidwells Park to the west, while also providing improved connectivity to the future Magnet development site and the recently refurbished Kidwells Parks Estate. The East/West link is only part of the scheme, in that the need to break the severance of the A4 and improve connectivity to the town centre is also a key objective. The opportunity to improve existing crossing facilities and consider a new bridge crossing would also look to provide direct access to the heart of the town, the High Street. The High Street lies within the public realm proposals. There are key links to the east and the west which are missing, however to implement these areas, the existing town centre roads will need to be assessed and where possible there may be scope to further enhance these for pedestrian and cyclist usage. The new schemes would not only tie in with the development opportunities in the town, but building on the connectivity to the waterways project which seeks to enhance north/south links through the town centre.

2.3 Table 1 sets out a summary of the projects defined in the original submission,

	Table 1Item	Scheme	Budget
1	Upgrade link across Town Moor	A new 4m shared cycle/walking route across the Moor	£30,000
2	Replace the bridge over Strand Water between Town Moor and The Magnet	Implement a new bridge to support the 4m route across Stand Water	£400,000
3	Convert the crossing on Cookham Road to a toucan	Modify the crossing from a Pelican to a Toucan	£40,000
4	Construct new cycle links through Kidwells Park	Create a new 4m shared cycle/walking route across Kidwells Park	£40,000
5	Convert the underpasses at Sainsbury's & Bad Godesberg Way to shared use	Modify the subway to support use by pedestrians and cyclists	£10,000

	Table 1Item	Scheme	Budget
6	High Street (Queen Street to St Ives Road) Public Realm/ Paving Scheme	Extend the Public Realm Strategy to the east of the current High Street pedestrian only area.	£400,000
7	King Street Public Realm/ Paving Scheme	Extend the Public Realm Strategy between the pedestrianised High Street and the Broadway	£400,000
8	Construct new bridge over A4 to West Street	Consider a new 6m wide pedestrian and cyclist bridge only across the A4	£3,000,000
9	New connection between Kidwell Park and High Street	Improve the route from West Street to the High Street (Excludes any property purchase)	£50,000
10	Road Reconfiguration	The enhanced pedestrianised areas within the public realm scheme will impact on the ability to service and access the town centre roads as such they will need to be modified in terms of directional flow, one/two way operation and possible expansion of pedestrianised areas	£500,000
		Summary	£4,870,000

2.4 The key benefits set out in the original submission were:

- Better connectivity within Maidenhead Town Centre.
- Removing the severance of the A4 for recent and new residential development sites in the north Maidenhead area.
- Creating safe access for the West Street opportunity area and the town centre to Kidwells Park.
- Promoting better access to the employment and retail areas in Maidenhead Town Centre.
- Making local housing more accessible for people wanting to work within Maidenhead
- Improving the attractiveness of Maidenhead as a location for private sector investment and business; therefore supporting local development and employment growth.
- Increasing the level of trips to and from the town centre via sustainable walking and cycle modes, with the consequent benefits of easing traffic congestion on the local road networks.
- Increasing accessibility to local sustainable public transport options including Maidenhead station.

2.5 In February 2016 the LEP received confirmation that it would receive its third growth deal of £36,227,000. As part of this the Missing Links Scheme is one of

the prioritised projects and was allocated £3,048,000, subject to completion and approval by the LEP of a satisfactory business case by November 2017

- 2.6 Alongside this, the Council in a previous LEP Growth Deal was allocated £6,750,000 for measures to improve access to the station again subject to completion and approval by the LEP of a satisfactory business case by July 2017.
- 2.7 The business cases for both would usually need a benefits/cost ratio of two or more against the transport appraisal guidance. However, the LEP have recently indicated that for the Maidenhead Station scheme wider benefits such as to the regeneration programme and extra jobs created can all be applied over and above the standard transport benefits

Table 2: Options Considered

Option	Comments
Option 1 – To not develop the necessary business cases and prepare plans for implementation in liaison with the appointed Joint Venture development partner This is not recommended	This would mean the Borough would not benefit from significant funding for infrastructure to support the regeneration of Maidenhead.
Option 2 – To develop the necessary business cases and prepare plans for implementation in liaison with the appointed Joint Venture development partner This is the recommended option	This means the Borough will benefit from significant funding for infrastructure to support the regeneration of Maidenhead.

