

Public Document Pack

NOTICE OF MEETING

CABINET

will meet on

THURSDAY, 28TH SEPTEMBER, 2017

At 6.30 pm

in the

**CONFERENCE ROOM (THE LOFT), BERKSHIRE COLLEGE OF AGRICULTURE,
HALL PLACE, BURCHETTS GREEN, SL6 6QR**

TO: MEMBERS OF CABINET

COUNCILLORS SIMON DUDLEY, (CHAIRMAN)
DAVID COPPINGER, (ADULT SERVICES & HEALTH INCLUDING SUSTAINABILITY)
(VICE-CHAIRMAN)
PHILLIP BICKNELL, (HIGHWAYS AND TRANSPORT)
CARWYN COX, (ENVIRONMENTAL SERVICES INCLUDING PARKING)
DEREK WILSON, (PLANNING)
NATASHA AIREY, (CHILDREN'S SERVICES)
MJ SAUNDERS, (FINANCE)
SAMANTHA RAYNER, (CULTURE & COMMUNITIES INCLUDING RESIDENT AND
BUSINESS SERVICES)
JACK RANKIN, (ECONOMIC DEVELOPMENT, PROPERTY & DEPUTY FINANCE)
DAVID EVANS, (MAIDENHEAD REGENERATION AND MAIDENHEAD INCLUDING
SCHOOL IMPROVEMENT)

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

DEPUTY LEAD MEMBERS: Councillors Ross McWilliams (Policy & Affordable Housing), Malcolm
Alexander (Streetcare and Windsor & Eton), Hari Sharma (Bus Champion), Marius Gilmore
(Manifesto Delivery), Mike Airey (Planning Performance), John Bowden (Aviation and Heathrow
Airport), Phillip Love (Maidenhead Regeneration and Maidenhead)

Karen Shepherd - Democratic Services Manager - Issued: Wednesday, 20 September 2017

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

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

Recording of Meetings - In line with the council's commitment to transparency the meeting will be audio recorded,
and filmed and broadcast through the online application Periscope. The footage can be found through the council's
main Twitter feed @RBWM or via the Periscope website. The audio recording will also be made available on the
RBWM website, after the meeting. Filming, recording and photography of public Council meetings may be
undertaken by any person attending the meeting. By entering the meeting room you are acknowledging that you may
be audio or video recorded and that this recording will be in the public domain. If you have any questions regarding
the council's policy, please speak to the Democratic Services or Legal representative at the meeting.

www.rbwm.gov.uk



AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence	
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest	7 - 8
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 24 August 2017 To note the Part I minutes of the meeting of the Cabinet Regeneration Sub Committee held on 5 September 2017	9 - 20
4.	<u>APPOINTMENTS</u>	
5.	<u>FORWARD PLAN</u> To consider the Forward Plan for the period October 2017 – January 2018	21 - 28
6.	<u>CABINET MEMBERS' REPORTS</u> <u>Chairman / Manifesto Delivery</u> i. Council Manifesto Tracker	29 - 56
	<u>Adult Services & Health / Highways and Transport</u> ii. Update on Pool Cars and Electric Vehicle Charging Points	57 - 78
	<u>Chairman</u> iii. Homelessness Strategy 2017-2022	79 - 106
	<u>Finance</u> iv. Financial Update	107 - 124

7. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

To consider passing the following resolution:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 8 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"

PART II

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p><u>MINUTES</u> To consider the Part II minutes of the meeting held on 24 August 2017</p> <p>To note the Part II minutes of the meeting of the Cabinet Regeneration Sub Committee held on 5 September 2017</p> <p><i>(Not for publication by virtue of Paragraph 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> <p><u>Details of representations received on reports listed above for discussion in the Private Meeting:</u></p> <p>None received</p>	125 - 130

This page is intentionally left blank

MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

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

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

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

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

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

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

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

Prejudicial Interests

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

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

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

Personal interests

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

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

This page is intentionally left blank

Agenda Item 3

CABINET

THURSDAY, 24 AUGUST 2017

PRESENT: Councillors Simon Dudley (Chairman), David Coppinger (Vice-Chairman), Phillip Bicknell, Carwyn Cox, Derek Wilson, Natasha Airey, MJ Saunders, Samantha Rayner.

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

Also in attendance: Councillor Lynne Jones

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

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors D Evans and Rankin.

DECLARATIONS OF INTEREST

None received.

MINUTES

RESOLVED UNANIMOUSLY: That:

- i) The Part I minutes of the meeting held on 27 July 2017 be approved.**
- ii) The Part I minutes of the meeting of the Cabinet Regeneration Sub Committee held on 25 July 2017 be noted.**
- iii) The Part I minutes of the meeting of the Cabinet Local Authority Governors Appointments Sub Committee held on 27 July 2017 be noted.**

APPOINTMENTS

None

The Lead Member for Children's Services commented that the council was proud of all the young people in the borough who had received their GCSE results earlier in the day. Results provided by the schools showed 80% had received a level 4-9 in the new grading system for English and Maths, against a national average of 72%. At A-levels 78% had achieved A*-C against a national average of 77%. She congratulated all young people, particularly those Children in Care. She thanked the hardworking staff and teachers at borough schools. The figures would be verified by the government in January 2018 and a report would come to Cabinet in March 2018.

The Chairman echoed the Lead Member's' comments, congratulating those who had got the results they had worked for and reminding those who had not done so well that hard work and perseverance would get them a long way in life.

On behalf of Cabinet, the Chairman also sent best wishes to Pat McDonald, the former Labour candidate in Maidenhead.

FORWARD PLAN

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

- The report 'Property Company,' scheduled for Cabinet Regeneration Sub Committee in September 2017, would be deferred to the October 2017 meeting.

CABINET MEMBERS' REPORTS

A) ARTICLE 4 DIRECTION

Cabinet noted that the report had been withdrawn because the purpose of the item had been superseded by an amendment to the General Permitted Development Order 2015 which secured the same effect. The Lead Member reported that Mark Newcombe had attended the Planning and Housing O&S Panel and had been supportive of the proposal. Following further checks of the legislation, the item had been withdrawn.

B) SCHOOL CATERING - REQUEST TO GO TO TENDER

Cabinet considered permission to seek proposals for a new school meals contract to run from 1 August 2018.

The Lead Member explained that 12 schools were currently involved, a further 8 would be informing the borough in September 2017 if they also wished to be included. The contract helped small schools in particular to get the best deal. The proposal was cost neutral for the borough as schools bought back the service.

RESOLVED UNANIMOUSLY: That Cabinet notes the report and approves:

- i) The procurement of a new catering contract for schools.**

C) TELEPHONY OPTIONS

Cabinet considered an upgrade of the council's telephone system at a capital cost of £273,000. The Lead Member explained that this was the next stage in the Delivering Differently program for Libraries and Resident Services. Following extensive research, the proposal was to upgrade the current system. This would take less time to introduce and enabled the council to work with a known supplier. It was also more cost effective. A project manager would be on-site for the duration of the upgrade over one weekend, to resolve any issues.

The current system was 12 years old. The council received between 600-1400 calls per day and therefore needed a system to meet the demand and allow flexibility. The upgraded system would allow information to be recorded directly and stored straight away. Abandoned calls could be returned and those on hold would be told where they

were in the queue. Staff had done well to improve the performance in relation to calls answered in 60 seconds from 60% earlier in the year to the current figure of 89%. The system would also bring benefits for staff. It was planned that the upgrade would be in place by the end of November 2017.

The Principal Member for HR, Legal and IT commented that the proposals were much needed and would make a significant difference to both residents and staff. She was supportive as the proposals would allow more efficient and flexible working, including the taking on of contingency staff when required. Both HR and IT would be looking how flexible working could be promoted; this was the first step. A contract strategy, flexible working strategy and IT infrastructure plan would be worked on over the next year.

It was confirmed that both the software and hardware would be upgraded. The Lead Member for Finance explained that the council was undertaking a capital investment with a variety of revenue implications, one of which would be the confidence with which the council would be charging Optalis and Achieving for Children for selling its availability., It would not change the value of the investment, but the council would be generating a confident return from it.

Councillor Jones stated that she was very supportive of the proposals. She asked for confirmation that the system was flexible enough to change with any changes made in the council and was robust enough to cope with future demand, rather than being a stop gap. The Lead Member confirmed that this was the case and that the number of licences could increase or decrease as necessary.

The Chairman highlighted the detailed questions that had been submitted by the Chairman of the Corporate Overview and Scrutiny Panel, and that detailed answers had been provided by officers.

RESOLVED UNANIMOUSLY: That Cabinet notes the report and:

- i) Approves capital budget of £273,000 in 2017/18 to upgrade the existing customer service centre and wider council telephony system.**
- ii) Notes the continued improvement in telephony performance, and requests quarterly updates on contact centre performance as part of the Performance Management Framework.**

D) FINANCIAL UPDATE

Cabinet considered the latest financial update. The Lead Member explained that of the £2.2m set aside to respond to unexpected issues, the council had hitherto not needed to spend much of the total. In contract the revenue account was projected to run £1.2m ahead of the targets set. This meant the council was £1m ahead overall in terms of the impact on reserves. The figure of £1.2m was predominantly related to volume driven aspects of Children's Services, as opposed to inefficient or ineffective delivery of services. In Adult Social Care the volume issue was running below what had been anticipated therefore this offered some mitigation. In the Communities and Place directorates, both anticipated balanced budgets at this stage.

The Lead Member highlighted that the council had agreed a budget including substantial tactical investments in excess of £75m during the course of the year.

Some of those investments were not happening as quickly as had been originally anticipated, therefore it was more likely than not that the council would be borrowing less than £70m.

In relation to business rates, the Lead Member highlighted a number of important new initiatives. A new Business Rate Relief for public houses was being proactively promoted to 89 public houses identified as fitting the guidelines. A new Discretionary Relief Scheme was focussed on Business Rate payers whose rateable value was less than £200,000 but whose bill had increased by more than 12.5% in the last year due to revaluation. The council's policy was being revised to make this clear and would be actively promoted; 34 businesses had already been identified and would be sent an updated application form in September 2017.

The Lead Member reported that, in agreement with officers and members of the Budget Steering Group, it was anticipated that the budget would be brought forward by 2-3 months. This was important as local authorities faced a number of challenges and it would allow issues to be discussed before the budget approval process began in the new year. A report would be presented to Cabinet in October 2017 to include savings, a capital expenditure plan and borrowing expectations for 2018/19.

The Lead Member for Adult Services explained that each year when the budget was set it took into account a number of cases that were yet to be determined, for example challenges from other local authorities as to which council was responsible for paying for an individual's care. The council had won three cases recently therefore the budget was not underspent and no-one was losing out on any care. Overall the council was spending more on Adult Services.

The Lead Member for Culture and Communities commented that since the promotion of Andy Jeffs to Executive Director, a new Head of Revenues and Benefits had been appointed. Business rate collection rates continued to be good.

The Executive Director confirmed that a response had been drafted for the Lead Member to agree, to respond to CAMRA in relation to rate relief for public houses.

The Principal Member for Neighbourhood planning and Ascot & the Sunnings welcomed the rate relief for small businesses, particularly retail, as there were a number affected in her ward.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) **Notes the Council's projected outturn position for 2017-18 and mitigating actions to address service pressures.**
- ii) **Approves the addition of a £173,000 grant funded budget to the capital programme to repair potholes across the Borough (details in paragraph 4.22).**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

The meeting, which began at 7.30 pm, finished at 8.19 pm

CHAIRMAN.....

DATE.....

This page is intentionally left blank

CABINET REGENERATION SUB COMMITTEE

TUESDAY, 5 SEPTEMBER 2017

PRESENT: Councillors Simon Dudley (Chairman), Jack Rankin (Vice-Chairman), Phillip Bicknell, Samantha Rayner, MJ Saunders, Derek Wilson, Christine Bateson, David Evans and Philip Love

Officers: Andy Jeffs, Russell O'Keefe, Alison Alexander, Wendy Binmore and David Scott

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Carwyn Cox.

DECLARATIONS OF INTEREST

Members requested it be noted that they were all likely to become users of the new Braywick Park Leisure Centre; and Councillor Derek Wilson declared that he was a Member of both the Maidenhead Town Partnership Board and ProM.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 25 July 2017 be approved.

BRAYWICK LEISURE CENTRE

Councillor S. Rayner introduced the report and stated that it was a marvellous opportunity to rebuild the Magnet Centre which was now 40 years old. It was time for a new leisure centre with a capital budget of £30,881,000 and an additional £2m previously approved at Full Council in February 2017. The new leisure centre was designed using the Braywick Park and it centred around the park land setting. There would be a garden walkway through to the centre and would provide an opportunity for not just sport, but for recreation, art and culture. Both herself and Councillor Saunders had worked together with a team they were proud of and who understood the concept and the need to deliver it for residents.

If approved by Council, the a planning application would be submitted in October 2017 and the leisure centre should be finished by the end of 2019. Councillor S. Rayner confirmed that the architects had received some tentative advice from planning officers prior to submitting the planning application.

Councillor Saunders reassured Members that costs would not spiral as there was good developmental control being applied. He had established clear expectations and financial parameters to ensure the budget was more than covered by receipts from the Magnet Centre. He anticipated that the redevelopment of the existing leisure centre would generate up to £38m.

Councillor Saunders confirmed that the design of the new leisure centre had satisfied all needs identified. During the process of identifying needs, Councillor Saunders and the project team had talked with stakeholders and clubs in the area and all had their input included; however, if further groups came forward with something that had not been included, the Borough would look to include it where possible.

Councillor Saunders explained that the site for the new leisure centre was to the east of the park due to contamination of land therefore, the project team were reasonably confident there would not be any complications when digging down and if there are, development costs should be met; however, until the digging starts, there will be a small degree of uncertainty but, there was a generous 10% construction contingency fund which should cover that; there was also a plus inflation protection contingency for the works too. Councillor Saunders was confident that the project would be delivered on time and within budget.

The Chairman stated the Borough did not have a strong history on completing projects in house on time and within budget and gave the Stafferton Link Road as an example. Councillor Saunders responded that cost consultants were already embedded in the team and that the budget was a product of their work. The architects were also very experienced in projects using restricted public funds and the project would draw on the experience of key officers. His belief was that the last time the Borough built anything similar in house, it was Manor Green school which was delivered on time and within budget.

Councillor D. Wilson stated that approximately £7m had been spent on refurbishing the Magnet Centre and he had said then that the Magnet was in the wrong location so it made sense to relocate it. He added that a consultation had been carried out in 2015 that asked if residents wanted the Magnet Centre moved and the majority of those that responded were in favour of the leisure centre relocating to Braywick Park. It was an exciting opportunity to have a state of the art leisure centre built without having to close the Magnet Centre till after the new centre was open.

Councillor D. Wilson said the design generated by the architects was quite beautiful with two entrances, one at the front and one at the back so it was accessible. There were some concerns regarding traffic but, with those being addressed, it was a fantastic opportunity which should be endorsed.

The Chairman stated he had received a letter from the Borough at his home address notifying him of the plans to build the new leisure centre; he queried how wide the notification to residents had been. Councillor S. Rayner confirmed a letter had gone to all residents in the neighbouring area, primarily from the Braywick Park area but also those residents that were nearby to the Magnet Centre.

The Chairman said he was concerned for the more elderly or frail residents that used the Magnet Centre for activities such as SMILE. The Magnet was in a central location to town but, Braywick Park was not so central so he wanted to know how those residents were being accommodated. Councillor S. Rayner said she had worked hard with the SMILE team to identify those residents and help them to maintain access. There were currently four bus stops that stopped outside Braywick Park and bus companies were being contacted to see if they would stop inside the site once the new leisure centre had opened. The project team were also keen for cyclists to access the site with secure bike storage racks and cycle route being installed and built.

When asked about car parking capacity, Councillor S. Rayner confirmed there would be 500 car park spaces when the building was completed. The Chairman stated the highway infrastructure was for the town as it was therefore, he wanted to know if any upgrading would be carried out to the highways in lieu of the Maidenhead Golf Course development being brought forward. Russell O'Keefe, Strategic Director Corporate & Community Services confirmed a transport consultant had run the flows through a model and it was deemed unnecessary to upgrade the junction. If other developments came online, the consultant would change the transport flow and then the junction may need adjusting. The Chairman queried the intention not to future proof the junction should the Golf Club development go ahead. David Scott, Head of Communities and Highways stated work was ongoing in that area; the leisure centre day was an extended day where there would be traffic peaks at different times from 6am to 10pm. There would be off peak and peak flows and the modelling took that into account with the roads as they were currently. The chairman stated from mid-2019 to 2023 the

Golf Club could be surrendered back to the Borough and the leisure would be operational well in advance of that so there was no point causing unnecessary upheaval for residents doing junction upgrades that were not required.

The Chairman suggested a new name for the Pearce Suite that was more up to date that resonated with younger residents. The Head of Highways and Communities explained that the Pearce Suite was so named as the land was gifted by J.W. Pearce and was in conjunction with Kidwells Park. Councillor S. Rayner said there was a Pearce Suite at the Magnet Centre and the plan was to keep it and upgrade it. The new leisure centre would be a more cultural space and was to include an auditorium. Councillor D. Evans said it would complement places such as Norden Farm as the size of the venue will complete the Borough's whole cultural offering. The Chairman suggested looking for a new name for the Suite and get residents involved.

Councillor Saunders said the Maidenhead Area Action Plan had aspirations for a concert hall within the York Road opportunity area, but due to costs and space constraints it did not go ahead; that was where the Desborough Suite programme came from which would go somewhere towards that aspiration. However, when the news of the Desborough Suite upgrade went out to the public, the Borough walked away bruised as it was too similar to that which was offered by Norden Farm and in direct competition. Therefore, it was logical for the Borough to have a more modest approach for an upgrade of the Desborough Suite to be more useable and get a 700 seat performance suite concert hall which was an elegant response to the Maidenhead Area Action Plans desire. Councillor Love stated the design of the new leisure centre was superb and the centre would be the end bus stop on many routes which means bus drivers could also use the new centre as a rest stop and get a coffee. It would also open up the Braywick Park Nature Reserve; it was a very exciting opportunity.

The Chairman stated he wanted to see extensive hoarding erected around the building site with the Borough logo and the details of the regeneration of the area and Maidenhead. Would be good to have a visual from Braywick Road with pictures. Councillor S. Rayner said it would explain the Borough's story for residents and visitors to show the Borough is investing in the local area.

Councillor S. Rayner confirmed that the architects designed a leisure centre that would make 75% in energy savings with 200 electric vehicle charging points. Councillor Bicknell said that half the site was for parking and that it was a shame the parking could not be moved underground, although he understood it would cost a lot more than surface parking. Councillor S. Rayner responded there were a lot of trees that had to be preserved and that restricted what could be done. Councillor Bicknell said when looking at the land increase in value, at £4m per acre, in 20 or 30 years, the car park may need to be made bigger, he suggested looking again at underground parking in the future. The Head of Highways and Communities stated that feasibility work was carried out and the design parameters were based on that study. The size of the pool had been increased to 12 lanes, the hall had built in flexibility, the spaces in the gym had been increased and the squash courts had moveable walls; therefore, increased use had been built into the design of the scheme. The Head of Highways and Communities confirmed that the new leisure centre would be big enough to allow for 2,000 new homes to be built in the area. The Strategic Director Corporate & Community Services stated that population projections had been used to predict future usage of the facilities.

Councillor Saunders clarified that the design of the new leisure centre was not yet the final design and that the detailed final version of the design would be ready for the planning application to be submitted.

RESOLVED UNANIMOUSLY: That Cabinet Regeneration Sub Committee noted the report and:

- 1) Noted the delivery of the recommendations in the Part II June 2016 CRSC report in appendix 1.**

- 2) **Approved the submission of a planning application for the provision of a leisure centre at Braywick Park using the concept design, appendix 2.**
- 3) **Recommended to full Council the approval of a capital budget of £30,881,000 (in addition to the existing £2m capital budget for 2017/18) for re-provision of the Magnet Leisure Centre based on the cost plan, appendix 3 (Part II).**

MAIDENHEAD STATION ACCESS UPDATE

Russell O'Keefe, Strategic Director Corporate & Community Services stated the report provided an update on the redevelopment of the forecourt of Maidenhead Station. The funding was subject to the LEP signing off the business case for the transport funding bid.

The scheme contained three core elements which were:

- i) Improved connections between journeys made on foot, bicycle, bus, train, taxi and car.
- ii) Improved linkages between the rail station and the town centre, with environmental enhancements for the station forecourt that will transform the area and create a high-quality gateway to the town centre.
- iii) Construction of replacement parking for any spaces that are displaced from the forecourt in order to create the interchange.

Project Centre had been commissioned for the design and specification of the scheme and he had received the first draft. The project delivered a new public space in front of the ticket office and the details were listed in section 2.6 of the report.

The Strategic Director Corporate & Community Services explained that sign off of the final business case by the Cabinet Regeneration Sub Committee, the scheme would be sent to the LEP for approval prior to funding being released. The LEP were keen to support the project and had agreed to widen the benefits of the project to more than just transport. The decision from the LEP was due 16 November 2017.

The Chairman stated he would write a letter to the Prime Minister requesting her support for the project and informing her that a decision was due on the funding from the LEP. Councillor D. Evans stated that he had attended meetings where the idea of a bus interchange had been brought up but, the land values in that area were very high with acquisition costs of £20m upwards; any interchange would mean buses would need to reverse out of the forecourt into traffic and he could not see a way to make it work the way things were at the current time. He added it had been thoroughly looked into but, at the present time, it could not be delivered. The Strategic Director Corporate & Community Services stated that in future, things might change but, it was not currently feasible.

The Chairman stated the Maidenhead Gold Club and other developments could mean parcels of land became available so it might be possible to look at a bus interchange then. It could be a far broader, exciting opportunity then.

Councillor D. Evans said that if a footbridge was installed at the site, it would need to be a statement bridge of high quality design, not just a functional bridge. The Strategic Director Corporate & Community Services confirmed there was a £2.5m budget set aside for a footbridge but, not for a statement bridge, that would cost more. He confirmed that design work was taking place on the bridge and work was being done to ensure that disabilities were being looked after and catered for. The Strategic Director Corporate & Community Services confirmed that the designs for the bridge would be available by the end of September or beginning of October 2017 and that the designs would be presented to the Cabinet Regeneration Sub Committee in October 2017. The bridge would form part of the business case and could also include a surface crossing. The Head of Communities and Highways said it was a very busy space in the town centre and so it was a challenge designing a statement bridge in a built up, busy area.

The Head of Communities and Highways confirmed that the Borough wanted to provide a drop off and pick up area for taxi's so there would not be many standing taxi's. A taxi rank for standing taxi's was located on Shoppenhangers Road nearby. The Strategic Director Corporate & Community Services confirmed that a consultation with taxi companies and drivers was taking place through Project Centre. Councillor D. Evans stated that when the project first started, it looked like the LEP funding would need to go back. The team had worked so hard to produce a scheme that worked in order to meet the criteria for the funding. The Chairman wanted to thank the LEP for their help and possible funding for the project.