3. KEY IMPLICATIONS

3.1 Table 3: Indicative Milestone Dates

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Missing Links Business Case submitted to the LEP and implementation plan developed in liaison with JV partner	Business case and implementation plan not developed	November 2017	October 2017	September 2017	1/11/2017
Station Business	Business case and	July 2017	June 2017	May 2017	1/7/2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Case submitted to the LEP and implementation plan developed in liaison with JV partner	implementation plan not developed				

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The Council needs to provide at least 20% match funding to receive the LEP funding. Currently £2,000,000 is in the Council's Capital Cash Flow forecast for the Kidwells bridge element. Developer submissions for the joint venture have also allowed for the bridge. The Missing Links original submission also assumed private developer contributions amounting to a further £1,000,000. However, this would not be a requirement for receiving the LEP funding.

Table 4:

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

CAPITAL	2016/17	2017/18	2018/19
	Capital	Capital	Capital
Addition	£	£3,048,000	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from this report.

6. RISK MANAGEMENT

Table 5: Risks Identified

Risks	Uncontrolled Risk	Controls	Controlled Risk
Effective business cases and implementations	Medium	Council will work closely with JV partner to ensure a fully integrated approach is	Low

Risks	Uncontrolled Risk	Controls	Controlled Risk
plans not successfully developed		taken to support the regeneration of Maidenhead and that benefits are fully maximised	

7. POTENTIAL IMPACTS

7.1 These will be reported as part of the detailed business cases.

8. CONSULTATION

8.1 The report will be considered by Corporate Services Overview and Scrutiny Panel on 15th March 2017 and their comments will be reported to Cabinet Regeneration Sub Committee.

9. TIMETABLE FOR IMPLEMENTATION

Date	Details
30 June 2017	Develop business case and implementation plan for Maidenhead Station in liaison with JV partner
31 October 2017	Develop business case and implementation plan for the Missing Links Scheme in liaison with JV partner

10. APPENDICES

10.1 None.

11. BACKGROUND DOCUMENTS

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Comment ed & returned
Cllr Jack Rankin	Lead Member for Economic Development and Property	5/03/17	5/03/17
Cllr David Evans	Principal Member for Maidenhead Regeneration	5/03/17	5/3/17
Alison Alexander	Managing Director	5/03/17	5/3/17
Andy Jeffs	Interim Strategic Director of Operations and Customer Services	5/03/17	
Rob Stubbs	Head of Finance	5/03/17	

Agenda Item 10

Report Title:	Complaints Process after 3 April 2017
Contains Confidential or Exempt Information?	NO
Member reporting:	Councillor Hill, Lead/Principal Member for IT and Customer and Business Support
Meeting and Date:	Corporate Overview and Scrutiny Panel - 15 March 2017
Responsible Officer(s):	Andy Jeffs, Interim Director of Operations and Customer Services and Jacqui Hurd, Head of Library and Resident Services
Wards affected:	All

www.rbwm.gov.uk



Royal Borough
of Windsor &
Maidenhead

REPORT SUMMARY

1. This report explains the process of the complaints management and monitoring after the 3 April 2017 for partnership working with Optalis, Achieving for Children and Volker.

1. DETAILS OF RECOMMENDATION

RECOMMENDATION: That Corporate Overview and Scrutiny Panel notes the report and complaints process.

2. BACKGROUND

- 2.1 In April 2015 the complaint functions for both the statutory Adults and Children and corporate were brought together into one team to provide resilience and consistence across all directorates.
- 2.2 The formal Corporate Complaints policy was revised and published in October 2016 detailing specifically what a complaint is and reducing the stages from three to two before residents can escalate to the Local Government Ombudsman. Both the statutory and formal corporate complaints policies were brought together into a single document for ease, referenced in the background section.
- 2.3 Prior to the single team, the feeling was that the council did not take complaints raised seriously and that they were not responded to, or if they were not all the issues were addressed often resulting in senior officers, members and MP's being involved with residents frustrations multiple times.
- 2.4 In December 2016 the online complaints system was launched with residents for the first time being able to log and track their complaint online and various templates are now used to ensure that all complaint elements are individually captured and responded to and a decision made as to whether it is upheld (fully or partially).
- 2.5 From April 2017 the council moves into the implementation stage of delivering services through partners so it is essential that we maintain visibility of how any complaints made will be processed. Three services that will be delivered through partnership arrangements are Adult and Children Social Care through Optalis and Achieving for Children respectively and Highways through Volker.
- 2.6 The statutory complaints role for Adult and Children's is being retained by the council so that the improvements and resilience created remain and the complaints team will continue to support in exactly the same way as they do now.. Appendix 1 is a flowchart detailing the revised complaints process for Adults and Appendix 2 is a flowchart that details the revised process for Achieving for Children and Appendix 3 is a flowchart that details the revised process for Highways.
- 2.7 Essentially the change is, if a complaint is made direct to our partners, they are required to pass on to the complaints team within two working days for the team to then start to work on clarifying the complaint elements.
- 2.8 Ensuring all complaints are centrally monitored and recorded is a must to allow comparable accurate data and to monitor quality with the ambition to continually improve services from the learning understood as a result of complaints being received.
- 2.9 An annual report for Adult and Children's and Formal Corporate complaints performance for 2017-17 will be presented to Cabinet in May/June 2017.

3. KEY IMPLICATIONS

3.1 Not applicable

Table 2: not applicable

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 No financial implications

Table 3: 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 None

6. RISK MANAGEMENT

6.1 Failing to fully investigate, respond and remedy complaints correctly and quickly results in an increase in dissatisfaction and residents complaining to the Local Government Ombudsman.

Table 4: not applicable

Risks	Uncontrolled Risk	Controls	Controlled Risk

7. POTENTIAL IMPACTS

7.1 Not applicable

8. CONSULTATION

8.1 Not applicable

9. TIMETABLE FOR IMPLEMENTATION

9.1 Not applicable

10. APPENDICES

- 10.1 **Appendix 1 – Flowchart of the Adult Service complaints process after 3 April 2017**
Appendix 2 – Flowchart of the Children Services complaints process after 3 April 2017
Appendix 3 – Flowchart of the Corporate complaints process after 3 April 2017

11. BACKGROUND DOCUMENTS

- 11.1 The Royal Borough's complaints policy and procedure
https://www3.rbwm.gov.uk/downloads/download/433/complaints_policy_and_procedure

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Hill	Lead Member	7 March 2017	
Andy Jeffs	Strategic Director	7 March 2017	