RESOLVED UNANIMOUSLY: That Cabinet Regeneration Sub Committee:

- i) Noted the report and progress to date**
- ii) Noted the proposed timescales for developing the preferred option and developing the business case in order to secure Local Growth Deal Funding.**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

The meeting, which began at 4.30 pm, finished at 5.51 pm

CHAIRMAN.....

DATE.....

This page is intentionally left blank

Agenda Item 5

CABINET: 28 SEPTEMBER 2017

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Appointment of LA Representatives to Governing Bodies	Cabinet LA Governors Appointments Sub Committee - 26/9/17	Cabinet LA Governors Appointments Sub Committee - 5/10/17	Amended meeting date
Property Company	Cabinet Regeneration Sub Committee 5/9/17	Cabinet Regeneration Sub Committee 30/10/17	To enable a number of proposed schemes to be formally considered as part of the update
Homelessness Strategy (previously Housing Strategy)	Cabinet 28/9/17	No change	Change in report title only
River Thames Scheme – RBWM Funding	Cabinet 28/9/17	Cabinet Regeneration Sub Committee 26/9/17	To be considered by Sub Committee
Performance Management Framework	Cabinet 28/9/17	Cabinet 26/11/17	To become a biannual report
Pension Pooling	-	Cabinet 14/12/17	New item

FORWARD PLAN OF CABINET DECISIONS

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

The Council is comprised of all the elected Members

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

FORWARD PLAN

ITEM	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
22 1. Appointment of Local Authority Governors	Part exempt - 1	To consider the appointment of LA Governor Representatives to Governing Bodies of Schools in the Borough	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Mary Kilner	Relevant schools and governing bodies	n/a	Cabinet Local Authority Governor's Appointments Subcommittee 5 Oct 2017	
1. 2018/19 Budget Preparation	Open -	To consider savings proposals for the medium term financial plan.	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Adult Services and Health Overview & Scrutiny Panel tbc ; Children's Services O&S Panel 17 Oct	Cabinet 26 Oct 2017	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
23							2017; Corporate Services O&S Panel 24 Oct 2017; Crime & Disorder O&S Panel tbc; Culture and Communities O&S Panel tbc; Highways, Transport and Environment O&S Panel tbc; Planning & Housing O&S Panel 19 Oct 2017		
2. Options to Meet School Place Demand from 2019 Across the Borough	Open -	The report sets out a forecast of likely demand for school places and the impact on choice and availability before outlining a range of proposals to ensure residents can continue to access high quality schools from 2020.	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 17 Oct 2017	Cabinet 26 Oct 2017	
3. Financial Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel 24 Oct 2017	Cabinet 26 Oct 2017	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
1. Options for Community Land Trust	Part exempt - 3	The report will identify high level options supported by business plans and information on a Community Land Trust	No	Lead Member for Economic Development, Property and Deputy Finance (Councillor Jack Rankin)	Russell O'Keefe	Internal process	Corporate Services Overview and Scrutiny Panel 24 Oct 2017	Cabinet Regeneration Subcommittee 30 Oct 2017	
2. Property Company	Fully exempt - 3	Quarterly update on the activities of RBWM Property Company	No	Lead Member for Economic Development, Property and Deputy Finance (Councillor Jack Rankin)	Russell O'Keefe	Internal process	Corporate Services Overview and Scrutiny Panel 24 Oct 2017	Cabinet Regeneration Subcommittee 30 Oct 2017	
1. Annual Consultation on School Admission Arrangements	Open -	This is the start of the annual statutory consultation on admission arrangements	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Kevin McDaniel	Consultation with schools	Children's Services Overview and Scrutiny Panel tbc	Cabinet 23 Nov 2017	
2. Council Performance Management Framework Quarters 1 & 2	Open -	Report detailing performance of the Council against the corporate scorecard for quarter 2 2017/18	Yes	Deputy Lead Member Policy and Affordable Housing (Councillor Ross McWilliams), Chairman of Cabinet (Councillor Simon Dudley)	Hilary Hall	Internal process	Corporate Services Overview and Scrutiny Panel 16 Nov 2017 Culture and Communities Overview and Scrutiny Panel 15 Nov 2017	Cabinet 23 Nov 2017	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
3. Finance Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel 16 Nov 2017	Cabinet 23 Nov 2017	
25 1. Appointment of Local Authority Governors	Part exempt - 1	To consider the appointment of LA Governor Representatives to Governing Bodies of Schools in the Borough	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Mary Kilner	Consultation with schools and governing bodies	n/a	Cabinet Local Authority Governors Appointments Subcommittee 23 Nov 2017	
1. Council Tax Base Report	Open -	To approve the Council Tax Base to be used for 2018-19 budget	Yes	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 14 Dec 2017	
2. Children's Services Capital Programme 2018-19	Open -	Report requests approval of the 2018-19 capital programme in Children's Services	No	Lead Member for Children's Services (Councillor Natasha Airey)	Rob Stubbs	Internal process	Children's Services Overview and Scrutiny Panel tbc	Cabinet 14 Dec 2017	
3. Financial Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 14 Dec 2017	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
4. Pension Pooling	Open -	Background and progress on the pooling of the Berkshire Pension Fund	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 14 Dec 2017	
1. Appointment of Local Authority Governors	Part exempt - 1	To consider the appointment of LA Governor Representatives to Governing Bodies of Schools in the Borough	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Mary Kilner	Consultation with relevant schools and governing bodies	n/a	Cabinet Local Authority Governor's Appointments Sub Committee 25 Jan 2018	
1. Financial Update	Open -	Latest financial update	Yes	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 25 Jan 2018	

26

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

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

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

This page is intentionally left blank

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 - 28 September 2017
Responsible Officer(s):	Alison Alexander, Managing Director
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. This report sets out progress against the administration's 137 manifesto commitments which shows that 56 (41%) are met, 78 (57%) are on target and three (2%) are currently unmet or just short.
2. 41% of the commitments have already been met or achieved, a significant increase from the 20% recorded in March 2017. A further 57% are on target for delivery by the due dates.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) **Notes the progress in delivering the manifesto commitments.**

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

- 2.1. There are 137 commitments in the manifesto which contribute in varying ways to achievement of the council's strategic priorities. As at August 2017, 56 commitments, 41%, have been met and a further 78, 57%, are on target for delivery by the due dates. Two commitments are just short of target and one is currently unmet, see table 1.

Table 1: Manifesto Tracker overview summary

Status	August 2017		March 2017	
	Number	Percentage	Number	Percentage
Met	56	41%	27	20%
On Target	78	57%	106	77%
Just Short	2	1.5%	2	1.5%
Unmet	1	0.5%	2	1.5%
TOTAL	137	100%	137	100%

- 2.2. In the last six months, 29 manifesto commitments are now met compared with 27 in March 2017 and one has moved from unmet to just short, see appendix 1 for further information and details of the significant next actions.

- 2.3. The three commitments that are just short or unmet are:

- 5.09 Promote fostering and adoption.
- 5.11 Work with schools to close any attainment gaps for poor pupils.
- 12.05 Build a roundabout at the junction of the A329 and B383.

2.4. Table 2 provides details of the significant next actions that will be taken in order to move these commitments towards being met.

Table 2: Significant next actions for the three just short/unmet commitments

Ref	Commitment	Significant next action	Timescale
5.09	Promote fostering and adoption	<p>Continue to run monthly fostering information meetings, securing attendance by at least five interested people.</p> <p>Roll out of recruitment campaign through Cornerstone Partnership to secure six new in house foster carers in six months.</p> <p>Continue to work with Adopt Berkshire to maintain ongoing high performance in timeless of placing children for adoption within 16 weeks of the Placement Order (current performance 100%).</p>	31 March 2018
5.11	Work with schools to close any attainment gaps for poor pupils.	Continue to focus on children from lower demographic groups to improve their attainment compared with their peers nationally by delivering the three action plans as set out in April 2017. First year validated results will be available in early 2018.	31 March 2018
12.05	Build a roundabout at the junction of the A329 and B383 by April 2018.	<p>Slipped budget is funding development of a smaller scale safety scheme for this year.</p> <p>Continue to explore the possibility of Community Infrastructure Levy or other funding as part of Borough Local Plan.</p>	31 December 2017

Table 3: Options

Option	Comments
Delivery against the manifesto commitments is not tracked.	The council will be unable to assess achievement against the priorities of the administration or ensure that ongoing and successful delivery is maintained.
Delivery against the	This will enable residents to judge which

Option	Comments
administration's manifesto commitments continues to be tracked and reported.	manifesto commitments have been delivered during the term of the administration.
This is the recommended option	

3. KEY IMPLICATIONS

3.1 The key implications are set out in table 4.

Table 4: 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

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no financial implications arising from this report.

Table 5: Financial details

	2017/18	2018/19	2019/20
	Revenue	Revenue	Revenue
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 The risks and controls are set out in table 6.

Table 6: Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Reputational damage if the manifesto commitments are not fulfilled.	High	Tracking the progress of the manifesto commitments	Low

7. POTENTIAL IMPACTS

7.1 There are no other impacts arising from 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 overall timetable for implementation of the manifesto commitments is at table 7. Appendix A sets out the timescales for the significant next actions for each of the commitments.

Table 7: 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 None.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Dudley	Leader of the Council	25/08/17	07/09/17
Cllr Gilmore	Deputy Lead Member for Manifesto Delivery	25/08/17	07/09/17
Alison Alexander	Managing Director	25/08/17	15/09/17
Russell O'Keefe	Executive Director, Place	25/08/17	15/09/17
Andy Jeffs	Executive Director, Communities	25/08/17	15/09/17
Rob Stubbs	Head of Finance	25/08/17	15/09/17
Terry Baldwin	Head of HR	25/08/17	
Mary Kilner	Head of Law and Governance	25/08/17	
Louisa Dean	Communications and Marketing Manager	25/08/17	

REPORT HISTORY

Decision type: Key decision: 17 May 2017	Urgency item? No
Report Author: Michael Llewelyn, Policy Officer, 01628 682953	

Manifesto Commitment Tracker

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
01.01	Limit council tax rises, at or below the rate of inflation, whilst further improving services	Finance	Council tax will be set at or below September RPI (Retail Prices Index) at each annual Council Budget meeting.	28/02/2018	Cabinet and Council approved increase in Council Tax for 2017-2018 at 0.95%, below September RPI of 2%. Cabinet to approve the draft savings proposals for 2018/19 budget in October 2017, with budget setting on 20 February 2018.	31/03/2018	BLUE	Place	Cllr MJ Saunders	Richard Bunn, Rob Stubbs	Cabinet and Council to approve the 2017/18 budget in February 2017. Proposed increase in council tax (0.95%) is below September RPI (2%).
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).	01/08/2017	Undertake exploration of ICT and emergency planning with specific Berkshire authorities and continue the exploration of specific service areas into joint venture partnerships.	31/03/2018	BLUE	MDs	Cllr Dudley	Alison Alexander	Implementation of new delivery models for Children's Services, Adult Social Care and Operations & Customer Services following Cabinet approval and due diligence - 1 August 2017
01.03	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.		Using the two volunteers which BCU has recruited as schools development officers, finalise the delivery plan to launch the schools project in the autumn, establishing a school bank in primary schools in Windsor and Maidenhead.	31/03/2018	GREEN	Communities	Cllr MJ Saunders	Harjit Hunjan	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.
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.	31/03/2023	Progress Maidenhead Joint Venture (JV) procurement and receive proposals for creation of a PRS (Private Rented Sector) portfolio arising from the four sites.	31/12/2017	GREEN	Place	Cllr Rankin	Russell O'Keefe	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.	21/02/2017	The Council Budget Meeting in February 2017 approved a set of proposals for 2017/18. Fees and charges were set at 2% or aligned with neighbouring authorities where they were out of alignment. Fees and charges proposals will be prepared for the 2018/19 budget and presented to Cabinet and Council in February 2018.	28/02/2018	BLUE	Place	Cllr MJ Saunders	Richard Bunn, Rob Stubbs	The Council Budget Meeting in February 2017 will receive a set of proposals for 2017/18 which will enable this commitment to be met.
01.06	Increase spending on grants to voluntary organisations	Finance	Increase amount of grant funding available to local voluntary and community groups.		Continue to implement the revised annual arrangements for grant funding.	31/03/2018	BLUE	Communities	Cllr MJ Saunders	Harjit Hunjan	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.
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		Deliver remaining action from ICT service improvement plan in relation to telephony services - Cabinet decision on 24 August on the upgrade of the telephony system providing more flexibility and functionality, if agreed upgrade will take place end of October 2017	31/12/2017	GREEN	Place	Cllr Targowska	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.

34

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
01.08	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.		Both Maidenhead Town Partnership and Windsor and Eton Town Partnership continue to work with partners to facilitate pop-up shops where the opportunity arises. Current pop-ups in Maidenhead include 'Purple Pansy' in the Nicholson's Shopping Centre and a pop-up Ping Pong Parlour which is running through the school summer holidays. The Ping Pong Parlour is available free for members of the public to play table tennis. It was brought about through a partnership with Maidenhead Town Partnership, the Nicholson's Shopping Centre and Table Tennis England and is proving very popular. It is likely that over the Christmas period there will be interest in pop-ups if units are available.	31/03/2018	GREEN	Communities	Cllr Rankin	Paul Roach, Steph James, David Scott	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.
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.	31/03/2018	As part of the budget for 2017/18 the scheme was extended to include empty office and commercial space. The scheme will continue to be monitored during the year.	31/03/2018	GREEN	Communities	Cllr Rankin	Andy Jeffs, Rob Stubbs	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.
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.	30/06/2017	Half year report to A&PRP in December 2017	31/12/2017	BLUE	Place	Cllr MJ Saunders	Richard Bunn, Rob Stubbs	A report will go to A&PRP covering the annual reporting for the 2016/17 financial year in June 2017
01.11	Support the "Pub Loan Fund" policy locally	Finance	A local scheme in place to support local communities to retain local pubs.		Support new applications where identified or received. Revised central legislation likely to reduce the number of public houses under threat who might be seeking financial support.	31/03/2018	GREEN	Communities	Cllr MJ Saunders	Harjit Hunjan	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. Fifteen properties are currently listed as Assets of Community Value Eleven of the fifteen listed properties are public houses 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.
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).	31/03/2019	Complete delivery of 2017-2018 resurfacing programme and continue with the pothole challenge programme.	31/03/2018	BLUE	Communities	Cllr Bicknell	Ben Smith	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.

35

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
02.02	Develop and maintain cycle routes	Highway & Transport	Minimum 3 new cycle routes opened / extended by April 2017.	31/03/2019	Cycle Strategy will go to Overview and Scrutiny in September with a recommendation to set up a task and finish group to agree next steps. Complete delivery of the 2017-2018 cycle improvement programme.	31/03/2018	GREEN	Communities	Cllr Bicknell	Ben Smith	Report to Cycle Forum (24/1/17) on results of consultation and proposed amendments to Cycling Strategy, then to Highways & Transport Overview & scrutiny. 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.
02.03	Seek improvements (e.g. extensions and frequency of services) to bus routes across the Borough	Highway & Transport	Improvements to 3 bus routes by April 2018. 5% increase in satisfaction levels with bus services by April 2019.	31/03/2019	Continuing to work with bus operators to promote and increase use of bus services. Working with operators and partners (Heathrow) on different ways of delivering public transport services in response to residents' needs.	31/12/2017	GREEN	Communities	Cllr Sharma	Ben Smith	Market testing for existing bus routes and inviting innovation and opportunities for improvements.
02.04	Provide additional car parking in town centres	Highway & Transport	Deliver 800 additional parking spaces across Windsor and Maidenhead town centres.	30/04/2019	Deliver the outcomes of the investment case to be considered by full Council in September 2017	31/03/2019	GREEN	Communities	Cllr Cox	Craig Miller	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.
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%.	31/03/2019	Roadworks permit scheme in operation. Continue to manage and report on performance in November 2017 (annual report).	30/11/2017	GREEN	Communities	Cllr Bicknell	Ben Smith	Continuing to manage streetworks under the new permit scheme - 6-monthly performance report due in May 2017
02.06	Continue to review and reduce unnecessary traffic lights	Highway & Transport	A minimum of 4 unnecessary traffic signals removed by April 2019.	31/03/2019	Trial scheme at Maidenhead Road/Stovell Road in place - agree whether to implement permanently by November 2017.	30/11/2017	GREEN	Communities	Cllr Bicknell	Ben Smith	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.
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).	31/03/2019	Complete installation of real time displays and improve percentage working time in line with the specification.	31/12/2017	GREEN	Communities	Cllr Sharma	Ben Smith	Subject to Lead Member approval of sites, commencement of Phase 2 installation - February 2017.
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.	31/03/2019	Contact with all schools to (i) ensure that all grit bin requests have been actioned and are replenished for winter 2017 and (ii) identify any specific actions / assistance which can be offered to assist with keeping schools open during winter weather.	31/03/2017	BLUE	Communities	Cllr Airey	Ben Smith	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.
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.	31/03/2019	Continue to deliver approved capital programme of flood schemes.	31/03/2018	GREEN	Communities	Cllr Bicknell	Ben Smith	Continue to implement approved works programme 2016/17: investment of approximately £450k to deliver 10 projects with a performance delivery target delivery of 95%.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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.	31/03/2019	Project Centre commissioned to progress the scheme, including : Developing concept designs, outline specifications and preliminary cost estimates for the forecourt public realm and interchange scheme, and for the enhanced crossing between the station and the town centre (including bridge and surface level options). Consulting with key stakeholders and agreeing a preferred option to be taken forward. Developing designs and cost estimates for the preferred option. Developing a webTAG compliant major scheme business case for approval by the LEP's Local Transport Body at its next meeting on 16 November 2017. Update report to Regen Sub-Committee 6 September 2017.	16/11/2017	GREEN	Communities	Cllr Bicknell	Ben Smith	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
03.01	37 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.	20/12/2018	Progress Borough Local Plan to examination, timescales to be determined by the Planning Inspectorate.	31/03/2018	GREEN	Place	Cllr Wilson	Jenifer Jackson	BLP Reg 19 consultation ends 27 September 2017
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.	31/03/2019	Deliver up to 10 shared ownership properties as a result of investment agreed in June 2017. Explore feasibility of Pocket Homes model.	31/03/2018	GREEN	MDs	Cllr Dudley	Hilary Hall	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.
03.03	Support innovative funding options for Right To Buy schemes	Planning & Housing	Residents have access to right to buy schemes by April 2017.	31/03/2018	No further action on national pilots. Ongoing discussions with local housing providers on potential for local schemes.	31/03/2018	GREEN	MDs	Cllr Dudley	Hilary Hall	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.
03.04	Enhance and support our conservation areas	Planning & Housing	Appraisal and review of current conservation areas.	31/03/2018	Consultation on Cookham Conservatoin Area amended appraisal	31/12/2017	GREEN	Place	Cllr M Airey	Jenifer Jackson	Following Planning and Housing Overview it was agreed that a review of Cookham Conservation Area appraisal requires to take place.
03.05	Continue to carry out rigorous planning enforcement activities	Planning & Housing	React and action infringement of planning legislation.	31/03/2018	Team fully staffed and enforcement actions ongoing.	31/03/2018	BLUE	Place	Cllr Wilson	Jenifer Jackson	Monitoring of Performance on Enforcement activities taking place. Team should be at full strength during Q4 2017.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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.	31/03/2018	Scheme to be included in revised allocations policy which will be developed following the new Homelessness Strategy.	31/03/2018	GREEN	MDs	Cllr Dudley	Hilary Hall	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.
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.	31/03/2019	Continue to work with Haig Housing to ensure that ex forces personnel get housed through Haig where appropriate. Housing Options to continue to work with Army Welfare to ensure that personnel are advised appropriately and early enough to avoid homelessness and to benefit from shared ownership and other products on discharge.	31/03/2018	BLUE	MDs	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. We are still working to accurately capture the data on ex forces personnel but when they are identified 100% receive the relevant support.
03.08	Protect the essential character of urban areas	Planning & Housing	Protect and enhance the identity of the Borough's urban areas.	31/03/2018	Progress Borough Local Plan to examination, timescales to be determined by the Planning Inspectorate.	26/04/2017	GREEN	Place	Cllr Wilson	Jenifer Jackson	BLP Regulation 19 consultation underway
03.09	Continue to support the regeneration of our towns	Planning & Housing	Support all regenerations within the Borough.	31/03/2023	Submit planning application submitted for York Road and West Street - Q4.	31/03/2018	GREEN	Place	Cllr Hilton, Cllr Evans	Russell O'Keefe	Joint Venture (JV) partner delivery on track for June 2017. Procurement of professional team for Maidenhead Golf Club concluded; Savills appointed January 2017.
03.10	Support local decision making for planning applications where appropriate	Planning & Housing	Decisions on agreed planning applications made at local level.	31/03/2018	The council continues to support devolved decision making and will continue to assist parishes who wish to do this. To date no parish has pursued this to the point of signing the drafted Memorandum of Understanding.	30/06/2017	BLUE	Place	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.
04.01	Keep the weekly bin collection	Environment	Weekly bin collection maintained throughout the period of the current administration.	29/05/2015	Completed and ongoing	01/04/2017	BLUE	Communities	Cllr Cox	Craig Miller	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.
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.	31/03/2019	Maintain current level of active reward partners and continue to seek further high quality partners throughout the remaining term of the administration.	31/03/2019	GREEN	Communities	Cllr Cox	Craig Miller	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.
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.	28/02/2017	Maintain existing level of community champions and continue to seek additional participation throughout the remaining term of the administration.	31/03/2019	BLUE	Communities	Cllr Cox	Craig Miller	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.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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.	31/03/2019	Complete scoping exercise for future delivery of community warden service.	31/12/2017	GREEN	Communities	Cllr Cox	Craig Miller	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.
04.05	Continue to support the fight against anti social behaviour through our community wardens	Environment	Implement a phased programme to increase the number of Community Wardens to 36 (head count) resulting in at least ten additional enforcement functions being undertaken by Wardens (either new functions or those transferred from other departments realising efficiency savings).	31/03/2018	Complete scoping exercise for future delivery of community warden service.	31/12/2017	GREEN	Communities	Cllr Cox	Craig Miller	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.
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.	31/03/2017	Maintain current level of active reward partners and continue to seek further high quality partners throughout the remaining term of the administration.	31/03/2019	BLUE	Communities	Cllr Cox	Craig Miller	Additional funding for community group rewards agreed as part of the Greenredeem extension. Details to be confirmed and advertised to community groups.
04.07	Implement a collective energy switching programme	Environment	A collective energy switching programme is implemented for Borough residents.	28/02/2017	Completed.	31/03/2017	BLUE	Communities	Cllr Cox, Cllr Coppinger	Craig Miller	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.
04.08	Continue enforcement of litter and dog fouling	Environment	100% of Community Wardens have the ability to enforce dog fouling and littering cases.	31/03/2019	Completed and ongoing	31/03/2019	BLUE	Communities	Cllr Cox	Craig Miller	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.
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.	31/03/2019	Deliver actions arising from Cabinet paper in September 2017	31/03/2018	GREEN	Communities	Cllr Dudley	Ben Smith	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
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.	31/03/2019	Completed and ongoing	31/03/2019	BLUE	Communities	Cllr Cox	Craig Miller	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.
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.	31/03/2019	Facilitate the Eton Wick Waterways Group becoming a community led Forum. Deliver actions agreed with Cookham Parish Council arising from the Parish Flood Plan	31/12/2017	GREEN	Communities	Cllr Bicknell	Ben Smith, Craig Miller	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.
04.12	Support the rural economy and agriculture by adopting policies that have worked elsewhere	Environment	An robust rural economy.	31/03/2018	Progress Borough Local Plan to examination, timescales to be determined by the Planning Inspectorate.	26/04/2017	GREEN	Place	Cllr Rankin	Jenifer Jackson	BLP Regulation 19 underway

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
04.13	Explore further deployment of PV cells	Environment	Additional solar panels are installed at Council owned/managed sites.	31/03/2019	Conduct feasibility study for the installation of solar PV on Council owned assets.	31/03/2018	GREEN	Communities	Cllr Coppinger	Craig Miller	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.
04.14	Continue planting trees	Environment	More trees planted each year.		The tree planting season is November to March annually. 2017-2018 schedules currently being finalised. Planting will be rolled out by March 2018.	31/03/2018	GREEN	Communities	Cllr S Rayner	David Scott	<p>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.</p> <p>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.</p> <p>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.</p> <p>Volunteer tree planting of whips in Ockwells Country Park planned for Autumn/Winter 2016.</p>
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.		Continue to support excellent education in our comprehensive schools. Await national policy change on selective education before taking any further action.	31/03/2018	BLUE	MDs	Cllr Airey	Kevin McDaniel	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.
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.		Targeted support model embedded to focus on key issues to secure Good or Outstanding outcomes. Target areas include inclusion and those eligible for pupil premium. Increased inclusion. Improved attainment for small groups within school. Focus on ensuring young people who have completed their GCSEs enter sixth form, college or employment with training.	31/03/2018	BLUE	MDs	Cllr Airey	Kevin McDaniel	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.
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.		Secure 2016-2017 high performer case studies with schools	31/12/2017	GREEN	MDs	Cllr Airey	Kevin McDaniel	Identify top performers from autumn performance management round and develop case studies for publication and promotion.
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.		Completed and ongoing	21/07/2017	BLUE	MDs	Cllr Airey	Kevin McDaniel	Continue promotion of WAM Get Involved to schools throughout the academic year.
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.		Further education mergers underway creating new opportunities for our young people. Royal Borough of Windsor and Maidenhead to engage with other Berkshire authorities to plan for the inclusion of young people with additional needs across the regional further education estate.	31/07/2018	GREEN	MDs	Cllr Rankin	Kevin McDaniel	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.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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.		The MASH is operational and the multi-agency steering group continues to oversee the operation.	31/03/2018	BLUE	MDs	Cllr Airey	Marie Bell	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.
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.		Completed and ongoing	31/03/2019	BLUE	MDs	Cllr Airey	Marie Bell	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.
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.		Sufficient school places are available in both primary and secondary phases, subject to the successful completion of five projects currently being built around the borough.	31/12/2018	BLUE	MDs	Cllr Airey	Kevin McDaniel	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.
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.	31/03/2019	Continue to run monthly fostering information meetings, securing attendance by at least five interested people. Roll out of recruitment campaign through Cornerstone Partnership to secure six new in house foster carers in six months. 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%).	31/03/2018	AMBER	MDs	Cllr Airey	Kevin McDaniel	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.		Growth activity completed - 50% of delivery is through volunteers. Service will continue to maintain and grow volunteer levels.	31/03/2017	BLUE	MDs	Cllr Airey	Marie Bell	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.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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.		Continue to focus on children from lower demographic groups to improve their attainment compared with their peers nationally by delivering the three action plans as set out in April 2017. First year validated results will be available in early 2018	31/03/2018	RED	MDs	Cllr Evans	Kevin McDaniel	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.
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.	31/03/2018	Continue to promote the various options to support teacher recruitment and ensure teachers continue to be nominated to DIYSO; housing association keyworker provision and private rented provision.	31/03/2018	GREEN	MDs	Cllr Dudley	Kevin McDaniel, Hilary Hall	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.
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.		Revised apprenticeship scheme 'new starts' for 2017-2018 currently being identified to achieve annual target which links with the new Training Levy, introduced May 2017 and includes maintained schools and RBWM. Revised arrangements with HR to facilitate new apprenticeship opportunity is considered whenever a post becomes vacant, to help identify apprenticeship new start opportunities.	31/03/2018	GREEN	Communities	Cllr Rankin	Harjit Hunjan	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.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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 with WAM Get Involved to identify volunteer opportunities and offers.	31/03/2018	BLUE	Communities	Cllr S Rayner	Harjit Hunjan	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.
06.03	Use member individual budgets to continue spending on very local deserving causes	Community	100% of member individual budgets spent annually.	29/03/2019	To continue to assist Members, particularly those that have carried forward their budget to the following financial year, to identify a project/initiative to which to allocate their budget. All members need to complete or nominate a project/initiative for 2017/18 budget by end of March 2018	31/03/2018	GREEN	MDs	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.
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.		Extended scheme completed, ongoing review of requests for Community Grants to consider where support could be provided through the extended Love scheme and increase the overall support for community based locally owned schemes.	31/03/2018	BLUE	Communities	Cllr S Rayner	Harjit Hunjan	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.
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.		Continue with WAM Get Involved to identify volunteer opportunities and offers.	01/04/2017	BLUE	Communities	Cllr S Rayner	Harjit Hunjan	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.
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.		Continue to provide a page in Around the Royal Borough which features community classifieds. The next issue for the Around the Royal Borough will be published in Autumn 2017.	31/12/2017	BLUE	MDs	Cllr Carroll	Louisa Dean	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.
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.		2017-2018 Bright Ideas competition underway - ideas being received and evaluated for consideration in conjunction with Lead Member.	31/03/2018	GREEN	Communities	Cllr S Rayner	Harjit Hunjan	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.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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.	31/03/2017	Revised format to Parish Conference implemented. Parish visits by Principal Member Communities and Managing Director / Executive Director Communities being undertaken quarter 3 to identify local and cross Parish issues.	31/03/2018	BLUE	Communities	Cllr Bateson	David Scott	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.
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).		Completed and ongoing	31/03/2019	BLUE	Communities	Cllr S Rayner	Harjit Hunjan	25 volunteers to be in place by end of January 2017.
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.	31/03/2019	As this commitment is an ongoing action, it is monitored each month by Managers meeting with staff and reviewing case loads and the results of the monthly audits.	31/03/2018	BLUE	MDs	Cllr Coppinger	Angela Morris	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.
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.	31/03/2019	Continue to deliver the assistive technology strategy, with more installations achieved over the previous year.	31/03/2018	GREEN	MDs	Cllr Coppinger	Angela Morris	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.
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.	31/03/2019	Commission WAM Get Involved to work with all charities to promote new approaches to befriending services. Appointment of new Falls coordinator in September 2017 to drive coordinated falls strategy. Roll out of focus on fallers and carers in Social Prescribing pilots at three GP practices.	31/03/2018	BLUE	MDs	Cllr Coppinger	Angela Morris	3 new programmes have been introduced by September 2016. <ul style="list-style-type: none"> • The revised CareBank offer for befriending • A new Carers Support Service offered by Signal • Falls prevention work with Radian and the Fire Service •

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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.	31/03/2019	Continued roll out of dementia action plan building on demonstrable improvement in dementia identification rates across the borough. Delivery of expanded dementia care advisor service with increased resources from the Better Care Fund until 31 March 2019.	31/03/2019	BLUE	MDs	Cllr Coppinger	Angela Morris	Dementia Strategy completed with action plan reviewed annually. 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.	31/03/2019	RBWM is committed to ensuring that all adult social care staff delivering services for Windsor and Maidenhead attend the appropriate level of safeguarding training	31/03/2018	BLUE	MDs	Cllr Coppinger	Angela Morris	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.
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.	31/03/2019	Continued delivery of the Chaotic Lifestyle Panel, a Suicide Prevention Strategy and enhancing dual diagnosis support through the new drug and alcohol service (Resilience).	31/03/2018	BLUE	MDs	Cllr Carroll	Hilary Hall	The outcome has been achieved through putting a Chaotic Lifestyle Panel in place, a Suicide Prevention Strategy and enhancing dual diagnosis support through an additional worker in the Drug and Alcohol Team (DAAT)
07.07	Ensure a falls prevention strategy is developed and is effective	Adult Services	Maintain current 20% reduction in non-elective admissions for falls.	31/03/2019	Falls prevention remains a high priority for Better Care Fund as part of non-elective admission avoidance - enhanced through appointment of a Falls Coordinator in September 2017. Promotion of falls prevention training with service users and their carers, delivered by Fire Service. Falls prevention is a key focus of the new social prescribing pilots in three GP practices. Further promotion of SMILE programmes through GP practices.	30/04/2017	GREEN	MDs	Cllr Coppinger	Angela Morris	Consistent Year on year comparators now in place to monitor progress transparently. 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. 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. Year round calendar of health promotion activity developed with Public Health - many items linked to falls prevention. 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. Pilot introduction of social prescribing model with three GP practices to further refresh GP use of community and third sector services. Promote falls prevention advice and guidance through dementia care advisers working closely with RBWM Keep Safe Stay Well team.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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 the delivery of the Frimley Sustainability and Transformation Plan which has been nationally recognised as an exemplar. The Managing Director and Lead members are active members of the different leadership arrangements. Specific meetings around continuation of health provision on the St Clouds Way, Lynwood and Heatherwood sites.	31/03/2018	BLUE	MDs	Cllr Coppinger	Alison Alexander	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.
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 council's desire for retaining low rates for parking.	31/03/2018	GREEN	MDs	Cllr Coppinger	Alison Alexander	The CE has been notified of the councils desire for retaining low rates for parking.
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.		Secure planning consent for Braywick Leisure Centre by February 2018 and appoint contractor to start building in spring 2018. Work up concept designs for new Leisure Centre in Sunningdale/Ascot. Develop plans for replacement of the flumes at Windsor Leisure Centre.	31/03/2018	GREEN	Communities	Cllr S Rayner	Kevin Mist	Raise awareness of Rehabilitation services at the leisure centres in conjunction with Legacy Leisure. Advertise improvements to Windsor Leisure Centre changing rooms and complete phase 2. Braywick Leisure Centre Development Manager appointment contract awarded.
08.02	Open at least one new library	Leisure & Culture	Identify at least three options for new libraries/Service Hubs.	31/12/2017	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.	31/03/2018	GREEN	Communities	Cllr S Rayner	Mark Taylor, Angela Gallacher	Conclude feasibility study to provide options for future consideration by Cabinet. Three potential sites identified. Consultation with Parishes to be held, to determine the preferred option.
46	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.	29/03/2019	Progress delivery of the Warhorse Statue and improvements at Thrift Wood Farm. Deliver agreed programme of park improvements for 2017-2018	31/03/2018	GREEN	Communities	Cllr S Rayner	Ben Smith	<i>Sir Nicholas Winton Memorial Garden</i> : complete bridge; rock cascade; pond; footpath and planting in April 2017 <i>Alexandra Gardens</i> : complete works by Easter 2017 weekend <i>Bachelors Acre / Charles Knight</i> : improvements to the churchyard and creation of a designated area around the historic Charles Knight Grave - complete during March 2017 <i>Chariots Place</i> : commence 'Pockets Park' construction in April 2017 <i>Broom Farm Open Space</i> : complete planting - April 2017 Warhorse Statue: subject to planning consent (Planning meeting on 30 March 2017). Thrift Wood Farm: Purchased by RBWM. Masterplan being developed. Soft opening to public on 8 April 2017.
08.04	Increase the number of litter and dog bins, and empty them regularly	Leisure & Culture	20 more litter / dog bins installed in parks.	31/03/2019	Formalise increased emptying schedule for high volume areas and instal additional bins at priority sites	31/03/2018	GREEN	Communities	Cllr S Rayner	Ben Smith	Installation of new litter and dog bins at priority sites - including All Saints Cemetery and Ockwells Park

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
08.05	Further enhance our parks and open spaces through drinking fountains and other fountains / water features	Leisure & Culture	Three more water fountains and 2 public fountains installed by September 2017.	01/09/2017	Agree two more locations and install drinking water fountains in parks	31/04/2018	GREEN	Communities	Cllr S Rayner	Ben Smith	Winton Gardens - complete construction including new water feature Oaken Grove - installation of new drinking fountain
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. 	31/07/2017	<p>This is completed - there is free wifi in all libraries.</p> <p>There is a pool of Laptops and tablets that staff can use with customers when required.</p> <p>A new customer check-in service for residents using Service Hubs is being piloted.</p> <p>Consider alternative to iPads for customer use as technical solution for ipads causing some concerns.</p>	31/03/2018	BLUE	Communities	Cllr S Rayner	Mark Taylor	<p>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.</p> <p>Order/roll out tablet computers for use in libraries with approved capital funding.</p> <p>Migrate existing libraries public Wi-Fi Solution over to corporate Wi-Fi solution to provide a consistent service delivery across all Libraries.</p> <p>Proof of concept with iPads in libraries.</p> <p>Completed the roll-out of corporate WiFi network across libraries.</p>
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.	31/03/2019	Complete programme of installation of cycle racks at agreed locations.	31/03/2018	GREEN	Communities	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) - 24 no. sites identified for feasibility and consultation.
08.08	Increase further the range of council services available at libraries	Leisure & Culture	<p>Phase I: Scope out a list of what additional services could be delivered from our libraries by March 2016.</p> <p>Phase II: 5 additional council services available at libraries by April 2019.</p>	31/07/2017	<p>This is now complete.</p> <p>From the 1 July the new Library and Resident Service new structure was implemented and three 'Service Hubs' are live at Windsor, Maidenhead and Ascot on 1 July 2017 delivering the following services: Bus Pass, Advantage Card, benefits, Council Tax, Elections, Green Waste, Housing Options, Licensing, Missed Bins, assisted and special collections, , Parking and Blue Badges, Planning, School Admissions, Street lighting, potholes and fly-tipping reporting.</p>	31/03/2018	BLUE	Communities	Cllr S Rayner	Mark Taylor, Jacqui Hurd, Angela Gallacher	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)
08.09	Continue to support the Borough's arts centres	Leisure & Culture	Service Level Agreements (SLAs) with our Arts Centres agreed by April 2016.	31/05/2017	<p>This is complete:</p> <p>Contract with new Windsor Arts Provider (Martin Denny Management Limited) signed and due to commence on 01 October 2017.</p>	31/03/2018	BLUE	Communities	Cllr S Rayner	Mark Taylor	<p>Conclude negotiation of SLA with Norden Farm - 30 March 2016.</p> <p>Tender and Award service contract for Arts Services in Windsor - 31 May 2016.</p> <p>Negotiation of SLA with Norden Farm completed - July 2016</p> <p>Tender and award of service contract for Arts Services in Windsor concluded by 31st March 2017 after ITT was issued on 31 January 2017.</p>

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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.	31/03/2019	Implement the one year extension of the Community Sports Activation Fund. Advertise new outdoor gyms in Desborough Park, Imperial Park and Grenfell Park.	31/03/2018	GREEN	MDs	Cllr Carroll	Hilary Hall, Kevin Mist	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.
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.	31/03/2018	All GP surgeries in the Royal Borough offering a health check service. Targeting health checks on people with autism, learning disabilities, mental health and hypertension as these groups at most risk.	31/03/2018	GREEN	MDs	Cllr Carroll	Hilary Hall	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.
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.	31/03/2019	Continue to deliver the communications campaign, reflecting the 12 priorities in the Joint Health and Wellbeing Strategy, using a wide range of channels, including social media and digital technology.	31/03/2018	GREEN	MDs	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	Children's Services	Increase the number of young carers identified based on 2014/15 baseline and increase the range of services provided.	31/03/2019	Continue campaign to increase the number of young carers - 56 young carers accessing the Young Carers Scheme currently. New service with Family Action in place from 1 October 2017.	31/03/2018	GREEN	MDs	Cllr Airey	Hilary Hall	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.
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.	31/03/2019	Continue to deliver Year of Mental Health action plan with full evaluation by March 2018. Recovery College to be launched in October 2017. E-learning for all staff to be available from March 2018.	31/03/2018	GREEN	MDs	Cllr Airey	Hilary Hall	Evaluate and report on the effectiveness of Mental Health First Aid courses in schools as part of the Brighter Berkshire action plan.
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		Consult with SMILE in developing Braywick Leisure Centre and the new leisure centre in Sunningdale/Ascot.	24/04/2017	GREEN	Communities	Cllr Carroll	Kevin Mist	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.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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.	31/03/2018	Continue to monitor the existing public health services/contracts through quarterly contract monitoring to ensure that residents' needs are addressed and value for money secured.	31/03/2018	GREEN	MDs	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.	31/03/2019	Deliver the Royal Borough action plan in support of the Brighter Berkshire initiative, focusing on three key pillars - internal policies and procedures that support staff in relation to mental health; education/training in schools around mental health; and mapping/signposting mental health services in the community. Roll out of healthy weight management service for adults from September 2017. Development of health weight management service for children for roll out from January 2018.	31/03/2018	GREEN	MDs	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.	31/03/2023	Submit planning application submitted for York Road and West Street - Q4.	31/03/2018	GREEN	Place	Cllr Evans	Russell O'Keefe	Still on track to appoint Maidenhead development partner by June 2017.
10.02	Improve parking arrangements near Maidenhead station	Maidenhead	Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.	30/04/2019	Deliver the outcomes of the investment case to be considered by full Council in September 2017	31/03/2019	GREEN	Communities	Cllr Cox	Craig Miller	Cabinet paper setting out proposals for Maidenhead Station forecourt incorporating parking arrangements scheduled for consideration in March.
10.03	Review and revise as necessary Maidenhead's masterplan, the Area Action Plan	Maidenhead	Up-to-date Area Action Plan (APP).	31/01/2019	Progress Borough Local Plan to examination, timescales to be determined by the Planning Inspectorate.	31/03/2018	GREEN	Place	Cllr Wilson	Jenifer Jackson	BLP Regulation 19 Underway
10.04	Keep the Town Hall	Maidenhead	Town Hall maintained.	31/03/2023	None required to meet commitment. The Town Hall is still here.	31/03/2017	BLUE	Place	Cllr Rankin	Russell O'Keefe	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.	23/02/2016	Completed	23/03/2017	BLUE	Communities	Cllr Cox	Craig Miller	Future parking strategy including commitment to free on street parking in Maidenhead agreed by Cabinet and full Council.
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.	31/03/2023	Submit planning application submitted for York Road and West Street - Q4.	30/03/2017	GREEN	Place	Cllr Rankin	Russell O'Keefe	Shared Space requirement is built into brief for JV partner. Preferred Developer expected to be identified by March 2017.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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>Footfall in Maidenhead continues to perform well and is currently 13.8% up year on year to date (July 2017).</p> <p>The partnership is now focussing on the Christmas programme and developing the 2018 event calendar.</p>	31/03/2018	GREEN	Communities	Cllr S Rayner	Steph James, David Scott	<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>
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 is still tracking up year to date which is positive. The town is seeing interest in the Food and Beverage sector with several new openings planned including:</p> <ul style="list-style-type: none"> Funky Wood restaurant in the former Forenza restaurant on Bridge Street Bakedd Artisan Bakery in the waterwide unit of Chapel Arches Pitchers bar and restaurant opening in former Bar Sport unit <p>We have also seen Thai Spoon open on Nicholsons Lane</p> <p>Following a meeting with King Street businesses the Wimbledon Weekend event relocated to King Street to support footfall and there will be on-going discussions for more events next year to help support businesses in this secondary area of the town.</p> <p>Through Enjoy Maidenhead and the Regeneration Communication and Marketing plan there will be continued promotion of the town centre as a place for business.</p>	31/03/2017	GREEN	Communities	Cllr S Rayner	Kevin Mist, Steph James	<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>

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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).	01/09/2017	WiFi installed.	31/05/2017	BLUE	Communities	Cllr Targowska	Ben Smith	Continue delivery phase - phase I to 'Go Live' in December 2016 - implementation phase commenced: revised 'Go Live' date is May 2017. Continue to explore opportunities to develop network beyond the original scope - ongoing
10.10	Smarten up street furniture to improve appearance	Maidenhead	Deliver the Maidenhead Public Realm Strategy.	31/03/2023	Capital bid in 2017-2018 unsuccessful with further bid to be made in 2018/19 bid process.	31/03/2018	GREEN	Communities	Cllr Bicknell	Ben Smith	Project costed and approval for new capital bid to be made.
10.11	Continue to support Maidenhead Waterways	Maidenhead	Restore the historical Maidenhead Waterways.	30/09/2018	Completion scheduled for December 2017	31/12/2017	GREEN	Place	Cllr Rankin	Russell O'Keefe	Completion of sections north of Chapel Arches and underpinning to Chapel Arches Bridge still on track for November 2016.
10.12	Explore extensions including mezzanine parking to existing surface car parks	Maidenhead	Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.	30/04/2019	Deliver the outcomes of the investment case to be considered by full Council in September 2017	31/03/2019	GREEN	Communities	Cllr Cox	Craig Miller	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.
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).	31/03/2019	Increase in town centre footfall evidenced through monthly counts	31/03/2018	GREEN	Communities	Cllr Bicknell	Ben Smith, David Scott	Maidenhead Town Centre Missing Links scheme likely to be included in Growth Deal 3 programme. Consultant to be appointed to develop business case.
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.	30/06/2017	Deliver the outcomes of the investment case to be considered by full Council in September 2017	31/03/2019	GREEN	Communities	Cllr Cox	Craig Miller	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.
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.	30/06/2017	Meadow Lane, Eton to be operational by end December 2017. Capital bids to be prepared for two additional Windsor car parks for 2018-2019	31/12/2017	GREEN	Communities	Cllr Cox	Craig Miller	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.
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.		Revised entrance scheme from coach park to Alexandra Gardens currently under design and consideration for links to an expanded Windsor visitor gateway underway.	31/03/2018	GREEN	Communities	Cllr S Rayner	David Scott	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)