REPORT HISTORY

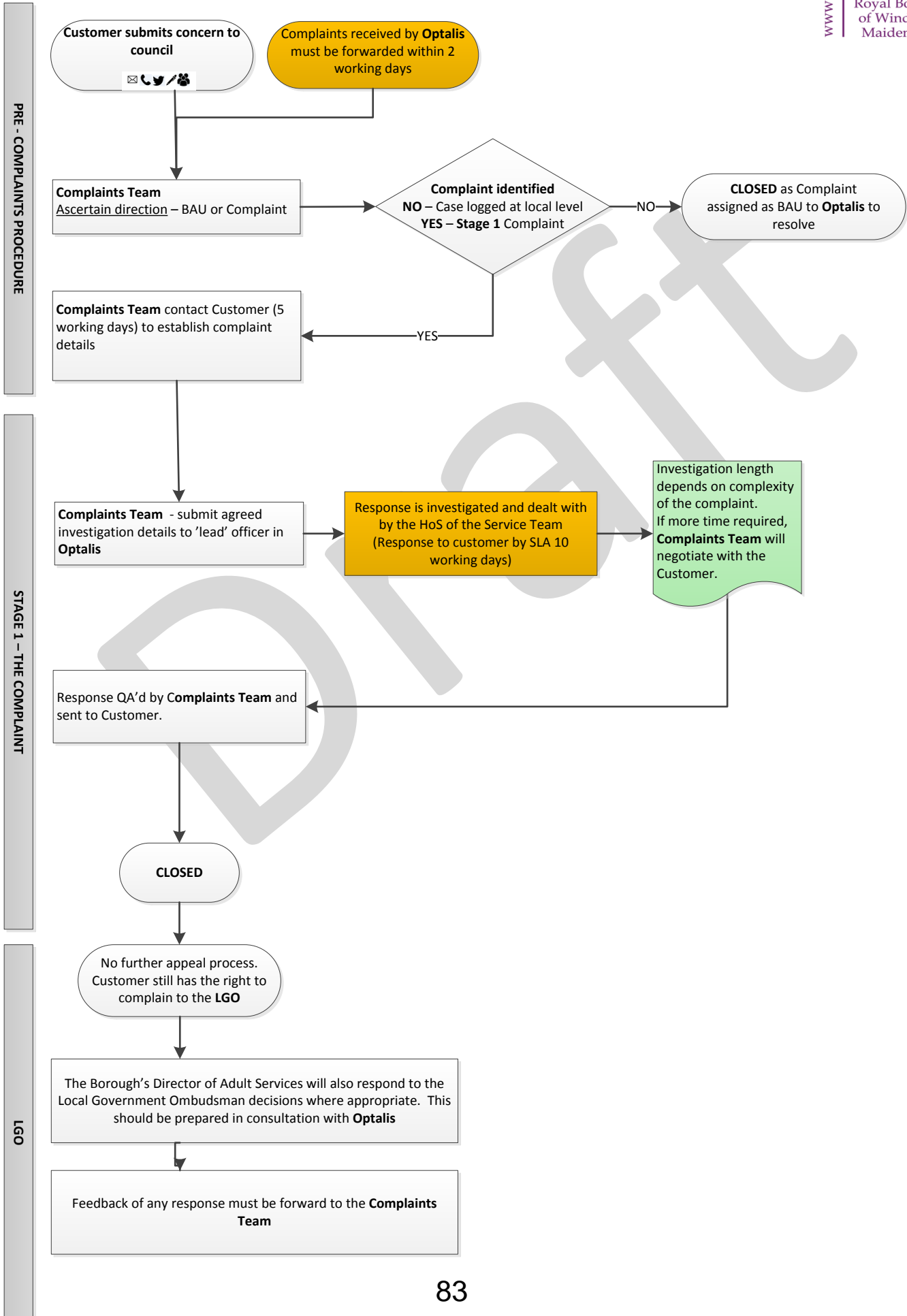
Decision type: For Information	Urgency item? No
Report Author: Jacqui Hurd, Head of Library and Resident Services	