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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.	31/03/2018	Deliver new CCTV network	31/08/2018	GREEN	Communities	Cllr Cox	Craig Miller	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.
11.05	Campaign to keep Windsor police station open and accessible to the public	Windsor	Ensure accessibility to police services in Windsor.	31/07/2019	TVP decided not to opt for joint office arrangement in Windsor. However, they have committed to keep a presence within the town centre.	31/03/2018	GREEN	Communities	Cllr Alexander	Craig Miller	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	Communities	Cllr Cox	Paul Roach, David Scott	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.	27/03/2017	None, commitment met.	27/03/2017	BLUE	Communities	Cllr S Rayner	Kevin Mist	None. New Pavilion open on Home Park
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.	31/03/2025	Seek development manager for Alexandra Gardens project.	31/12/2017	GREEN	Communities	Cllr Alexander	Ben Smith	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.	31/03/2019	Completed and ongoing	31/03/2019	BLUE	Communities	Cllr Cox	Craig Miller	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.
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.	31/03/2019	Taxi feeder arrangements within town centre car parks to be proposed via Lead Member briefing to alleviate High Street limited waiting issues.	30/11/2017	GREEN	Communities	Cllr Cox	Craig Miller	Operations to be undertaken in Q4 2016/17 focussing on licensing operations including taxis - use of meters, parking in Thames St etc.
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.	31/03/2019	Completed and ongoing	31/03/2019	BLUE	Communities	Cllr Cox	Craig Miller	42 operations complete at end of Q3. Further operations to be undertaken within Q4 bringing total to 72 including taxi meter operations.
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).	31/03/2019	Develop an action plan to reflect the Government's revised Air Quality Plan published end of July 2017 for consideration by Lead Member.	31/12/2017	GREEN	Communities	Cllr Cox	Craig Miller	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.
12.01	Support Ascot High Street regeneration	Ascot & The Sunnings		31/03/2018	Pre Application discussions underway. Landowners have held stakeholder events. Next steps is to finalise development brief.	31/12/2017	GREEN	Place	Cllr Hilton	Jenifer Jackson	Negotiations with landowners continuing.
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.		Following the approval of the Heatherwood application for the redesign of the health facilities, progress through the Secretary of State approval processes.	31/03/2018	BLUE	MDS	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.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
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.	31/03/2019	Continue to identify and deliver opportunities for joint working to improve health outcomes for residents in Ascot and the Sunnings through the Frimley Sustainability and Transformation Plan prevention group. From April 2017 onwards, Clinical Commissioning Groups (CCGs) are responsible for GP surgeries.	31/03/2018	GREEN	MDs	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.		Develop concept designs for new leisure centre in Sunningdale/Ascot. Work with Ascot United Football Club to submit bid to the Football Foundation for a full sized floodlit all-weather 3G football pitch in Ascot.	31/03/2018	GREEN	Communities	Cllr Bateson	Kevin Mist	Draft accommodation schedule for new facilities at Charters are under development for member scrutiny by April 2017.
12.05	Build a roundabout at the junction of the A329 and B383	Ascot & The Sunnings	Roundabout constructed by April 2018.	31/03/2018	Slipped budget is funding development of a smaller scale safety scheme (possibly reduced speed limits, traffic islands, signage etc) for this year. Continue to explore the possibility of CIL or other funding as part of Borough Local Plan.	31/12/2017	AMBER	Communities	Cllr Bicknell	Ben Smith	Estimated scheme costs have significantly increased, primarily due to hidden utility costs. At current levels the scheme is not cost-effective. No funding for this scheme agreed in 2017/18 budget. Will explore the possibility of CIL or other funding as part of Borough Local Plan. A feasibility study will be commissioned to look at other possible alternatives for revising the scheme to provide an agreeable solution.
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.	01/04/2017	Deliver approved schemes following consultation in Chobham Road - first phase to be delivered in 2017-2018.	31/03/2018	BLUE	Communities	Cllr Bateson	Ben Smith	This is a phased programme and funding may be received from Surrey County Council.
12.07	Support a library for Sunningdale	Ascot & The Sunnings	A new library in Sunningdale open by April 2018.	31/12/2017	This commitment has been completed as the consultation has taken place with Sunningdale residents, with regard to times and locations for improved mobile or container library coverage. Once results analysed and decision made acquire the best vehicle to deliver the requirements.	31/03/2018	BLUE	Communities	Cllr Bateson	Mark Taylor, Angela Gallacher	Concluded 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.	03/12/2016	Christmas Lights installed for December 2016. Completed.	01/11/2016	BLUE	Communities	Cllr Bateson	Kevin Mist	Christmas Lights installed for December 2016. Completed.
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.		Completed and ongoing	31/03/2019	BLUE	Communities	Cllr Bateson	Harjit Hunjan	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.
13.01	Keep finding good practice and implementing it	Council Transformation	Five examples of best practice from elsewhere, implemented in RBWM.		Following the transfer of adults, children's and highways services, ensure implementation of the parking enforcement, CCTV and redesign of the website.	31/03/2018	BLUE	MDs	Cllr Dudley	Alison Alexander	Developments are in progress and the services will transfer on 3 April 2017.

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
13.02	Remove bureaucracy and red tape	Council Transformation	List of evidence where bureaucracy has been reduced/removed.		Continue roll out of new adult social care assesment - Each Step Together. Further publicise the accessibility of the Council to residents seven days a week in libraries and 24/7 through digital by choice.	30/11/2016	BLUE	MDs	Cllr Dudley	Alison Alexander	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.
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.		Continue to improve earlier engagement with ward councillors and increased use of workshops to inform overall approaches.	31/03/2017	BLUE	MDs	Cllr Dudley	Alison Alexander	Work to improve earlier engagement with ward councillors and increased use of workshops to inform overall approaches.
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. 	28/07/2017	Undertake next training needs analysis for 2018-2019. Implement outcomes of Senior Leadership Team 360 degree appraisal. Further training and development of Library and Resident Services staff. Deliver cross functional projects to develop middle managers.	31/03/2018	BLUE	MDs	Cllr Targowska	Terry Baldwin	Review by 31 March 2017, with Public Health colleagues, the effectiveness of mental health first aid training which was launched in January 2017. 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. Complete 2017/18 training needs analysis by 31 March and confirm budget for meeting those needs, working in partnership with AfC and Optalis.
13.05	Introduce a proper feedback "tell us once" Customer Relationship Management system so chasing progress is a thing of the past	Council Transformation	By April 2018 a CRM system will be implemented and customers will be able to: A) Set up a Digital Account and 'do business with the Royal Borough online as services are digitally transformed'. B) Receive notifications of progress so they do not need to chase progress. C) Have access to their contact history with the Council. D) Opt in for notification about various service information.	31/03/2018	Confirm integration, replacement for fix-it & report-it forms for Street Scene/Highways (potholes, traffic signals, traffic matters, street lights etc.) now testing and almost ready to go live, expected to be fully rolled out no later than 31 October 2017. Uniform integration, replacement for fix-it & report-it forms for Environmental Services needs further work and testing, expected to be fully rolled out no later than 31 December 2017. Decommissioning of Lagan CRM by 31 March 2017 – Still in use but no longer supported. Will be closed once JADU replacement for Uniform and Confirm connectivity is in place.	31/12/2017	GREEN	Communities	Cllr S Rayner	Jacqui Hurd	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 - integrations in test system) Decommissioning of Lagan CRM by 31 March 2017 (completed) Implementation of on-line calendar integration so that Bulky Waste and booking collections can be launched by 31 March (Completed) Further processes will be developed, tested and deployed so that residents can access more services by the digital channel A) Corporate Complaints process (Completed) B) Call back forms for services that Customer Services and Libraries are unable to resolve (Completed) C) Bulky Waste and booking collections (Completed) D) The reporting of Environmental and Street Scene issues (In progress)

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
13.06	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>Website project is revising the content and reviewing and enhancing the customer journey undertaken - new design due for launch in October 2017.</p> <p>All library and resident services staff undergoing cross training</p> <p>New Customer Plan will be developed to support the Corporate Plan</p>	31/03/2018	GREEN	Communities	Cllr S Rayner	Jacqui Hurd	<p>In Q4 complaints trends and performance will be analysed and action plans set up with the Residents Champion. The satisfaction stars feedback on the website will be used to make continual improvements. Customer service training will continue.</p> <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 (completed)</p> <p>D) Internal focus - implementing staff service action plan. (completed)</p> <p>E) Maintain the first time resolution rate over 80% (achieved)</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>
55											
13.07	Continue channel shift to bring in more 24/7 council services	Council Transformation	<p>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.</p> <p>A) 70% of customer interactions will be via Digital Channels.</p> <p>B) The cost per transaction will be cheaper by 40%.</p> <p>C) There will be an increased range of customer service advice available in Libraries and other public buildings in line with ref 8.8.</p>	31/03/2018	<p>Customer access to council services has been extended to seven days a week from 1 July 2017. In addition residents can access and reports many digital services on-line. Phase two of the website project launched to deliver a new home page and revised structure and content. Now 13,000 on-line residents 'My Accounts' now set up.</p> <p>The digital delivery team has been created to ensure the digital journey and experience is excellent.</p>	31/12/2017	GREEN	Communities	Cllr S Rayner	Jacqui Hurd	<p>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.</p>

Ref	Manifesto Commitments	Theme	Expected Outcome	Expected Completion Date	Current Significant Next Action (SNA)	Date of SNA	Current Status	Directorate	Lead Member	Lead Officer	Previous Significant Next Action (SNA)
13.08	Use libraries and other community facilities e.g. Parish offices and children's centres to enable greater access to council functions	Council Transformation	By April 2018, customers will be able to use a public building local to where they live to access a wider range of council services face to face and digitally.	31/03/2018	This is now complete. From the 1 July the new Library and Resident Service new structure was implemented and three 'Service Hubs' are live at Windsor, Maidenhead and Ascot on 1 July 2017 delivering the following services: Bus Pass, Advantage Card, benefits, Council Tax, Elections, Green Waste, Housing Options, Licensing, Missed Bins, assisted and special collections, , Parking and Blue Badges, Planning, School Admissions, Street lighting, potholes and fly-tipping reporting. The online My Account is live with residents being able to report issues and track on line.	31/03/2018	BLUE	Communities	Cllr S Rayner	Mark Taylor, Jacqui Hurd	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)
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.		A new Performance Management Framework reflecting the priorities in the newly adopted Council Plan 2017-21 has been prepared and work to automate performance reporting on the Council's performance management software is underway. Benchmarking data forms part of the planned roll-out of the software, including benchmarking ourselves against our own historic performance as well as comparable authorities. This will be extended in Q2 17/18.	31/03/2018	GREEN	MDs	Cllr Dudley	Alison Alexander	Benchmarking increased from 10 indicators to 24 in Q3. Further work will be undertaken in Q4 to refine benchmarking for planning indicators.
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	MDs	Cllr S Rayner	Hilary Hall	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.		Completed.	31/01/2017	BLUE	Communities	Cllr Targowska	Ben Smith	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.

56



Report Title:	Update on Pool Cars and Electric Vehicle Charging Points
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr Coppinger, Lead Member for Adult Services, Health and Sustainability and Cllr Bicknell, Deputy Leader of the Council and Lead Member for Highways and Transport
Meeting and Date:	Cabinet - 28 September 2017
Responsible Officer(s):	Andy Jeffs, Executive Director
Wards affected:	All

1. DETAILS OF RECOMMENDATION(S)

REPORT SUMMARY

1. This report provides an update and makes recommendations on the pool cars leased by the Royal Borough and Electric Vehicle Charging points.
2. The financial implications of delivering the recommendations are £7,000 revenue, and £10,000 capital budget.

RECOMMENDATION: That Cabinet notes the report and:

- i) **Delegates authority to the Executive Director in conjunction with the Lead Member for Adult Services, Health and Sustainability, and the Deputy Leader of the Council and the Lead Member for Highways and Transport to:**
 - a. **procure a new electric / hybrid pool car fleet of up to 10 cars**
 - b. **recommend to Employment Panel that new travel policies seeking to increase pool car use are adopted and embedded**
 - c. **identify a partner and develop a 'pilot' car club scheme**
 - d. **develop an on-street electric vehicle charging programme; consult with Ward Members; seek grant funding; procure a supplier and install**

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

- 2.1 Cabinet considered a report on 27 April 2017 entitled **'Pool and Mayoral Cars and the introduction of Electric Vehicle Points'**. Cabinet resolved to:
 - i) *Delegate authority to the Interim Executive Director in conjunction with the Lead Member for Adult Services, Health and Sustainability, and the Deputy Leader of the Council and the Lead Member for Highways and Transport to:*

- a. *Terminate the existing pool car fleet at the end of the second year of the three year lease.*
 - b. *Carry out a review of the current mileage policy.*
 - c. *Procure a new electric/hybrid Mayoral car during 2018/19.*
 - d. *Assess the demand, identify suitable locations and install 10 on-street electric vehicle charging points.*
 - e. *Report to Cabinet in six months on a progress of work and future electric/hybrid pool cars.*
- 2.2 This report offers an update and recommends a way forward for pool cars and electric vehicle charging points.

Pool Cars

- 2.3 The Royal Borough currently has a fleet of 13-petrol powered Mini pool cars.
- 2.4 The original business case was based on:
- Each vehicle undertaking 10,000 miles a year. This level of usage offered efficiencies over existing mileage costs incurred by the council through the travel policy in relation to the use of Officers own cars for business mileage.
 - The pool car scheme being developed into a 'Car Club' allowing registered members of the public use at weekends, subject to establishing a successful scheme internally.
- 2.5 Following Cabinet resolution, the operator has been advised that existing vehicle leases will be terminated on the lease anniversary in January 2018 while options are considered to convert to an electric / hybrid pool car fleet and review the position on the 'Car Club' aspiration.
- 2.6 In parallel, the Royal Borough's Senior Leadership Team recommended a series of measures seeking to maximise the use of pool cars, thereby maximising value. Due recognition was given to the new operating models across the authority and the reduction in directly employed staff.
- 2.7 A review of the pool car scheme has been undertaken and it is recommended that:
- A new pool car scheme utilising the existing management and booking system with a reduced fleet of up to 10 vehicles* be introduced from January 2018
 - New electric / hybrid vehicles be leased with effect from January 2018 (the exact mix of these two options still to be finalised)
 - New staff travel policies and practices be adopted, to include:
 - Simplified registration process.
 - Relaunch the pool car scheme to existing mileage claimants
 - Require all existing mileage claimants to register as a pool car user
 - Send all new employees pool car information as part of their welcome pack
 - Require all mileage claimants to declare when they submit a mileage claim that a pool car was not available for all the journeys claimed
 - Every quarter require managers to review the mileage claimed by their team to confirm best use of pool cars.
 - For high mileage claimants (>1200 per month) set a 20% target to reduce their business mileage claims through the use of pool cars.
 - A 'Car Club' partner be identified and a 'pilot' scheme be established

(*the exact number of vehicles will be established taking into account the impact of the recommended new travel policies and seeking a cost neutral position)

2.8 The benefits of the recommended approach are:

- The Authority will become an exemplar employer encouraging and promoting the use of electric and hybrid vehicles – leading by example
- Increased use of the pool car scheme will maximise financial and environmental benefits
- A reduced fleet reflects a smaller directly employed staff base whilst retaining the opportunity to introduce a ‘car club’ scheme.
- An innovative ‘car club’ approach would make the pool cars available to residents in the evenings and at weekends. Not only would this help to improve the utilisation of the vehicles, but it would also help to reduce the need for car ownership amongst residents living in the town centre where the cars are based. It is recommended that a development partner be identified to launch a ‘pilot’ scheme as part of new build residential development linked to the regenerations programme

Electric vehicle charging points

2.9 Electric vehicle charging points are currently available in Hines Meadow car park and a project is in progress to install new points in the car parks at Windsor Leisure Centre; Braywick and Stafferton Way. New developments, including the new leisure centre at Braywick Park will also include electric charging points and will be future-proofed for further future expansion.

2.10 Government grant funding is available for residents to install electric charging points at their home subject to having dedicated off-street parking or a garage.

2.11 In January 2017 the On-Street Residential Grant Scheme was launched, with £2.5 million of funding available to local authorities to enable them to provide charge points for residential properties that do not have access to off-street parking.

2.12 Requests to date have been received for on-street points in Frances Road, Elm Road, Wood Close, Clarence Crescent, Windsor; Tangier Lane, Eton and Lynton Green, Maidenhead.

2.13 It is recommended that:

- Consultation be undertaken with Ward Members on each on the requested locations to consider the principle and final details for installing charging point in these locations
- Launch a public consultation to understand what level of demand and where this demand is located
- Develop and submit a bid for grant funding
- Install on-street charging points

2.14 The benefits of the recommended approach are:

- Responding to resident requests
- Assisting and encouraging the use of electric vehicles
- Demonstrating a commitment to electric vehicles in the longer-term through an ongoing programme of new on-street locations following consultation in a

manner that will not create complaints about private car parking spaces in on street locations when the number of electric vehicles is still relatively low.

2.15 Section 10 of this report (Background Information) offers further detail on pool cars and electric vehicle charging points.

Table 1: Option summary

Option	Comments
Pool Cars	
1. Retain existing vehicle fleet and do not convert to electric vehicles. Not the recommended option	This option is not recommended as it delivers no sustainability benefits.
2. Terminate the pool car scheme and offer no replacement Not the recommended option	This option is not recommended as it delivers no sustainability benefits and removes the option to introduce a car club scheme
3. Reduce the pool car fleet; convert to electric / hybrid vehicles; introduce new staff travel policies and develop a 'car club' scheme The recommended option	This option is recommended as it delivers sustainability benefits; improves the business case for pool cars and enables the authority to lead by example
Electric Vehicle Charging Points	
4. Assess each requested location; consult with Ward Members; seek grant funding and install on-street charging points. Launch a public consultation to develop a longer-term programme The recommended option	This option is recommended as it promotes and supports the use of electric vehicles delivering sustainability benefits and is responsive to residents.
5. Install no electric vehicle charging points and allow the market to develop through domestic and commercial installations. Not the recommended option	This option is not recommended as the promotion and support for electric vehicles may be reduced.

3. KEY IMPLICATIONS

3.1 Key Implications of the recommendations are set out in Table 2.

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Pool Cars					
Vehicle mileage increases.	Mileage decreases	0 – 30%	31 – 40%	➤ 40%	30/09/18
Electric Vehicle Charging Points					
Implement 10 on-street charging points.	No points implemented	10	11 – 20	➤ 20	31/03/17

4. FINANCIAL DETAILS / VALUE FOR MONEY

Pool cars

4.1 Financial implications are detailed in table 3 and summarised in table 4.

Table 3: Financial details

Description	Costs	Costs
REVENUE		
Early termination of existing leases		£4,000
Removal of current vehicle lease costs (£4k X 13)	£(52,000)	
New electric vehicle lease costs (£6k X 10)	£60,000	
Fuel cost reduction	£(5,000)	
Net increased cost for electric vehicles		£3,000
		£7,000
CAPITAL		
Installation of 6 fast-charge charging points		£10,000

Revenue cost in 2017/18 expected to be £5,000 (lease termination plus part year effect of change of vehicle fleet)

Table 4: Financial impact of report's recommendations

REVENUE	2017/18	2018/19	2019/20
Addition	£5,000	£2,000	£0
Reduction	£0	£0	£0
Net impact	£5,000	£2,000	£0

CAPITAL	2017/18	2018/19	2019/20
Addition	£10,000	£0	£0
Reduction	£0	£0	£0
Net impact	£10,000	£0	£0

On-street electric vehicle charging points

- 4.3 There is zero cost to the Royal Borough to install and operate the on-street electric vehicle charging point programme as grant funding of 75% may be secured and suppliers have offered to fund the residual installation costs in return for the ongoing revenue stream.
- 4.4 If grant funding is unsuccessful, a bid for capital funding will be submitted to Members for consideration.

Indicative installation costs for each charging point are £5,000 for each location. The revenue income from the electricity used needs to be confirmed.

5. LEGAL IMPLICATIONS

- 5.1 Procurement of any new pool vehicles and electric charging points will be fully compliant and secured in accordance with legal requirements.
- 5.2 'Alphacity' currently deliver the pool car scheme which includes vehicles and the booking system. An electric vehicle option is available which will be explored. In parallel market testing will be undertaken to ensure value for money and legal compliance.
- 5.3 To secure grant funding for Charge Points, the bid must demonstrate that value for money has been achieved. Therefore, quotations or an open tender will be secured to ensure that the most cost effective solution is procured.

6. RISK MANAGEMENT

Table 4: Key Risks associated with recommendations

Risks	Uncontrolled Risk	Controls	Controlled Risk
Increased use of pool cars not achieved	High	New policies and practices introduced and embedded	Medium
Car Club scheme is not deliverable	Medium	Business case; consultation and securing a development will be completed prior to introduction	Low
Usage of electric vehicle charging points is low impacting on financial	High	Business case and consultation to be developed	Medium

Risks	Uncontrolled Risk	Controls	Controlled Risk
viability		prior to installation	
Creating dedicated on-street bays which are under or unused will remove valuable on street parking provision.	High	Identify suitable locations and use policies to minimise non use	Medium

7. POTENTIAL IMPACTS

- 7.1 Installation of electric / hybrid pool cars and on-street electric vehicle charging points will promote use of electric vehicles delivering for sustainability benefits and improvements in choice for residents.

8. CONSULTATION

- 8.1 This report will be considered by:
- The Highways & Transport and Corporate Overview and Scrutiny Panels on 21 September with comments reported to Cabinet for consideration.
 - Members of the Sustainability Panel will be invited to comment on the report which will be reported to Cabinet for consideration.
- 8.2 Consultation will be undertaken with Ward Members with respect to the location and final details of on-street charging points.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Table 5 shows the stages and deadlines for implementation.

Table 5: Timetable for implementation

Date	Details
27 April 2017	Cabinet report - complete
28 September 2017	Cabinet Report
31 January 2018	New electric / hybrid pool car fleet to replace existing pool car fleet
1 April 2018	On-Street charging points operational
1 July 2018	'Car Club' launched

- 9.2 Implementation date if not called in: Immediately

10. APPENDICES

- 10.1 Appendix A – Pool Cars (Technical Note)

- 10.2 Appendix B – Electric Vehicles Charging Points (Technical Note)

11. **BACKGROUND DOCUMENTS:** None

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Coppinger	Lead Member for Adult Services, Health and Sustainability	25/08/17	29/08/17 – Report approved. Additional point regarding licensed taxis being explored
Cllr Bicknell	Deputy Leader of the Council and Lead Member for Highways and Transport	25/08/17	07/08/17
Alison Alexander	Managing Director	25/08/17	07/08/17
Russell O’Keefe	Executive Director	25/08/17	07/08/17
Rob Stubbs	Deputy Director Finance	25/08/17	07/08/17
Terry Baldwin	Head of HR	25/08/17	30/08/17
Andy Jeffs	Executive Director	25/08/17	04/09/17
David Scott	Head of Highways & Communities	25/08/17	25/08/17

Decision type: Non-key decision	Urgency item? No
Report Author: Ben Smith, Highways, Parks & Countryside Manager	

Appendix A

Technical Note

AlphaCity Electric Car Options

The current pool car scheme is operated by AlphaCity. As a subsidiary of BMW Group, the only vehicles it offers are made by BMW and MINI. These have the proprietary software used by the AlphaCity scheme built into the vehicles.

The only electric car currently available through the AlphaCity scheme is the BMW i3. There are two options – one pure electric and a range extender version, which is fitted with a petrol powered generator that charges the battery. An electric version of the MINI is planned, but it is not yet available.

AlphaCity is looking to develop a new service where they can utilise other manufacturers' vehicles (including vans) as part of their pool car schemes. Vehicles would have to be retro-fitted with the necessary equipment to permit keyless access and vehicle tracking as well as allowing remote communication and control. This functionality should be available from mid-2018. They have indicated that RBWM could take part in trials of the new system if this would be of interest.

Electric Car Capabilities

Range anxiety is a significant factor for electric car drivers. Table 1 below provides an analysis of the claimed and real world ranges for some of the most popular electric cars on the market. This shows that most electric cars are capable of making a 100 mile trip on a full charge.

Table 1: Electric Car Range

Car	Claimed Range	Real World Range
BMW i3 (electric)	195 miles	124 miles
BMW i3 (hybrid)	288 miles	217 miles
Hyundai Ioniq	174 miles	124 miles
Nissan Leaf (24 kWh)	124 miles	80 miles

Nissan Leaf (30 kWh)	155 miles	120 miles
Renault Zoe (22 kWh)	149 miles	106 miles
Renault Zoe (40 kWh)	250 miles	186 miles

RBWM Pool Car Fleet Analysis

Table 2 provides an analysis of the monthly mileage statistics for the RBWM pool car fleet. This shows that the average trip length is around 32.5 miles. Even two or three trips of this length per day would be within the capabilities of most electric cars. Also, AlphaCity has indicated that short recharge times can be built into the pool car schedule by leaving up to 1 hour between bookings, which provides added range and peace of mind for users, although it will result in a small reduction in utilisation.

Table 2: Analysis of RBWM Pool Car Mileage

Month	Total Mileage	No of Trips	Core Hour Utilisation	Ave Trip Length	Max Trip Length	No of 100+ Mile Trips	% of 100+ Mile Trips
Apr	6,012	195	N//A	30.8	222	5	2.6%
May	6,295	176	N//A	35.8	358	8	4.5%
Jun	7,082	179	N//A	39.6	295	13	7.3%
Jul	6,567	206	N//A	31.8	195	5	2.4%
Aug	6,894	245	N//A	28.0	202	3	1.2%
Sep	7,761	287	N//A	27.0	420	6	2.1%
Oct	8,111	277	N//A	29.3	487	9	3.2%
Nov	7,593	244	N//A	31.1	701	8	3.3%
Dec	5,026	183	23%	27.5	191	3	1.6%
Jan	6,857	249	30%	27.5	262	5	2.0%
Feb	8,924	277	35%	32.2	581	10	3.6%
Mar	11,172	307	30%	36.4	1,122	18	5.9%
Apr	7,116	211	27%	33.7	457	11	5.2%
May	8,611	238	26%	36.2	576	18	7.6%
Jun	8,714	233	31%	37.4	565	17	7.3%
Jul	7,390	209	23%	35.4	532	13	6.2%

Average	7508	232	28%	32.5	10	4.1%
Target*	10,833		40%			

* Based on an annual mileage of 10,000 miles per year for 13 vehicles

The current contract is based on an assumed mileage of 10,000 miles per annum per vehicle. Based on current trip lengths, a utilisation rate of around 40% is needed to reach the required annual mileage. However, the average utilisation rate is only 28%.

The analysis shows that typically, around 4% of trips are longer than 100 miles, and therefore may exceed the maximum range achievable on a single charge.

Refuelling is an option on longer trips. There is a growing network of publicly accessible charge points, with over 4,700 currently available across the UK. However, these are operated by over 20 different providers, each with their own access protocols, cost models and charge point types.

While some are free to use, others operate on a pay-as-you-charge basis or require a membership subscription. Physical access to the charge point is usually controlled via a smartphone app or RFID card.

The charge points themselves vary significantly in terms of their capabilities and connectivity. The most common types are:

- 3kW slow chargers that take around 8-12 hours for a full charge;
- 7kW fast chargers that take 3-5 hours to deliver a full charge; and
- 50kW rapid chargers that deliver an 80% charge in around 30 minutes.

The above factors coupled with uncertainties about individual charge point availability can make longer journeys more difficult and stressful, particularly for people who do not use electric cars on a regular basis.

Also, staff may occasionally take a pool car home overnight (e.g. after they have been to an evening meeting or if they are starting a journey from home the next day). They may not have the option to charge the vehicle from their property, particularly if they have no off-street parking.

For these reasons, it is recommended that RBWM does not go for a 100% EV pool car fleet and that some alternative provision be made by:

- retaining some petrol powered vehicles on the pool car fleet,
- providing dedicated vehicles for teams that regularly make long trips;
or
- utilising spot hire as and when required.

Car Club

The AlphaCity pool car scheme has the functionality to make the pool car vehicles available to residents in the evenings and at weekends, effectively acting as a car club. Not only would this help to improve the utilisation of the vehicles, but it would also help to reduce the need for car ownership amongst residents living in the town centre where the cars are based.

AlphaCity has indicated that credit card payment functionality can easily be added to the RBWM pool car scheme, which would allow third parties (including residents) to use the vehicles.

The council's insurance and risk manager has been consulted on the implications of insuring the pool cars for use in a car club. He has referred the matter to the council's insurers, who indicated that they would not be prepared to extend cover for usage of the vehicles in a car club under the existing policies, since this usage would not constitute council business.

The insurance companies raised a number of other points, which are summarised below:

- If the car club is used for income generation, then specialist "hire and reward" cover would be required.
- Insurers would want to see procedures in place for licence checks

- Some form of enhanced service/ maintenance regime may be required with more frequent checks and cleaning.

The insurance and risk manager will liaise with the council's insurance broker to see if there is any interest in insuring the car club separately to the existing fleet.

If the scheme were to be opened up for residents to use in the evenings and at weekends, and the vehicles were electric, then they would need to be parked in publicly accessible locations, such as public car parks. Locations such as North Yard behind the town hall would not be suitable.

Appendix B

Project:	RBWM Framework - Professional Services (Lot 3)	Job No:	100003635
Subject:	Electric Vehicle Charge Points		
Prepared by:	Gordon Oliver	Date:	20 July 2017
Approved by:	Paul Chandler	Date:	25 July 2017

1.0 Introduction

At their meeting on 27 April 2017, the Royal Borough's Cabinet resolved to: *'assess the demand, identify suitable locations and install 10 on-street electric vehicle charging points'*.

This note provides advice on the policy, technical and financial aspects and makes a recommendation for how to deliver the resolution.

2.0 Government policy and funding

The UK is among 13 international members of the Zero Emissions Vehicle Alliance to sign a commitment to promote cleaner motoring and slash transport emissions. By signing the agreement, the Government will work to ensure all new passenger cars and vans sold in the UK are zero emission, achieving this as quickly as possible, but no later than 2050.

In order to achieve this ambition, they are committed to investing £600 million to support ultra-low emission vehicles in the period 2016/17 to 2020/21. In addition to offering grants that help reduce the purchase price of new plug-in vehicles, the Office for Low Emission Vehicles (OLEV) is offering grants for home, workplace and on-street charge points in residential areas.

3.0 Rationale for providing on-street charge points

Department for Transport (DfT) research shows that recharging is the most important factor in putting people off buying an electric vehicle¹. Concerns include:

- The availability of charge points
- The lack of charge points in their area
- A lack of knowledge about where charge points are located

Evidence suggests that the majority of plug-in vehicle owners want to do most of their vehicle charging at home. The availability of affordable and

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551446/electric-vehicles-survey-2016.pdf

accessible domestic charging options is therefore key to increasing the uptake of plug in vehicle in the UK.

The Electric Vehicle Homecharge scheme allows residents to receive a grant towards the cost of installing a domestic charge points at their homes. In order to be eligible for the grant, they must have dedicated off-street parking in the form of a garage or driveway.

However, many areas of the UK have residential streets where properties have no off-street parking and residents must park on-street. In such cases, charging from home is not an option, since even if residents were able to park outside their own property, they would have to trail cables across the footway.

Provision of on-street charge points will help to address this issue and allow residents without off-road parking to consider plug-in vehicles.

4.0 Funding

The On-Street Residential Grant Scheme was launched in January 2017, with £2.5 million of funding available to local authorities to enable them to provide charge points for residential properties that do not have access to off-street parking. The funding is available on a first-come-first-served basis.

The grant pays for up to 75% of the capital costs of procuring and installing each charge point (up to a maximum of £7,500).

Capital items that can be funded include:

- The purchase cost of the charging unit
- The purchase cost of electrical components
- The cost of civil engineering works related to the installation
- Labour costs of the installation
- Hardware costs of the installation
- Capital costs of a parking bay and traffic orders (where applicable)

Local authorities can apply for grants to cover the capital costs of multiple charge points up to a maximum value of £100k.

The remaining 25% of the capital cost must be funded through other sources. Initial discussions suggest that suppliers may be willing to cover this, resulting in no net cost to the council.

5.0 Charge point types

The following charge point types are eligible for funding through the scheme:

- Slow AC (less than 3.5 kW):

- Currently, this is the most common way of charging an electric vehicle, with some on-street charge points being of this specification, as well as most domestic charge points.
- A full charge of an electric vehicle typically takes 6 to 8 hours, so it is generally only suitable for overnight charging.
- Standard AC (up to 7 kW):
 - 7kW charge points cut charge times in half compared to a slow charger by doubling the available current to 32A.
 - A full charge of an electric vehicle typically takes 3 to 4 hours.
 - Most public and on-street charge points are this type.
- Fast AC (up to 23kW) / Fast DC (up to 22kW):
 - These are less common than the standard charge points.
 - They typically use a three phase power supply to deliver 22kW.
 - A full charge of an electric car typically takes 1 to 1.5 hours.
 - These are useful for charging electric vehicles with larger batteries.

Rapid chargers that are capable of charging vehicles in 30-60 minutes are ineligible for funding through this scheme. These are mostly used at motorway service stations or other locations where drivers would want to stop-off on a longer journey and recharge in the shortest possible time.

It should be noted that quoted charge times will increase as car batteries get more powerful in response to consumer demand for increased vehicle range. While batteries of 24 – 30 kWh were standard a few years ago, batteries of 60 kWh or more are starting to become more commonplace. This means that slow chargers will become less useful and relevant in the medium to long-term and so standard or fast chargers should be considered.

Charge points are usually of a free-standing bollard design (although wall-mounted units are also available). They can have a single outlet or twin outlets that allow two cars to be charged simultaneously. OLEV indicates that twin outlet charge points should be provided wherever possible in order to maximise value for money.

Some local authorities have converted street lights to charge points, which have a 3 – 3.5kW output. This has the advantage of minimising street clutter, but these require users to purchase a special cable that provides the metering and communications functionality that are integrated into a standard charge point.

Also, this requires the street light to be located at the front of the footway. Within the Royal Borough, street lights tend to be installed at the rear of the

footway, since this maximises the available footway width, so this option may not be viable.

6.0 Assessing demand

Grants are intended to support local authorities in meeting the current and anticipated charging needs of residents. Therefore local authorities should establish that needs already exist or are anticipated, and could be met through the proposed charging infrastructure.

This could be demonstrated by having received multiple requests for charging infrastructure from local residents wishing to purchase plug-in vehicles, or strategic plans to promote EV ownership in a particular area.

It is for applicant authorities to confirm to OLEV their rationale and that they are content they have sufficient rationale to warrant the proposed infrastructure.

Once an OLEV grant award has been accepted by the applicant authority, the sites of the proposed charge points must not change without permission from OLEV.

To date, the Royal Borough has only received a handful of requests, with most of these relating to central areas of Windsor and Eton. There may be other people who are considering buying / leasing a plug-in vehicle who have not yet contacted the council.

Some form of public consultation may therefore be appropriate to gauge the level of interest amongst residents and to identify where they live. In the event that the council receives more requests than can be satisfied with the funding available, some form of prioritisation/ ballot may be required.

7.0 Parking restrictions

The Traffic Signs Regulations and General Directions 2016 makes provision for local authorities to designate a parking place for the recharging of electric vehicles. This ensures that other vehicles cannot park there and block access to the charge point. The OLEV guidance indicates that it is not essential for local authorities to designate electric vehicle only bays, but they do recommend it.

However, demand for on-street charge points is likely to be from terraced residential streets where there is often little / no spare parking capacity. In such circumstances, effectively allocating dedicated parking bays to a household with an electric vehicle could be seen as iniquitous, particularly if installed directly outside their property.

It should be noted that although a charge point may be requested by an individual, it is available for use by any vehicle that complies with the traffic regulation order that applies to the parking space.

The OLEV scheme is intended to provide reliable access to charging for local residents near their home. Whilst not required to secure funding, resident parking schemes or permits can help to prevent other people from using charge points when residents need access.

The various options and their implications are summarised below.

- Unallocated parking - Without designating a bay as an 'electric vehicle charging point only', other vehicles may legally park adjacent to the charge point and block access to it. However, some local authorities that have converted street lights to charge points have installed three units for each request received, giving residents a reasonable chance of accessing a charge point.
- EV charging only bay – This ensures that only electric vehicles may use the parking space when charging. This helps to avoid other vehicles blocking access to the charge point. However, it would be available to all EV owners, including non-residents.
- EV charging only bay for resident permit holders only – This limits charge point access to residents only. However, the charge points may be under-utilised during weekdays when residents are at work. Vehicles must be plugged in when using the bay and since most vehicles will not need to charge every day, this will add to the overall pressure on parking in the vicinity of the charge point.
- EV charging only bay for resident permit holders at night with access for all EV drivers in the day – This ensures that residents have access when they most want to charge their cars, but others can use the charge point when residents' demand is lower. This makes best use of the charge point.
- EV charging only bay plus limited max stay – Limited waiting (3 or 4 hours maximum) may help to reduce issues of EVs being parked longer than necessary in the bay, but it would potentially add to the overall parking pressure in the area. More powerful vehicles may not be able to fully charge in the time allowed. Also, residents may need to move their vehicles at inconvenient times in order to avoid a parking ticket. (Additional variants could include resident permit holder only restrictions at all / certain times.)

There is no 'correct' answer to the parking issue and the choice will need to be agreed with members and by taking account of responses received when the traffic orders are advertised.

It should be noted that the more complicated the restriction, the larger the sign and the more difficult it will be for members of the public to understand the restriction.

8.0 Operational issues

If charge points are to be made available to the wider public as well as residents, then the OLEV scheme guidance states that charge points must have 'Pay As You Go' functionality in addition to / instead of a subscription model.

It is important to minimise council input and ongoing involvement with the charge points, so it is recommended that any contracts be worded to ensure that the provider takes responsibility for all aspects of:

- Supply
- Installation
- Power
- Operation
- Customer communication
- Billing
- Maintenance and repair
- Decommissioning / replacement of the charge points at the end of their life

There should be clear instructions on the charge points for usage and fault reporting, and providers should have a 24 hour helpdesk, so the council does not receive unnecessary calls or emails from the public relating to the charge points.

9.0 Electrical supply issues

It is possible that clusters of charge points could cause problems for the power supply network if used simultaneously, particularly if they take a feed from the same sub-station. It is therefore recommended that SSE (as the local power distribution company) be consulted to understand what capacity issues currently exist.

9.1 Other issues

Prior to being approved, all sites where charge points have been requested will need to be inspected to ensure that:

- there is no off-road parking at the property
- there is sufficient clearance around the proposed charge point location to permit access along footway (street furniture should be installed 450mm back from the kerb edge)
- there is no conflict with existing utilities or highway drainage schemes
- installation will not cause damage to adjacent trees or property

The Town & Country Planning (General Permitted Development) (England) Order 2015, Schedule 2, Part 12 prescribes that Local authorities can install on-street electric vehicle charge points as permitted development.

However, the Planning Management Manager has indicated that the installation of vehicle charging points by a local authority would only be permitted if they are 'required in any public service administered by them' (i.e. only if the service is provided by the Council). As such, she has suggested that planning permission be secured prior to installation of the charge points. The Council may wish to take legal advice on this matter.

It is likely that at least some requests will come from residents living in

Conservation Areas. The Conservation Officer should be consulted on any design to be used in these areas. Charge point designs should be chosen so as to complement existing street furniture designs and colour schemes.

10.0 Procurement

In procuring the Charge Points, the council must demonstrate to OLEV that value for money has been achieved. The Council's Procurement Team has advised that procurement rules still apply to grant funded schemes where there is zero net cost to the council. Given the likely value of the scheme, they have confirmed that procurement could be by means of obtaining three quotes or via open tender.

11.0 Recommendations

It is recommended that the Royal Borough:

1. Undertake a public consultation to understand what level of demand there is for EV charge points and where this demand is located (a draft questionnaire is included in Appendix A).
2. Assess all sites where a request has been submitted from someone who has either already bought an electric vehicle or who is definitely considering replacing their car with an electric vehicle in the next 12 months. This should consider:
 - Availability of off-road parking
 - Footway width
 - Implications for services / drainage / street trees
3. Draw up a shortlist of sites through prioritisation / ballot to form the basis of an initial bid to secure OLEV grant funding.
4. Seek legal advice as to whether or not the installation of on-street charge points would be permitted development.
5. Agree the charge point specification in consultation with members and the Conservation Officer.

Consult with SSE to seek their views on any electricity supply issues associated with

This page is intentionally left blank

Report Title:	Homelessness Strategy 2017-2022
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Simon Dudley, Leader of the Council and Chairman of Cabinet (including Housing) Councillor Ross McWilliams, Deputy Lead Member for Policy and Affordable Housing
Meeting and Date:	Cabinet - 28 September 2017
Responsible Officer(s):	Alison Alexander, Managing Director
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

- 1 The Royal Borough has a statutory duty to produce a Homelessness Strategy under the Homelessness Act 2002 which must be reviewed and refreshed every five years. This report recommends approval of the Homelessness Strategy 2017-2022.
- 2 The new Strategy takes account of the substantial revisions to housing and planning legislation since the last strategy, and in particular the requirements of the new Homelessness Reduction Act which refocuses front line housing services on prevention rather than intervention at crisis point.
- 3 The Strategy emphasises a continuing multi-agency approach to preventing and reducing homelessness in the borough, with the ambition of helping residents into home ownership.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the Homelessness Strategy 2017-2022 for publication.

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

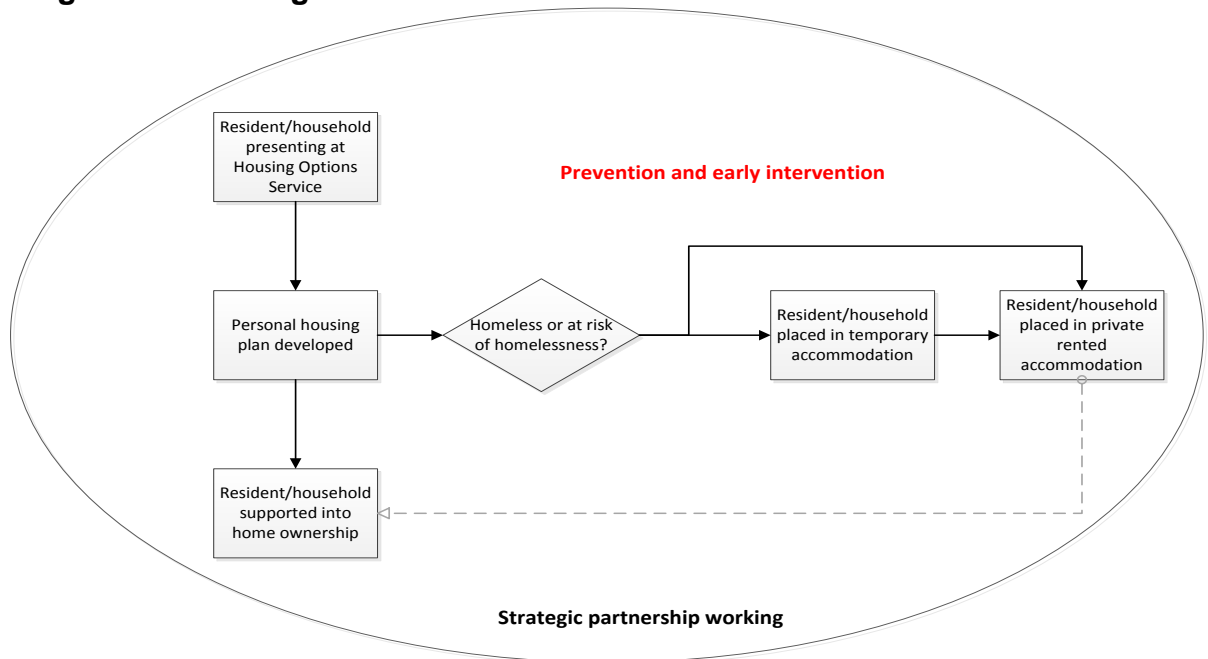
- 2.1 The council has a statutory duty to produce a Homelessness Strategy under the Homelessness Act 2002 which must be reviewed and refreshed every five years. The Homelessness Strategy, see appendix 1, is the refreshed five year strategy which focuses on preventing and reducing homelessness in line with the aims of the Homelessness Reduction Act. The strategy sets out the Royal Borough commitment to seek to prevent homeless and support those who are already homeless in the borough. The Borough's actions, captured in the bullet points, seek to minimise the long term affect homelessness has on an individual:
 - The Royal Borough's Housing Options team – providing housing advice and support through the extended provision in the Library and Resident Services hubs in Ascot, Maidenhead and Windsor.
 - John West House, Maidenhead – providing eight overnight hostel places for homeless people.

- Braywick Lodge, Maidenhead – provision of four rooms providing ‘move on’ accommodation for homeless people.
- Windsor Homeless Project housing surgery – weekly drop in service providing housing advice and assistance.
- Debt management services in connection with the Citizens Advice Bureau.
- Exchange House – provision of 13 new self contained temporary accommodation homes.

2.2 The Royal Borough provides a variety of housing services to residents from housing the homeless to providing strategic leadership for housing delivery. In 2016, 9,353 approaches were made to the council for assistance with housing needs and 1,518 households were prevented from becoming homeless. The highest need was from single parent females, followed by single males and couples with children.

2.3 The emerging Borough Local Plan will help to address the issues around supply of housing in the long term, including the provision of new affordable housing. The growth of housing supply, including affordable, provides opportunities for residents’ to realise their aspirations of home ownership. The Royal Borough, working with our Housing Association partners, want to ensure residents are supported to make effective transitions from social rented housing to affordable housing, see diagram 1.

Diagram 1: Housing flow



2.4 Enabling residents to secure home ownership is important which is why the vision of our homelessness strategy is to maximise every opportunity to prevent and reduce homelessness in the borough. In order to deliver this vision, four priority outcomes have been identified, supported by a clear delivery plan:

- Enhance homeless prevention services to meet the requirements in the Homelessness Reduction Act.
- Reduce the numbers of households who are in temporary accommodation or rough sleeping.

- Review and refresh the allocations policy by December 2017 to ensure policies support delivery of the objectives in this strategy.
- Use nominations and partnership working to enable social mobility, supporting residents to move to more suitable accommodation and make best use of stock.

2.5 Key actions from the delivery plan are set out in table 1.

Table 1: Homelessness Strategy action plan

Objective	Actions
Reduce the numbers of households in temporary accommodation and rough sleeping	Reduce the number of households in temporary accommodation by 50% by April 2019 through the allocations process and private rented sector offer.
	Take proactive action to identify those most at risk to prevent them becoming homeless, including exploring the option for court desk attendance in partnership with Slough Borough Council.
	Develop clear housing pathways to manage access to support services for applicants with multiple needs.
	Review the amount and type of emergency housing provision available and compile a register of resources.
	Work proactively with local housing associations and the Citizens Advice Bureau to prevent mortgage repossessions including through the Mortgage Rescue Scheme.
	Implement personal housing plans for residents to support households in temporary accommodation to access longer term housing.
Increase the homeless prevention services to meet the requirements in the Homelessness Reduction Act.	Support households retain their current home.
	Support households find an alternative home, which may be in the private rented sector or a home ownership option.
	Support households to access low cost home ownership.
	Enable vulnerable households to secure independence through supported housing pathways.
Review and refresh the allocations policy by December 2017	Work with local housing associations to deliver a refreshed allocations policy that meets the housing needs of applicants and promotes effective working with the private sector
Use nominations and partnership working to enable social mobility, support residents that need to move to more suitable accommodation and make best use of stock.	Work with local housing associations and the Housing Enabling Manager to identify opportunities for transfers and property conversions to meet changing need.
	Deliver a new Young Persons Protocol in partnership with Children's Services to establish a framework for supporting young people in housing need.