Amended from 3rd April 2017

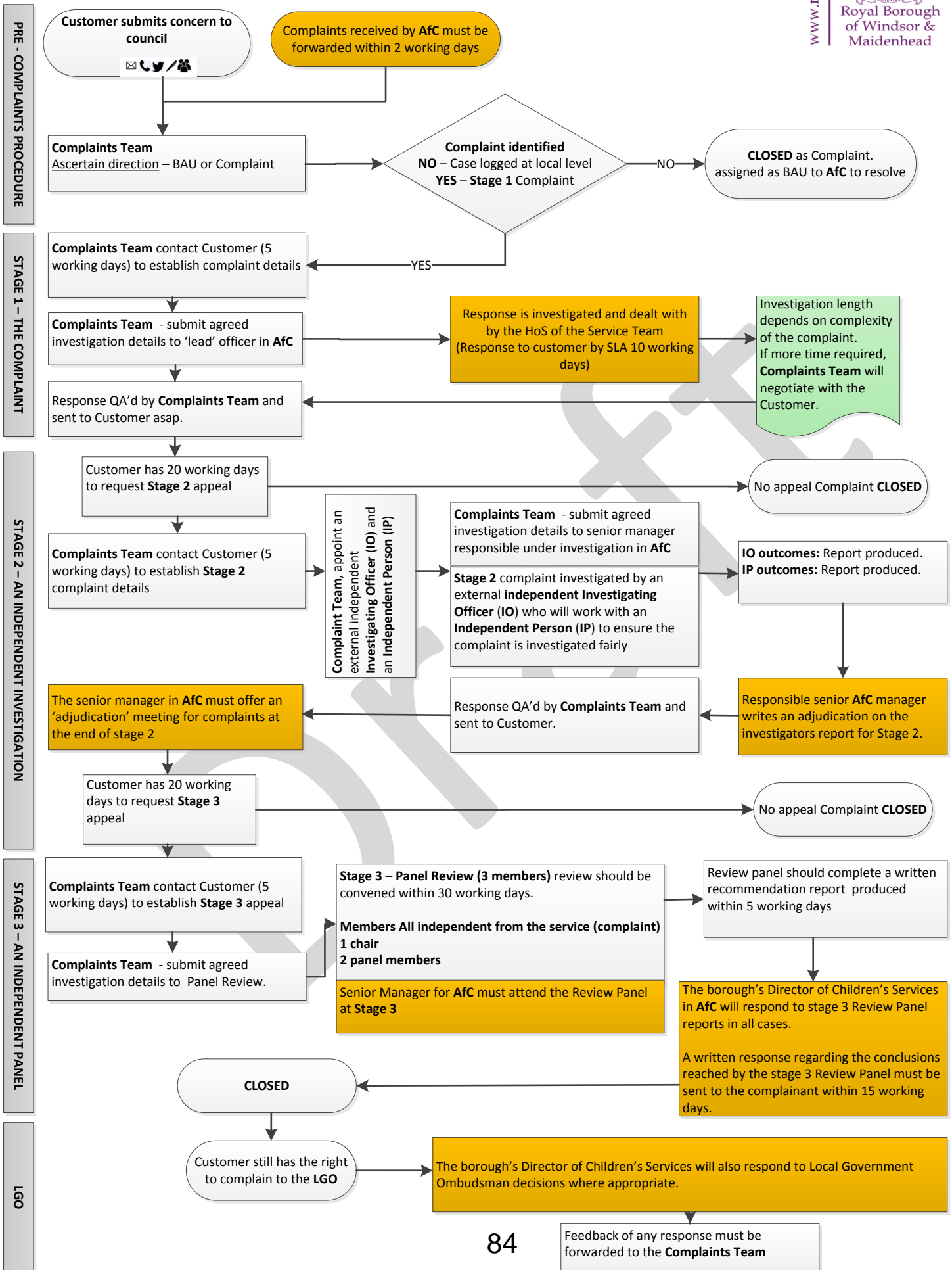
ADULT SERVICES Complaints Policy 1st October 2016

(Statutory, 1 Stage) Complaint must be made within 12 (twelve) calendar months of failure.