Table 2: Options

Option	Comments
Not to approve the Homelessness Strategy. Not recommended	By not adopting a homelessness strategy, the Royal Borough will not meet its statutory requirements and will not have a coordinated approach to preventing and reducing homelessness in the borough.
Approve the Homelessness Strategy The recommended option	The Royal Borough will meet its statutory requirement and will provide a strong strategic and operational framework for preventing and reducing homelessness in the borough.

3 KEY IMPLICATIONS

3.1 The key implications are set out in table 3.

Table 3: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Deliver the five priority outcomes in the Homelessness Strategy	Less than 100% by March 2022	100% by March 2022	100% by March 2021	N/A	31 March 2022

4 FINANCIAL DETAILS/VALUE FOR MONEY

4.1 The budgeted revenue expenditure for homelessness is £478,000. The Royal Borough receives a Government grant for homelessness prevention measures and all actions identified in the Strategy will be met within existing resources.

5 LEGAL IMPLICATIONS

5.1 The Royal Borough has a statutory responsibility to publish a Homelessness Strategy under Sections 1-3 of the Homelessness Act 2002 and this must include a review of homelessness in the area.

5.2 Part 7 of the Housing Act 1996 places a statutory duty on the council to secure accommodation for certain types of homeless households who are in priority need, such as families with children, and who are unintentionally homeless, that is statutorily homeless households.

5.3 The Homelessness Reduction Act will be enacted from April 2018 which will refocus front line housing services on prevention, rather than intervention at the point of crisis.

6 RISK MANAGEMENT

6.1 The risks and controls are set out in table 5.

Table 5: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Increasing number of homeless households	HIGH	Refocus of front line housing service on prevention. Planned use of temporary accommodation moving to private rented housing	MEDIUM

7 POTENTIAL IMPACTS

7.1 The new Homelessness Strategy will provide a robust strategic and operational framework to meet the needs of all residents in the borough.

8 CONSULTATION

8.1 The report will be considered by Housing and Planning Overview and Scrutiny Panel on 18 September 2017 and comments will be reported to Cabinet.

8.2 Consultation on the priority outcomes has been undertaken with, and endorsed by, local housing association partners.

8.3 Consultation has taken place with relevant officers across the council and their comments incorporated into the draft Strategy.

9 TIMETABLE FOR IMPLEMENTATION

9.1 The implementation timetable is set out at table 6.

Table 6: Implementation timetable

Date	Details
September 2017	Publish approved Strategy
April 2018 and six monthly thereafter	Report on implementation to Planning and Housing Overview and Scrutiny Panel.

9.2 Implementation date if not called in: Immediately

10 APPENDICES

10.1 Appendix 1: Homelessness Strategy 2017-2022

11 BACKGROUND DOCUMENTS

11.1 None

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Dudley	Leader of the Council and Chairman of Cabinet (including Housing)	05/09/17	07/09/17
Cllr McWilliams	Deputy Lead Member for Policy and Affordable Housing	26/08/17	04/09/17
Alison Alexander	Managing Director	26/08/17	04/09/17 10/09/17
Russell O'Keefe	Executive Director	05/09/17	
Andy Jeffs	Executive Director	05/09/17	
Rob Stubbs	Section 151 Officer	05/09/17	
Terry Baldwin	Head of HR	05/09/17	
Mary Kilner	Head of Law and Governance	05/09/17	19/9/17
Louisa Dean	Communications and Marketing Manager	05/09/17	

REPORT HISTORY

Decision type: Key decision 17 May 2017	Urgency item? No
Report Author: Hilary Hall, Deputy Director Strategy and Commissioning, 01432 683893	

Royal Borough Windsor & Maidenhead

Homelessness Strategy 2017-2022

Building a borough for everyone
Working to prevent and reduce homelessness

“Building a borough for everyone – where residents and businesses grow, with opportunities for all.”

Our vision is underpinned by six priorities:

Healthy, skilled and independent residents

Growing economy, affordable housing

Safe and vibrant communities

Attractive and well-connected borough

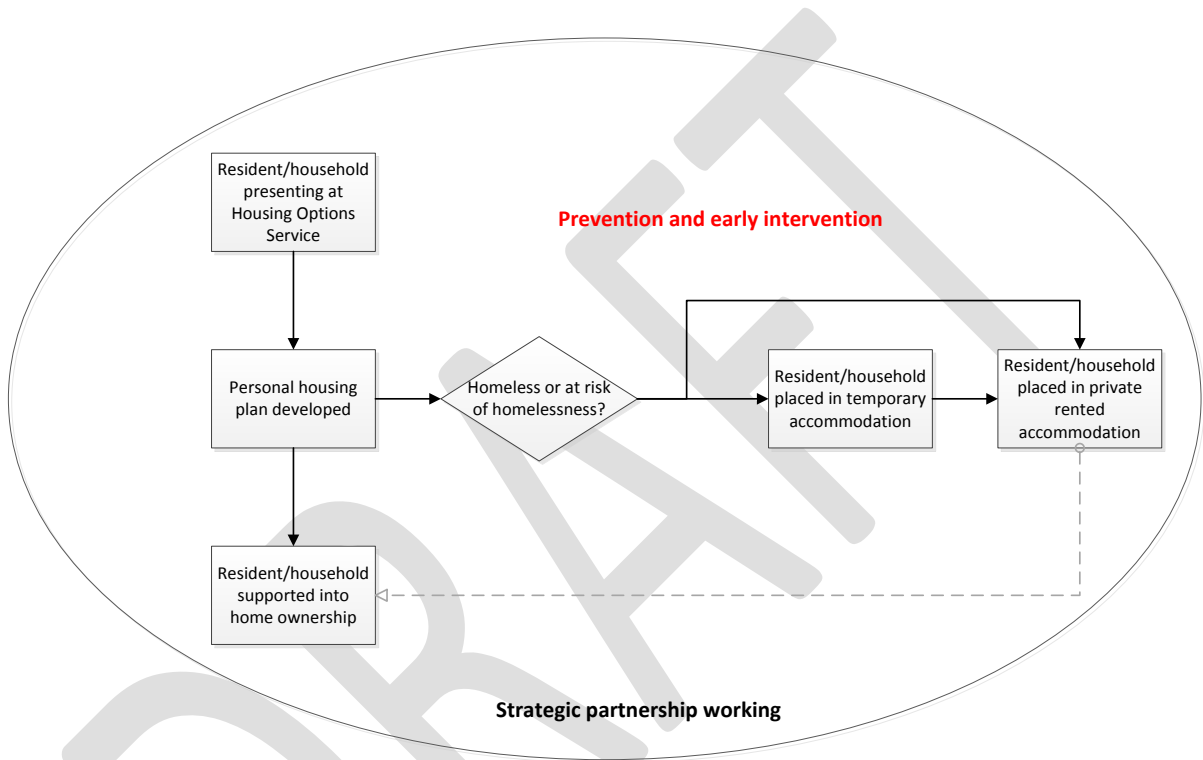
An excellent customer experience

Well-managed resources delivering value for money

CONTENTS

	Foreword	1
1	Introduction	3
2	Legislative and national policy framework	3
3	Local context and key achievements	4
4	Vision	8
5	Preventing and reducing homelessness	9
6	Implementation and review	12
	Appendix 1: Delivery Plan	13

DRAFT



FOREWORD FROM THE LEADER OF THE COUNCIL AND DEPUTY LEAD MEMBER FOR POLICY AND AFFORDABLE HOUSING

The Royal Borough has high aspirations for its residents. We want to support all our residents to own their own home. Our emerging Borough Local Plan confirms our commitment to affordable housing and we are investing in services to support residents towards that goal of home ownership.

However, we know that over the last few years, an increasing number of households have sought advice from us around housing. The numbers in temporary accommodation has increased, as has the number of homeless households.

That is why prevention and early intervention is a key priority for this council in order to move residents into stable affordable housing and ultimately home ownership.

Homelessness can lead families and single people into a cycle that can have a profound effect on health, emotional wellbeing and the life chances of those who experience it. These effects, especially on children, can be life long and can cause repeated homelessness of a generational nature. This is why we must all do what we can to prevent it happening and mitigate its effects on the residents of our borough.

The challenge is significant; we must be proactive in working with our partners to intervene early and prevent homelessness wherever possible. We remain ambitious in our vision and know that we have very experienced skilled and innovative agencies within local partnerships that will rise to this challenge.

There is a strong desire to tackle homelessness and reduce its impact on our residents. Our vision for tackling homelessness is straightforward:

“We will maximise every opportunity to prevent and reduce homelessness in the borough”

The Royal Borough is strongly committed to this vision, and is realistic about the challenges that we face in trying to achieve this. This strategy is the blueprint for our ongoing, collaborative work in this area with our partners and our community.

Cllr Simon Dudley
Leader of the Council and Chairman of
Cabinet (including Housing)



Cllr Ross McWilliams
Deputy Lead Member for Policy and
Affordable Housing



This page is intentionally blank

DRAFT

1 INTRODUCTION

- 1.1 The Royal Borough's vision is to build a borough for everyone. Through its new strategic priority: Growing economy, affordable housing, the Royal Borough seeks to foster a dynamic and growing local economy, creating jobs and opportunities to enable residents to pursue the aspiration of home ownership.
- 1.2 In the context of that overarching vision, this strategy sets out the Royal Borough's approach to delivering homelessness services over the next five years, in relation to the national and local policy context and building on an evidence base that considers trends in the housing market and related areas. A delivery plan, see Appendix 1, sets out how these objectives will be achieved, working in close collaboration with partners in the statutory, voluntary and private sectors.
- 1.3 The emerging Borough Local Plan will help to address the issues around supply of housing in the long term, including the provision of new affordable housing. The Royal Borough's strategy is to provide opportunities to realise residents' aspirations and help them into home ownership, making effective transitions from rented housing to affordable housing. This strategy will be set out in the Supplementary Planning Document that will follow adoption of the Borough Local Plan.
- 1.4 The council has a statutory responsibility to publish a Homelessness Strategy under Sections 1-3 of the Homelessness Act 2002 and this must include a review of homelessness in the area.

2 LEGISLATIVE AND NATIONAL POLICY FRAMEWORK

- 2.1 Since the last Housing Strategy was published, there have been substantial revisions to housing and planning legislation, building on the Homelessness Act 2002.
- 2.2 The Welfare Reform and Work Act 2016 introduced a 1% rent reduction each year on social housing rents for four years. This reduction has had a significant impact on housing associations, affecting their business plans and their ability to develop affordable rented housing in particular. The capping of social rents forms part of the wider policy of reducing the national welfare budget that includes:
 - Benefit cap to be reduced to £20,000 per household.
 - Restrictions on housing benefits for under-21 year olds.
 - Single room rates for under 35 year olds.
 - Roll out of full Universal Credit service.
- 2.3 In February 2017, a new Housing White Paper was launched as well as the new Homelessness Reduction Act. The Act refocuses front line housing services on prevention rather than intervention at crisis. The White Paper promotes a mixed housing model, reintroducing support for delivery of affordable rent and considering new approaches to meeting housing demand.
- 2.4 The private rented sector has played an increasing role in housing those in need and as such forms an important part of this strategy. The Localism Act 2011 included a power for local housing authorities to discharge the main homelessness duty by way of a private rented sector offer of at least 12 months.

3 LOCAL CONTEXT AND KEY ACHIEVEMENTS

- 3.1 The evidence base supporting this strategy is set out in the Strategic Housing Market Assessment (SHMA) published by GL Hearn in February 2016. This report underpins the policy contained in the emerging Borough Local Plan and the data has been further refreshed by information provided by the Housing Options Team in January 2017.
- 3.2 The SHMA report identified significant affordability pressures in the borough with median costs of market housing on average around ten times the equivalent earnings. Analysis of income levels suggested that 61.4% of households in the borough were unable to afford market housing in 2013. House price growth continues to impact on affordability with the average house price rising by almost £30,000 since the SHMA report in 2016¹.

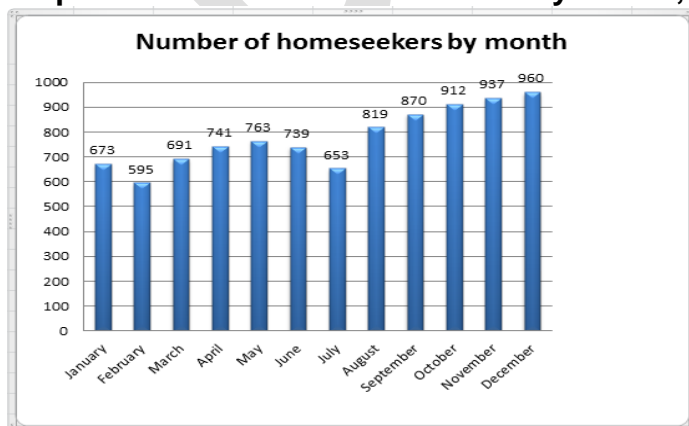
The Royal Borough

- 3.3 As a unitary authority, the Royal Borough is responsible for all areas of local government and over 140,000 residents living in over 66,000 properties.
- 3.4 The borough covers 79 square miles with the main towns of Ascot, Maidenhead and Windsor, surrounded by 14 villages, linked by the River Thames. It is just 12 miles to the west of London and has a thriving business economy. As well as providing excellent quality open and leisure spaces as well as access to a large number of unspoiled rural areas, including 1,000 acres of National Trust land and 4,800 acres owned by the Crown, the borough is also home to Windsor Castle which attracts millions of visitors every year from across the world.
- 3.5 Transport links are excellent, with four major motorways, Heathrow and Gatwick Airports close by and four main line railway stations. The Elizabeth line (Crossrail) is due to arrive in 2019, increasing connectivity even further.

Housing need

- 3.6 The Royal Borough provides a variety of housing services to residents from housing the homeless to providing strategic leadership for housing delivery. In 2016, 9,353 approaches were made to the council for assistance with housing needs, see graph 1.

Graph 1: Number of homeseekers by month, 2016



¹ Office of National Statistics, House Price Index for: Windsor and Maidenhead

3.7 In the same year, 1,518 households were prevented from becoming homeless, see diagram 1. The highest need was from single parent females, followed by single males and couples with children. This household composition is reflected in the level of need for two bedroom properties, which stood at 59% of applicants in January 2017. The majority of applicants had come from living with parents or relatives that could no longer accommodate them. The second biggest factor was the loss of private sector accommodation followed by relationship breakdown, see diagram 2.

Diagram 1: Level of homelessness acceptances, 2016-2017

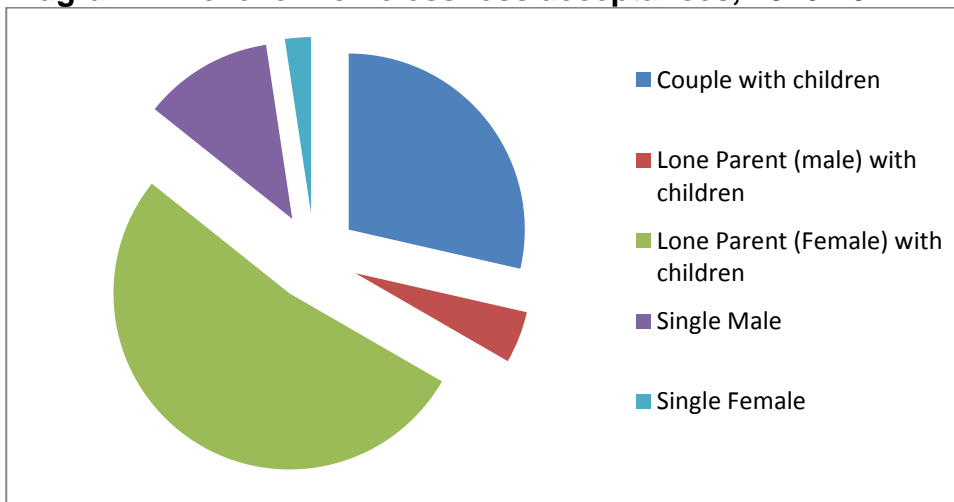
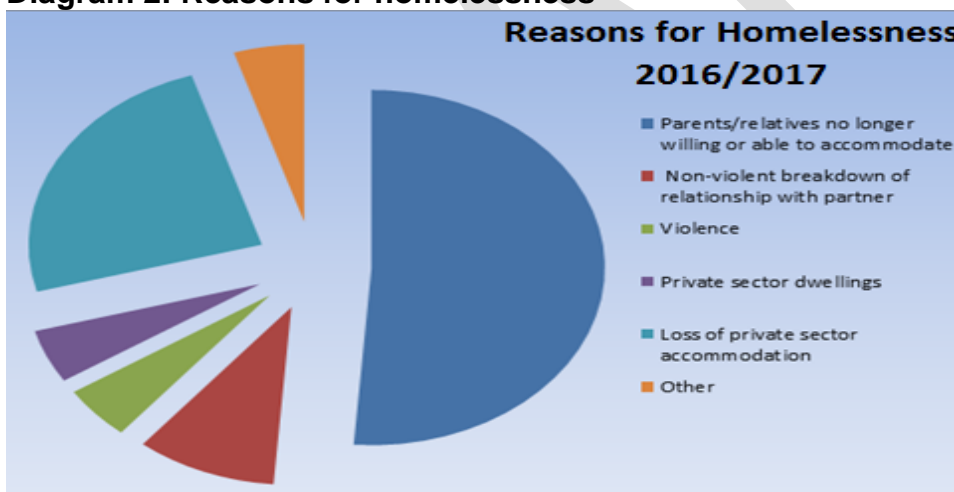


Diagram 2: Reasons for homelessness



3.8 During the year January 2016 to December 2016, 640 applicants were accepted onto the housing register. The register is prioritised through a selection of bands:

- Band A – Urgent requirement to move with the greatest housing need (Reasonable Preference AND Additional Preference).
- Band B – Requirement to move with a lesser housing need (Reasonable Preference OR Additional Preference).
- Band C – Desire to Move.
- Other – Includes applicants without a housing preference band but those which may still be eligible for housing opportunities such as key workers, those interested in sheltered housing, shared ownership or employees of the Ministry of Defence.

- 3.9 At January 2017, there were 341 applicants on the housing register, see table 1 for distribution of applicants by priority banding and table 2 for demand by applicants with a priority housing need by bedroom size.

Table 1: Number of applicants per band on the housing register, January 2017

Band	A	B	C	Other	Total
Number of applicants	15	135	117	74	341

Table 2: Bedroom needs of applicants allocated a priority housing band

Bedroom need	Band A	Band B	Total	%
1 Bedroom	6	19	25	17
2 Bedroom	5	84	89	59
3 Bedroom	4	25	29	19
4 Bedroom	0	7	7	5
Total	15	135	150	100

- 3.10 The Royal Borough continues to focus on meeting the needs of all residents for housing assistance and providing a person centred service that works with applicants to meet their specific needs. A range of housing options, including supported, sheltered and extra care housing, is already provided and this provision is continuously reviewed and developed to ensure it remains relevant and delivers the expected quality.
- 3.11 Effective partnership working is key to maximising available resources, alongside providing services that develop resilience within communities and individual households to help them find solutions where the council and its partners cannot provide them.

Key developments

- 3.12 As part of the drive to deliver improvements in homelessness provision for residents, the Royal Borough has implemented a range of new initiatives, see table 3.

Table 3: New housing provision and initiatives

Provision	Description
John West House – Homeless Shelter	John West House has been refurbished to provide eight hostel places for homeless people from the borough. Look Ahead manage the day-to-day operations providing year round support.
Braywick Lodge, Maidenhead	Braywick Lodge is an existing Council building that has been refurbished to provide four “move on” rooms.
Windsor Homeless Project housing surgery	The Housing Options Team provides a weekly drop in housing surgery at the Windsor Homeless Project, delivering housing advice and options services directly to residents.
Debt management services in connection with the Citizens Advice Bureau	The Royal Borough commissions a debt advice and management service from the Citizens Advice Bureau (CAB). The service is available to all residents who wish to seek help on money matters. In 2016, the service was successful in getting £260,084 of debt written-off and £289,314 worth of payments re-scheduled.

Provision	Description
Exchange House	13 new self contained temporary accommodation homes delivered July 2017.
Empty homes review	A review of empty properties is being carried out to identify properties that could be made available for private rent. 14 empty properties have been brought back into use so far (August 2017).

DRAFT

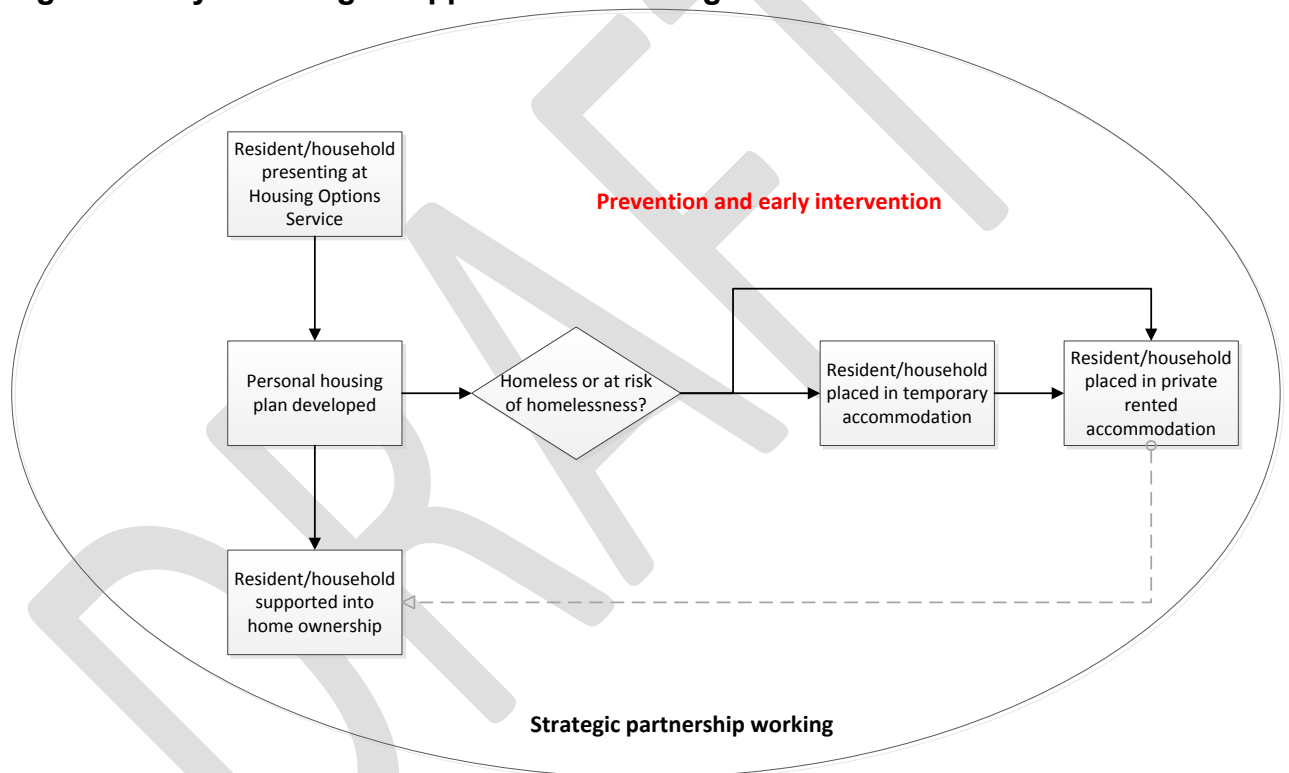
4 VISION

4.1 Within the Royal Borough's overall aspiration for home ownership for all residents, the vision for its Homelessness Strategy is to:

Maximise every opportunity to prevent and reduce homelessness in the borough

4.2 The Royal Borough's overall approach aims to support and encourage mobility: movement within and between tenures appropriate to changing housing requirements, and life stage. The aim is to support residents to move through housing tenures, increasing their stability and supporting them to the goal of home ownership. This will be achieved through policies and service frameworks that allow residents to maximise employment opportunities and improve financial well-being, which will support them to realise their ambitions for home ownership, see figure 1.

Figure 1: Royal Borough's approach to housing and homelessness



4.3 The successful provision of these services requires collaborative working with local public, private and voluntary services. To support this, the Royal Borough will actively engage with its partners in the development and delivery of services and encourage collaborative working where cross cutting responsibilities are present.

4.4 The delivery of this strategy will be measured against a set of priority outcomes which are set out in the delivery plan, see Appendix 1.

Gold standard housing and homelessness

4.5 In 2013, the government announced a new Gold Standard intended to improve frontline housing and homelessness services with a view to increasing opportunities for early intervention and prevention of homelessness. The Gold Standard sets the bar for excellent local homelessness services, ensuring that homelessness remains

the last possible option, the Royal Borough is committed to completing the 10 challenges to secure the Standard:

1. Adopt a corporate commitment to prevent homelessness which has buy in across all local authority services
2. Actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs
3. Offer a Housing Options prevention service, including written advice, to all clients
4. Adopt a No Second Night Out model or an effective local alternative
5. Have housing pathways agreed or in development with each key partner and client group that includes appropriate accommodation and support
6. Develop a suitable private rented sector offer for all client groups, including advice and support to both clients and landlords
7. Actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme
8. Have a homelessness strategy which sets out a proactive approach to preventing homelessness and is reviewed annually so that it is responsive to emerging needs
9. Not place any young person aged 16 or 17 in Bed and Breakfast accommodation
10. Not place any families in Bed and Breakfast accommodation unless in an emergency and then for no longer than 6 weeks

5 PREVENTING AND REDUCING HOMELESSNESS

Priority outcomes

- ✓ Enhance homeless prevention services to meet the requirements in the Homelessness Reduction Act.
- ✓ Reduce the numbers of households who are in temporary accommodation or rough sleeping.
- ✓ Review and refresh the allocations policy by December 2017 to ensure policies support delivery of the objectives in this strategy.
- ✓ Use nominations and partnership working to enable social mobility, supporting residents to move to more suitable accommodation and make best use of stock.

- 5.1 This Strategy and its four priority outcomes are ambitious, yet realistic, in acknowledging the challenges of homelessness and the difficult choices that the Royal Borough has to make in the current climate. It is the Royal Borough's corporate commitment to achieve the Gold Standard and builds on the existing good work between the Royal Borough and its partners with, in some areas, a reshaped focus and emphasis to reflect changed circumstances. Early intervention, prevention of housing crisis and improved supply and cost effective use of more permanent accommodation are the top priorities.
- 5.2 The Homelessness Reduction Act 2017 brings about a cultural shift in the way help is provided to people who are facing homelessness, by refocusing efforts on prevention instead of intervening at the point of crisis. The approach of the Royal Borough is to treat each request individually, using a matrix approach to draw in relevant services and professionals to provide a tailor made housing service that supports the household based on their specific needs.

Priority outcome 1: Enhance homeless prevention services to meet the requirements in the Homelessness Reduction Act.

- 5.3 The Royal Borough seeks to meet the needs of all residents, promoting a balanced and sustainable approach. The vast majority of people are able to find and maintain their own home; however, there are still a significant number of residents who need help and support to access accommodation. Early intervention and prevention for the Royal Borough means more focus on outreach work, working with and through voluntary and community organisations to reach people in difficulty before they experience crisis. Sustaining existing tenancies remains a high priority.
- 5.4 The Royal Borough will focus on self-help, and supporting people who can help themselves to do so. Residents are treated as individuals, offering targeted and appropriate advice and support depending on need and circumstances which will be captured in a personal housing plan. Those households that can afford alternatives to affordable housing will be supported in accessing a private sector home. Those affected by welfare benefits changes will be offered holistic support, including assistance with employment, training and financial management.

Priority outcome 2: Reduce the numbers of households who are in temporary accommodation or rough sleeping

- 5.5 The Royal Borough has a high number of households in temporary accommodation, many of them in unsuitable bed and breakfast placements. There is a focus on re-

housing those who have been in bed and breakfast accommodation the longest, into a better quality and better value self contained temporary housing option. To this end, Exchange House in Maidenhead was commissioned which provides a range of various bedroom sized properties.

- 5.6 The Royal Borough's overall aim is to reduce the use of expensive short term bed and breakfast accommodation by moving homeless families into self contained temporary housing whilst at the same time significantly increasing the supply of private rented accommodation. This means continuing to building on the strong relationships with existing and new landlord partners. Increasing the availability of private sector properties will secure longer term stability for families and reduce the cost of expensive temporary accommodation. In order to deliver this ambition, a new post was created in June 2017, on an invest to save basis, to focus on delivering rented accommodation in the private sector.
- 5.7 Homelessness applications and acceptances have continued to increase in recent years and there is a continued reliance on high levels of temporary accommodation. The Royal Borough is committed to addressing the causes and effects of homelessness, offering appropriate support and solutions to affected households while minimising reliance on temporary accommodation.
- 5.8 One of the areas highlighted by the government as an area of concern is the number of people who become homeless more than once. Effective partnership working with local housing associations in the borough means an early warning system is in place where any tenancy is in jeopardy and there is a commitment to joint working to prevent any potential homelessness.
- 5.9 In line with its commitment to achieve the Gold Standard, the Royal Borough has adopted the five standards of No Second Night Out (NSNO)²:
- 1) **New rough sleepers can be identified and helped off the streets immediately** – The Royal Borough carries out an annual rough sleeper count which is based on a single night snapshot of the number of people sleeping on the streets in the local authority area, carried out between 1 October and 30 November. It then takes action to help those identified back into secure and sustainable housing.
 - 2) **The public can alert services if they see anyone sleeping rough so they get help** – the Royal Borough now delivers its Housing Options Service from library service hubs in Ascot, Maidenhead and Windsor with extended opening hours.
 - 3) **Rough sleepers can go to a place of safety, where their needs can be assessed and they can get help** – John West Housing provides emergency accommodation for rough sleepers and also a support service provided by Look Ahead Housing Association.
 - 4) **Rough sleepers are able to get emergency accommodation and other services they need** – addressing rough sleeping requires a joint approach with all agencies to deliver a coordinated approach of emergency help, including the provision at John West House and contributions from voluntary providers. In addition, weekly Housing Options surgeries continue to be run at various locations across the borough.
 - 5) **Rough sleepers from outside their area can be reconnected with their community** – the Housing Options Service provides reconnection services where the applicant has no local connection.

² HM Government, 2011: [Vision to end rough sleeping: No Second Night Out nationwide](#)

Priority outcome 3: Review and refresh the allocations policy by December 2017 to ensure policies support delivery of the objectives in this strategy

- 5.10 The current Allocations Policy runs until 2018 and will be refreshed following adoption of this Strategy. It sets out in detail who is eligible for housing and how applicants can apply and access housing. Housing is allocated through a housing need system where all applicants are placed in bands according to their needs, see point 3.9. There are a range of categories through which points for housing need are awarded, including a bedroom deficiency, sharing accommodation, lack of facilities or notice to quit. There are rules around the refusal of a housing offer, which include being removed from the list if two reasonable offers are refused.
- 5.11 Additional preference can be given to those experiencing harassment, social or environmental problems and those who have changes in their medical condition that mean that their current housing is no longer suitable.
- 5.12 The Household Cavalry Regiment is permanently based at Combermere Barracks in Windsor and the Royal Borough is committed to supporting members of the regiment with their housing needs. The Royal Borough is also home to two barracks and the Royal Borough will continue support service personnel with their housing needs, including providing a Housing Options surgery at Broom Farm estate in Windsor. Members of the Armed Forces do not require a local connection to apply for social housing and this inclusion is written into the Allocations Policy.

Priority outcome 4: Use nominations and partnership working to enable social mobility, supporting residents to move to more suitable accommodation and make best use of stock

- 5.13 Housing services are now delivered seven days a week across the borough through the Library and Resident Services Service Hubs. Each resident approaching housing services is supported with a personal housing plan which sets out an assessment of the resident's current need, next steps for the resident, Royal Borough or other partners, and a written record of any advice and guidance given. The Royal Borough also continues to commission local specialist organisations to provide support services to the housing service. For example, Resilience was commissioned in April 2017 to provide advice, support, treatment and recovery for anyone experiencing alcohol and drug problems in the borough.
- 5.14 Look Ahead Housing Association provides 17 self-contained flats in **Wellesley House**, a supported housing scheme in Windsor. These are available to those people who are homeless and in priority need in the Borough. The accommodation is mainly used for families who have become homeless. The scheme is staffed on a 24 hour basis, and there are a range of support services, including a playgroup, health visitor surgery and parent-craft lessons. All residents are allocated a "key worker" who can assist with any difficulties they may have during their stay.
- 5.15 Look Ahead Housing Association also provides a 25 purpose built block of one bedroomed flats in **Frogmore Court** in Maidenhead which accommodate young people, aged between 16 and 24, who are homeless or threatened with homelessness. The service supports these residents to learn lifestyle skills, such as cooking and financial management, and to secure and maintain education or employment.

- 5.16 A consistent message through ongoing consultation is the need to provide increased support to young people. The Royal Borough will, therefore, produce a new **Young Persons and Housing Protocol**, building on the existing Joint Protocol for working with 16 and 17 year olds, which will support professionals to plan and work together to help support young people into sustainable housing. This new protocol will also be an integral part of the Royal Borough's corporate parenting responsibilities for those young people leaving its care. The Housing Options service and housing associations work closely to enable care leavers to have safe and sustainable accommodation.
- 5.17 The newly refreshed **Homelessness Panel** will provide a common forum for delivering pathway plans for customers. The panel will bring together professionals to work together on outcomes for residents with deliverable actions to be implemented from the meeting.

6 IMPLEMENTATION AND REVIEW

- 6.1 The strategy and delivery plan will be reviewed on an annual basis, both to measure performance against each priority outcome and also to ensure that the actions continue to be the right ones to meet the overall vision. Where identified, new key areas of action to meet strategy objectives will be introduced as part of the review which will also involve partners and key stakeholders.

APPENDIX 1: DELIVERY PLAN

Objective		Key outcomes and actions	Lead	Target date	Resources
1.1	Reduce the numbers of households in temporary accommodation and rough sleeping	Reduce the number of households in temporary accommodation by 50% by April 2019 through the allocations process and private rented sector offer.	Operational Support and Housing Lead	April 2019	Housing Options Team Senior Accommodation Sourcing Officer Housing Enabling Manager Existing capital funding Landlords Citizens Advice Bureau
		Take proactive action to identify those most at risk to prevent them becoming homeless, including exploring the option for court desk attendance in partnership with Slough Borough Council.	Operational Support and Housing Lead	April 2018	
		Develop clear housing pathways to manage access to support services for applicants with multiple needs.	Operational Support and Housing Lead	On-going	
		Review the amount and type of emergency housing provision available and compile a register of resources.	Operational Support and Housing Lead	December 2017	

Objective		Key outcomes and actions	Lead	Target date	Resources
1.1	Reduce the numbers of households in temporary accommodation and rough sleeping	Work proactively with local housing associations and the Citizens Advice Bureau to prevent mortgage repossessions including through the Mortgage Rescue Scheme.	Operational Support and Housing Lead	On-going	Housing Options Team Senior Accommodation Sourcing Officer Housing Enabling Manager Existing capital funding Landlords
		Implement personal housing plans for residents to support households in temporary accommodation to access longer term housing.	Operational Support and Housing Lead	On-going	Citizens Advice Bureau
1.2	Increase the homeless prevention services to meet the requirements in the Homelessness Reduction Act.	Support households retain their current home.	Operational Support and Housing Lead	On-going	Housing Options Team Housing association partners
		Support households find an alternative home, which may be in the private rented sector or a home ownership option.	Operational Support and Housing Lead	On-going	Voluntary sector partners Senior Accommodation Sourcing Officer Housing Enabling Manager
		Support households to access low cost home ownership.	Operational Support and Housing Lead	On-going	Children's Services Existing capital funding
		Enable vulnerable households to secure independence through supported housing pathways.	Operational Support and Housing Lead	On-going	

Objective		Key outcomes and actions	Lead	Target date	Resources
1.3	Review and refresh the allocations policy by December 2017 to ensure policies support delivery of the objectives in this strategy.	Work with local housing associations to deliver a refreshed allocations policy that meets the housing needs of applicants and promotes effective working with the private sector	Operational Support and Housing Lead	December 2017	Housing Options Team Housing association partners Housing Enabling Manager Existing capital funding
1.4	Use nominations and partnership working to enable social mobility, support residents that need to move to more suitable accommodation and make best use of stock.	Work with local housing associations and the Housing Enabling Manager to identify opportunities for transfers and property conversions to meet changing need.	Operational Support and Housing Lead	On-going	Housing Options Team Housing association partners Housing Enabling Manager Existing capital funding
		Deliver a new Young Persons Protocol in partnership with Children's Services to establish a framework for supporting young people in housing need.	Operational Support and Housing Lead	April 2018	Housing Enabling Manager Housing association partners Children's Services

Document Name	Royal Borough Windsor & Maidenhead Homelessness Strategy 2017-2022		
Document Author	Deborah Wickham, Operational Support and Housing Lead Helen Steward, Housing Enabling Manager		
Document owner	Hilary Hall, Deputy Director Strategy and Commissioning		
Accessibility	No restrictions		
File location			
Destruction date	Not applicable		
How this document was created	Version 1	Author	July 2017
	Version 2	Cabinet	September 2017
	Version 3		
Circulation restrictions	None		
Review date	September 2018		

This page is intentionally left blank

Report Title:	Financial Update
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	Cabinet – 28 September 2017
Responsible Officer(s):	Russell O’Keefe, Executive Director, Rob Stubbs, Deputy Director and Head of Finance.
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. This report sets out the Council’s financial performance to date in 2017-18. Pressures are emerging within both the Managing Director’s Directorate and the Communities Directorate. To address the service pressures and balance the budget short term measures and in-year mitigations have been identified. Following mitigation there is an £18,000 underspend across all services, see Appendix A.
2. The Council is in a strong financial position; with combined General Fund Reserves of £8,067,000 (9.12% of budget) in excess of the £5,780,000 (6.54% of budget) recommended minimum level set at Council in February 2017.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) **Notes the Council’s projected outturn position for 2017-18 and mitigating actions to address service pressures.**
- ii) **Adds Achieving for Children (AfC) to the Council’s lending list with a maximum limit of £11,700,000 for a revolving credit facility in accordance with the contract with AfC as detailed in paragraph 4.31.**
- iii) **Approves the changes to the Children’s capital programme as detailed in paragraph 4.36.**

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

- 2.1 As this is a monitoring report decisions are not normally necessary but may occasionally be required.

3 KEY IMPLICATIONS

- 3.1 The Council has a General Fund Reserve of £4,896,000 and a Development Fund balance of £3,171,000, see appendix B for a breakdown of the Development Fund.

The combined reserves total £8,067,000. The 2017-18 budget report recommended a minimal reserve level of £5,780,000 to cover known risks for 18 months.

Table 1: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	<£5,800,000	£5,800,000 to £6,000,000	£6,000,001 to £6,500,000	> £6,500,000	31 May 2018

3.2 To address the pressures and balance the budget a mitigation exercise has been undertaken identifying short term measures as well as in-year savings. The two exercises have reduced the pressures and a slight underspend is reported.

4 FINANCIAL DETAILS / VALUE FOR MONEY

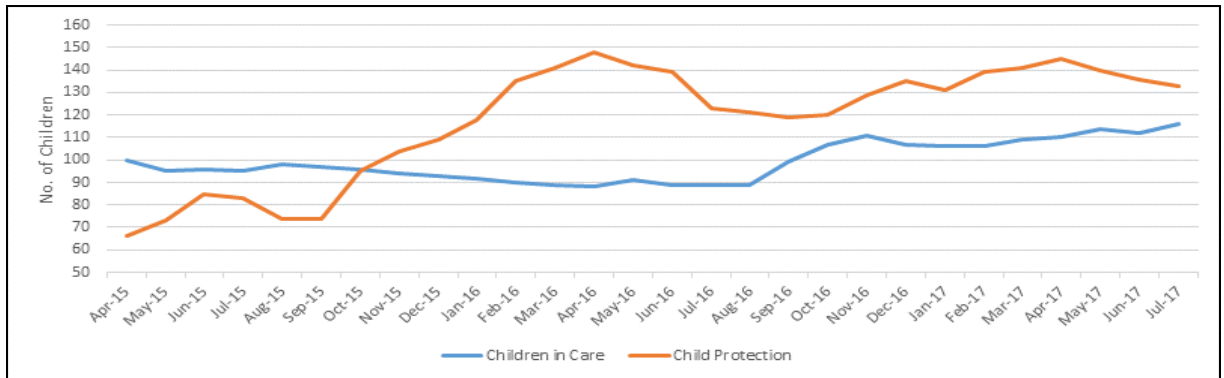
Managing Director's Directorate

4.1 The Managing Director reports a projected outturn figure for 2017-18 of £61,903,000 against a controllable net budget of £62,130,000, showing an underspend of £227,000.

Placement costs for children in care

4.2 The number of children in care and under child protection has grown over the last two years, see graph 1.

Graph 1: Number of children in care and child protection by month, April 2015 to June 2017



4.3 Currently there are insufficient placements available locally to meet the growth in demand and complexity of need. Consequently more children, than in previous years, are being placed outside of the borough in specialist provision that is at a higher rate than locally provided placements, see table 2. As at 31 July 2017, if demand and placement type continue the projected overspend will be £602,000. Mitigating action includes the continued drive to increase the level of in-house foster care provision. To support this, the service has contracted Cornerstone to run a programme of foster carer recruitment.

Table 2: Profile of Children in Residential & Fostering Care

Placement Type 2016-17	Unit Cost Range per week		Age Range		No. of Children in Care	Average Unit Cost £
	£	£	Years	Years		
Residential	2,695	5,656	1	18	12	2,979
Residential Disabilities	2,625	4,262	10	17	2	1,893
IFA	420	1,389	1	21	30	788
In-house	166	466	1	16	56	433
TOTAL	166	5,656	1	21	100	1,523

Placement Type 2017-18	Unit Cost Range per week		Age Range		No. of Children in Care	Average Projected Unit Cost £
	£	£	Years	Years		
Residential	2,673	4,800	9	17	12	2,743
Residential Disabilities	2,970	5,850	16	19	4	2,723
IFA	420	1,645	1	19	31	874
In-house	145	641	1	16	54	386
TOTAL	145	5,850	1	19	101	1,682

Home to school transport

- 4.4 There is a forecast net overspend of £226,000 based upon the current level of contracts.

Legal

- 4.5 With the increase in demand a higher of number of children have been through the legal process and brought into care. On occasions the increase in demand has resulted in the legal provider having to contract additional legal capacity as demand is outstripping the capacity available of the existing workforce. This has directly impacted on the legal budget, giving a pressure of £162,000.

Agency

- 4.6 Agency staff costs continue to be high, creating a budget pressure of £326,000. There are 18 agency social workers across Children's Services at 31 July 2017. The efforts to recruit continue as planned: The Frontline element will come into place in October and the next permanent recruitment process starts in September. However the locum market continues to be hard to fill places from and the costs remain high - maintaining the pressure on the budget. A permanent recruitment campaign has begun in September and the Royal Borough will be represented at a London recruitment fair with Achieving for Children at the end of the month.

School Improvement

- 4.7 As part of the in year mitigating actions it has been agreed to reduce the commitment to provide free school improvement services to Academy schools £25,000 and release into the forecast the potential for the receipt of the Strategic School Improvement Fund £40,000. The Department for Education will confirm successful bids in October 2017.

Dedicated schools grant

- 4.8 There is a net pressure of £88,000 relating to the dedicated schools grant funded services; this mainly relates to the costs of conversion to academy status for Bisham Church of England Primary School. The overspend will be an additional pressure on the dedicated schools grant reserve which as at 31 March 2017 was a deficit of £752,000; the revised projected deficit as at 31 March 2018 has increased to £840,000.
- 4.9 The Schools Forum authorised the original deficit of £752,000 and a three year recovery plan which began in April 2017.
- 4.10 In accordance with the Children and Families Act 2014 in relation to the education of children and young people aged 0-25 there are currently 84 pupils aged over 18 with Education Health Care Plans attending out of Borough Educational facilities. This compares to 63 as at October 2016. This increase is putting additional pressure on the High Needs Block.
- 4.11 The national funding for schools and high needs guidance demonstrates an indicative increase in funding across the combined elements of national funding formula for schools of 1.8% or £1,783,000 for 2018-19. This indicative increase will be revised reflecting the latest pupil data. The increase in future funding will be considered to contribute towards the mitigation of current pressures. The Schools Forum will consider the draft 2018-19 budget at their meeting in October and will consider if more of the national grant should be retained to reduce the deficit. It will be appropriate to report the proposed plan in the November financial update.

Adult social care

- 4.12 Adult social care is showing a net underspend of £1,001,000, which is an increase of £580,000 from the last month's reported position. The most significant changes are:
- Increased client contributions being received from older people £382,000.
 - A provision was made for a high cost ordinary residence case which is only partially required following settlement, releasing £213,000.
 - Review of direct payment accounts has resulted in the receipt of £53,000 of unspent funds being returned from clients.
 - Additional costs relating to voids on our block contract provision £67,000.
- The underspend off sets the increase in costs for under 25 year olds with learning difficulties and disabilities detailed in point 4.3 of this report.
- 4.13 The current position on Adult social care takes into account the significant investment being made by the Royal Borough which was approved by cabinet on 30 May 2017. Details of the investment plan are attached in appendix C.

Housing

- 4.14 Housing continue to reflect an overspend of £213,000 which is the unbudgeted running costs of the night shelter. This is being fully mitigated through the Royal Borough's allocation of the flexible homelessness support grant from the Department of Communities and Local Government.

Commissioning & Support

- 4.15 Commissioning and support is showing a net underspend of £434,000 which is an increase of £367,000 from last month's reported position. Mitigations have been

identified across the service totalling £362,000 which includes staffing vacancies, expected forecast on the joint legal service based on current activity levels and the delay in tendering of the direct payment support service.