www.rbwm.gov.uk



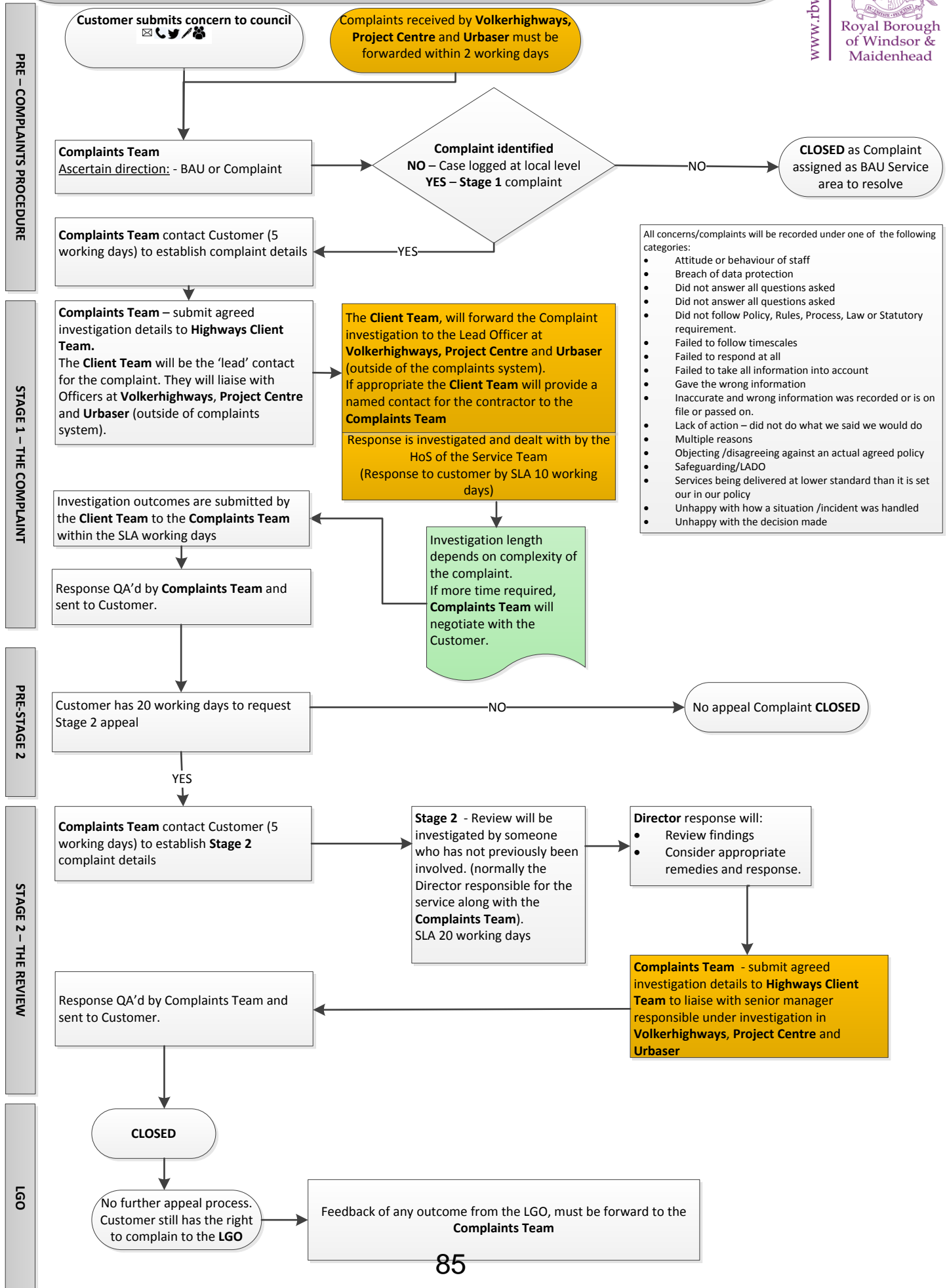
Amended from 3rd April 2017
CHILDREN'S SERVICES Complaints Policy 1st October 2016
 (Statutory, 3 Stages) Complaint must be made within 12 (twelve) calendar months of failure.



Amended from 3rd April 2017 FORMAL CORPORATE Complaints Policy 1st October 2016

(Discretionary, 2 Stages) Complaint must be made within 6 (six) calendar months of the failure.

www.rbwm.gov.uk



This page is intentionally left blank

By virtue of paragraph(s) 1 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) 2, 4 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

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