Law & Governance

- 4.16 Law and Governance is underspending by £69,000 as a result of surplus land charges income.
- 4.17 Other minor variances of a net £26,000 overspend are contributing to the overall position of the directorate.

Communities Directorate

- 4.18 The Executive Director reports an overspend of £355,000 on the Communities directorate's 2017-18 controllable budget of £14,970,000.
- 4.19 Pressures are arising in three areas:
- Revenues and Benefits (£160,000),
 - Community Protection (£180,000),
 - Library and Resident Services (£67,000)
 - Tourist Information and Windsor Guildhall (£60,000)
- 4.20 In all cases, initial pressures are part-mitigated by in-year savings from LED upgrade in the borough's Street lights, from anticipated vacancies across services, and new income from car parks and registrars.
- 4.21 In Community Protection pressures are reported in two service areas:
- CCTV - this project was delayed due to a change in emphasis on the value that all CCTV cameras provide to the Borough and the communities they are located within. This predominantly arose in response to terrorist and security incidents that occurred post the commencement of the project. The project will now deliver in full during 2018/19.
 - Civil Enforcement - the project was delayed in part due to a change in the original proposals incorporated with this project removing Community Wardens from the scope and an extension to the procurement bidding window following requests from the market for this. The project will deliver in quarter 3 2017/18.
- 4.22 The pressure on Revenues and Benefits arises from agency staff required because of staff departures, £85,000, and from delay to Deputy and Appointeeship transition due to maternity absence of team manager, £75,000.
- 4.23 In Library and Resident Services the pressure reported is due to agency resources required to maintain the improved telephony performance in advance of system upgrade planned for October 2017.
- 4.24 Shortfalls totalling £60,000 are projected on the income targets for tourist information and Windsor Guildhall. The service transferred to the Communications and Marketing team in September, so will be reported as part of the Managing Director's Directorate next month.
- 4.25 A saving of £33,000 has been identified from vacant posts in Community Protection. Efficiencies of £55,000 in the Community Partnerships and Economic Development

teams has also been identified along with a net underspend of £24,000 across budgets in Highways.

Place Directorate

- 4.26 The Executive Director is projecting a net underspend of £146,000 in the Place directorate's 2017-18 controllable budget of £2,925,000.
- 4.27 The underspend, which is in Finance, relates to posts that became vacant in recent changes to the structure and were offered up as savings in the 2018-19 budget. The posts will not be filled for the remainder of 2017-18 as originally planned.
- 4.28 Budget pressures are reported in Property Service but are offset by additional rental income from the commercial estate portfolio.

Revenue budget movement

- 4.29 Revenue budget movements this month are in table 3, see Appendix D for an expanded full year movement statement.

Table 3: Revenue budget movement

Service expenditure budget reported to August Cabinet	£79,698,000
Redundancy cost funded by provision	£236,000
Contact Centre investment approved by May Cabinet	£58,000
Allocation of apprentice levy to AfC	£33,000
Service expenditure budget this month	£80,025,000

Cash balances projection

- 4.30 Appendix E provides details of the Borough's cash balance which is based on the assumptions contained in the 2017-18 budget report. In addition to the investments in the 2017-18 capital programme, the projection considers other capital proposals likely to come forward for approval during the year. The level of borrowing is currently being reviewed and any changes will be reflected in a future Cabinet report and Finance Update.

Addition of Achieving for Children to the lending list.

- 4.31 The Agreement between the Council and Achieving for Children (AfC) requires the Council to fund AfC's working capital by way of a revolving credit facility. The maximum this could be under the contract is £11,700,000 although the initial amount is £3,510,000. This reflects payments being received in arrears and allows AfC to manage cashflow.
- 4.32 This is calculated on the Council's contract payment relative to the other shareholders. Cabinet is therefore requested to approve the addition of AfC to the Council's lending list.

Capital Programme

- 4.33 The approved 2017-18 capital estimate is £68,009,000, see table 4. The projected outturn for the financial year is £67,961,000, an increase on the capital outturn in 2016-17 of £28,861,000.
- 4.34 There is a scheme showing a variance and no slippage to report this month however work identifying slippage will be concluded and presented to Cabinet in October.

Details are provided in appendix F and G. Table 5 shows the status of schemes in the capital programme.

4.35 Further information on key capital schemes has been provided in Appendix H.

Table 4: Capital outturn

	Exp	Inc	Net
Approved estimate	£68,009,000	(£29,803,000)	£38,206,000
Variances identified	(£48,000)	£48,000	£0
Slippage to 2018-19	£0	£0	£0
Projected Outturn 2017-18	£67,961,000	(£29,755,000)	£38,206,000

Table 5: Capital programme status

	Report Cabinet August 2017
Number of schemes in programme	300
Yet to Start	39%
In Progress	40%
Completed	13%
Ongoing Programmes e.g. Disabled Facilities Grant	8%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

Children's capital programme

4.36 When approval was granted for the expansion of Secondary Schools, an indicative figure of £2,348,000 Basic Need grant allocation for 2018-19 was used. This was estimated on previous year's allocated amounts. The Council is now aware that in 2018-19 it will only receive £1,501,000 Basic Need Grant, a shortfall of £847,000. The Council has received additional S106 income of £167,000 which reduces the amount to £680,000. The Secondary expansions risk contingency budget will therefore be reduced in 2017-18 by £680,000. Cabinet is requested to approve this change.

4.37 The impact of receiving a lower grant than expected will reduce the contingency line within the programme to £2,300,000; however the Council is committed to deliver the required school places and continues to work with the two remaining schools to secure the appropriate educational provision and contractual arrangements within the budget envelope available.

Business Rates

4.38 Business rate income at the end of July was 41.16% against a target of 41%. The annual collection target is 98.8%.

4.39 Following the Chancellor's announcement in the Spring Budget of 3 new types of Business Rate Relief, the Council has, to date, undertaken the following activity in connection with these:

4.40 To qualify for two of the new forms of Business Rate relief detailed below, the ratepayer must confirm that they do not receive more than €200,000 in state aid over a rolling 3 year period (State aid is any advantage granted by public authorities through

the use of public funding on a selective basis to any organisations that could possibly distort competition and trade).

- 4.41 **New Business Rate Relief for Pubs.** We identified 89 public houses that fit within the guidelines provided by DCLG. An application form was designed and issued to them on 21st July 2017, inviting them to confirm their eligibility for this assistance i.e. essentially that they are not disqualified on the grounds of State Aid. As at 15th August, we have received 34 applications back. Those eligible will receive a flat £1,000 relief against their current year bill.
- 4.42 **New Discretionary Relief Scheme.** In line with the requirements for receipt of the S31 grant, the Council has consulted with the Fire Authority and received confirmation of their agreement to proceed with the proposed scheme. The Discretionary Rate Relief policy has been re-written and has now been approved by both Members and Officers. The potential applicants will be issued with an application form during September and invited to apply.
- 4.43 **Supporting Small Businesses.** We have identified a potential 34 ratepayers who may benefit from this new relief and it is our intention to amend the existing Small Business Rate Relief application form to cover applications from these ratepayers. The required software upgrade has now been received and be tested during September and once testing has been completed new forms will be issued.
- 4.44 It is our intention to publicise these changes and update the website.

5 LEGAL IMPLICATIONS

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

6 RISK MANAGEMENT

Table 6: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

7 POTENTIAL IMPACTS

- 7.1 None.

8 CONSULTATION

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

9 TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately.

10 APPENDICES

10.1 Appendices attached to this report are shown below.

- Appendix A Revenue budget summary
- Appendix B Development fund analysis
- Appendix C Adult Social Care investment plan
- Appendix D Revenue movement statement
- Appendix E Cash flow projection
- Appendix F Capital budget summary
- Appendix G Capital variances
- Appendix H Key capital scheme performance

11 BACKGROUND DOCUMENTS

11.1 Background documents relating to this report are detailed below.

- Budget Report to Cabinet February 2017.

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr, Saunders	Lead Member for Finance	18/09/17	
Cllr Rankin	Deputy Lead Member for Finance	18/09/17	
Alison Alexander	Managing Director	16/09/17	17/09/17
Russell O'Keefe	Executive Director	16/09/17	
Andy Jeffs	Executive Director	16/09/17	

REPORT HISTORY

Decision type: For information	Urgency item? No
Report Author: Rob Stubbs, Deputy Director and Head of Finance, 01628 796222	

Revenue Monitoring Statement 2017/18 for September 2017 Cabinet

SUMMARY	2017/18		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Corporate & Governance	3,917	3,577	(43)
Commissioning & Support	5,207	3,067	(434)
Children's Services - AfC Contract	0	23,420	716
Children's Services - pre AfC Contract	15,865	3,867	535
Dedicated Schools Grant - Spend	63,413	54,665	88
Adult Social Care - Optalis Contract	0	29,074	0
Adult Social Care - Spend	23,807	11,671	(79)
Adult Social Care - Income	8,451	(6,092)	(922)
Better Care Fund	9,305	11,594	0
Public Health	4,910	4,909	0
Housing	1,107	1,038	213
Grant Income	(76,396)	(78,660)	(301)
Total Managing Director's Directorate	59,586	62,130	(227)
Executive Director of Communities	184	187	0
Revenues & Benefits	370	253	160
Highways & Countryside	5,164	5,166	(19)
Community Protection & Enforcement	5,825	5,919	147
Library & Resident Services	3,459	3,445	67
Total Communities Directorate	15,002	14,970	355
Executive Director of Place	153	301	0
Planning Service	1,471	1,491	0
Regeneration Service	(1,805)	(2,102)	0
Finance	2,149	1,641	(146)
ICT	2,199	1,594	0
Total Place Directorate	4,167	2,925	(146)
TOTAL EXPENDITURE	78,755	80,025	(18)

Revenue Monitoring Statement 2017/18 for September 2017 Cabinet

SUMMARY	2017/18		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	78,755	80,025	(18)
Contribution to / (from) Development Fund	2,255	2,167	0
Pensions deficit recovery	2,415	2,415	0
Pay reward	500	0	0
Transfer to/(from) Provision for Redundancy	0	(317)	0
Apprentice Levy	280	211	0
Environment Agency levy	153	153	0
Capital Financing inc Interest Receipts	5,069	5,110	0
NET REQUIREMENTS	89,427	89,764	(18)
Less - Special Expenses	(1,009)	(1,009)	0
Transfer to / (from) balances	0	(337)	18
GROSS COUNCIL TAX REQUIREMENT	88,418	88,418	0
General Fund			
Opening Balance	5,291	5,215	4,878
Transfers to / (from) balances	0	(337)	18
	<u>5,291</u>	<u>4,878</u>	<u>4,896</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	1,004
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	2,167
	<u>3,171</u>

Corporate Development Fund £000
--

Balance B/F from 2016/17		1,004
Transacted amounts in 2017/18		
To/From Capital Fund		0
To/From General Fund		
Transition Grant (2017/18 budget - February 2017 Council)	1,263	
Contribution from the General Fund (2017/18 budget - February 2017 Council)	1,109	
Restructure of the Development and Regeneration service (2017/18 budget - February 2017 Council)	-56	
Minerals and Waste Strategy (2017/18 budget - February 2017 Council)	-61	
Crematorium feasibility study (CMT April 2017)	-30	
Contact Centre investment (May Cabinet)	-58	
	2,167	
		3,171

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

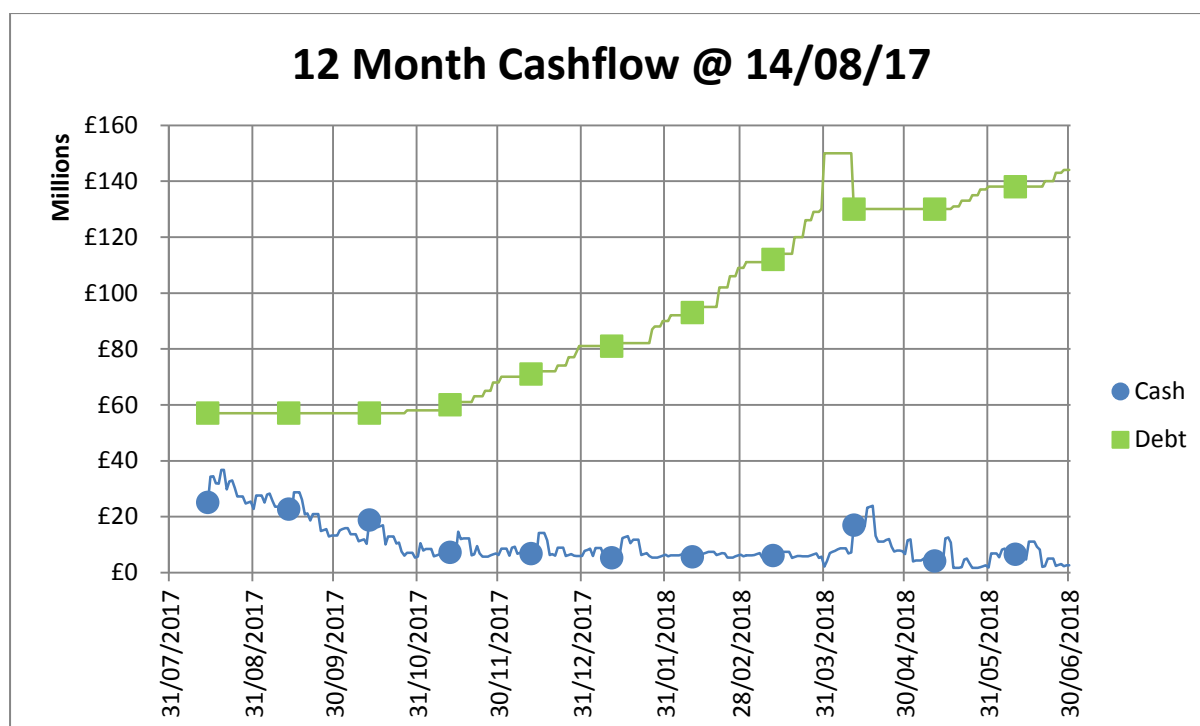
Adult Social Care Finance Strategy 2016-20.		Note: figures are shown on a cumulative basis							
Ref		2016/17	2017/18		2018/19		2019/20		2016/20
RESOURCE		Precept £'000	Precept £'000	iBCF Funds £'000	Precept £'000	iBCF Funds £'000	Precept £'000	iBCF Funds £'000	Totals £'000
1a	Year 2016/17 precept : 2%	1,200	1,200		1,200		1,200		4,800
1b	Year 2017/18 precept : 3%		1,850		1,850		1,850		5,550
1c	Year 2018/19 precept : 3% (assumed)				1,900		1,900		3,800
2a	Additional iBCF from National 2 Billion			1,370		1,341		670	3,381
2b	Additional iBCF - Dec 2015 spending review					300		1,100	1,400
	Total new resource	1,200	3,050	1,370	4,950	1,641	4,950	1,770	18,931
ALLOCATION									
0	2016/17 Service growth	3,600	3,600		3,600		3,600		14,400
1a	2017/18 Demography - see note 1		194	556	750		750		2,250
1b	2018/19 Demography				750		750		1,500
1c	2019/20 Demography						599	151	750
2	National living wage - see note 2			200	53	347		600	1,200
3	Nursing Care Home places see note 3			260		790		390	1,440
4	Additional four social work staff - note 4			154		154		154	462
5	Public Health - see note 5					150		275	425
7	New Initiatives to reduce DTOCs - see note 6			200		200		200	600
8	Optalis - Management		533		533		533		1,599
9	Inflation, Insurance, Apprenticeship levy etc.		700		1,300		1,900		3,900
10	2017/18 In Year Mitigations - see note 7		(178)						-178
		3,600	4,849	1,370	6,986	1,641	8,132	1,770	28,348
	Excess of allocation over new resource	2,400	1,799	0	2,036	0	3,182	0	9,417
	Cumulative additional funding from Council	2,400	4,199		6,235		9,417		
Notes									
1	Estimate based on national population projection for older people and adults under 65, known as POPPI & PANSI data.								
2	Estimate of increase in NLW from £7.20 to £9.00 by 2020 as required by national target to be 60% of median earnings by that year.								
3	Increase nursing dementia beds to support reduction in Delayed transfers of care. Cost of transition from residential & nursing care to dementia nursing will increase costs in 2018/19.								
4	Posts required to meet current demand								
5	Loss of grant as notified by DH. Public Health grant funds Drugs & Alcohol services, sexual health services, and smoking cessation.								
6	May be used for step down beds, Homecare services, or care staff. This would fund 214 additional homecare hours per week.								
7	Reduction in allocation due to identification of in year mitigation savings.								

Budget Movement Statement 2017-18							
	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					78,755		
1 Carry forward of transforming services budgets re-allocated		264			264	Cabinet May 2017	
2 Optalis share of pay reward / award budget re-allocated				75	75	Council Feb. 2017	
3 Optalis share of apprentice levy budget re-allocated				36	36	Council Feb. 2017	
4 Redundancy cost			43		43	Cabinet May 2017	
5 Crematorium feasibility study	30				30	CMT April 2017	
6 Budget rounding		4			4	N/A	
7 Allocation of pay reward budget to services				425	425	Council Feb. 2017	
8 Legal budget for Heathrow expansion		40			40	Prioritisation Sub Committee Oct 2016	
9 Redundancy cost funded by provision			38		38	Cabinet May 2017	
10 Election security costs		19			19	CMT June 2017	
11 iPad / iPhone maintenance budget		10			10	Head of Finance delegated powers	
12 Return on pre-payment of Optalis pension contributions		(41)			(41)	Treasury management policy	
13 Redundancy cost funded by provision			236		236	Cabinet May 2017	
14 Contact Centre investment	58				58	Cabinet May 2017	
15 AfC share of apprentice levy budget re-allocated				33	33	Council Feb. 2017	
Changes Approved	88	296	317	569	1,270		
Approved Estimate May Cabinet					80,025		

120

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 – 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	2017/18 Original Budget			New Schemes – 2017/18 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure				
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2017/18 Projected	2017/18 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)	(%)
Communities Directorate														
Sports & Leisure	2,050	0	2,050	2,050	0	2,050	647	(11)	636	2,697	0	2,697	0	0%
Community Facilities	310	(70)	240	310	(70)	240	443	0	443	753	0	753	0	0%
Outdoor Facilities	310	(120)	190	510	(320)	190	920	(400)	520	1,430	0	1,430	0	0%
Revenues & Benefits	0	0	0	0	0	0	126	0	126	126	0	126	0	
Green Spaces & Parks	281	(231)	50	281	(231)	50	99	(81)	18	332	0	332	(48)	-17%
Highways & Countryside	5,438	(2,977)	2,461	5,921	(3,460)	2,461	3,610	(1,005)	2,605	9,531	0	9,531	0	0%
Community Protection & Enforcement Services	668	(608)	60	668	(608)	60	1,063	(493)	570	1,731	0	1,731	0	0%
Library & Resident Services	470	(12)	458	480	(12)	468	958	(312)	646	1,438	0	1,438	0	0%
Total Communities Directorate	9,527	(4,018)	5,509	10,220	(4,701)	5,519	7,866	(2,302)	5,564	18,038	0	18,038	(48)	(0)
Place Directorate														
Technology & Change Delivery	275	0	275	275	0	275	96	0	96	371	0	371	0	0%
Property & Development	4,950	0	4,950	4,950	0	4,950	852	(251)	601	5,802	0	5,802	0	0%
Regeneration & Economic Development	560	0	560	1,235	0	1,235	5,685	(328)	5,357	6,920	0	6,920	0	0%
Planning (CAP51)	470	0	470	470	0	470	339	(185)	154	809	0	809	0	0%
Total Place Directorate	6,255	0	6,255	6,930	0	6,930	6,972	(764)	6,208	13,902	0	13,902	0	0
Managing Director														
Adult Social Care	0	0	0	0	0	0	51	(51)	0	51	0	51	0	
Housing	500	(500)	0	1,995	(1,995)	0	575	(545)	30	2,570	0	2,570	0	0%
Democratic Representation	88	0	88	88	0	88	130	0	130	218	0	218	0	0%
Non Schools	475	0	475	475	0	475	259	(234)	25	734	0	734	0	0%
Schools – Non Devolved	28,030	(16,640)	11,390	28,220	(16,540)	11,680	3,283	(1,726)	1,557	31,503	0	31,503	0	0%
Schools – Devolved Capital	223	(223)	0	292	(292)	0	653	(653)	0	945	0	945	0	0%
Total Managing Director	29,316	(17,363)	11,953	31,070	(18,827)	12,243	4,951	(3,209)	1,742	36,021	0	36,021	0	0
Total Committed Schemes	45,098	(21,381)	23,717	48,220	(23,528)	24,692	19,789	(6,275)	13,514	67,961	0	67,961	(48)	0

Portfolio Total	(£'000)	45,098	(£'000)	68,009	(£'000)	67,961
External Funding						
Government Grants	(17,447)		(17,991)		(17,991)	
Developers' Contributions	(3,934)		(7,505)		(7,457)	
Other Contributions	0		(4,307)		(4,307)	
Total External Funding Sources	(21,381)		(29,803)		(29,755)	
Total Corporate Funding		23,717		38,206		38,206

Capital Monitoring Report - August 2017-18

At 31 August 2017, the approved estimate stood at £68.009m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	68,009	(29,803)	38,206
Variances identified	(48)	48	0
Slippage to 2018/19	0	0	0
Projected Outturn 2017/18	67,961	(29,755)	38,206

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £67.961m

There is one variance to report this month. There is currently no slippage to report.

Green Spaces & Parks

CZ46	P&OS-Vansittart Road Skate Park-Extension /Imps	(48)	48	0	Scheme will not be undertaken due to insufficient funding.
		(48)	48	0	

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	117	39%
In Progress	119	40%
Completed	39	13%
Ongoing Programmes e.g.. Disabled Facilities Grant	24	8%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	300	100%

August 2017 @ 04/8/17																	
Project	CAPITAL SCHEME	2017/18 APPROVED ESTIMATE			APPROVED SLIPPAGE FROM PRIOR YEARS			TOTAL BUDGET 2017/18			PROJECTIONS		PROJECT STATUS				
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	2017/18 Projected Variance <i>Underspend as negative</i>	2018/19 SLIPPAGE Projected	Yet To Start	Preliminary / Feasibility Work	Work On-site	Ongoing Annual Programme	Expected Completion
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000					
Communities Directorate																	
	Sports & Leisure																
CZ18	Magnet LC Reprovision Design / Initial Site Costs	1,650	0	1,650	350	0	350	2,000	0	2,000	0	0					
	Highways & Transport																
CD12	Roads Resurfacing-Transport Asset & Safety	1,650	(1,650)	0	132	(131)	1	1,782	(1,781)	1	0	0					
CD84	Street Lighting-LED Upgrade	1,600	0	1,600	634	0	634	2,234	0	2,234	0	0					
	Community, Protection & Enforcement Services																
CT52	Disabled Facilities Grant	600	(600)	0	0	0	0	600	(600)	0	0	0					
Place Directorate																	
	Regeneration																
124 CI14	Maidenhead Waterways Construction phase 1	0	0	0	1707	(141)	1566	1,707	(141)	1,566	0	0					
CI29	Broadway Car Park & Central House Scheme	0	0	0	2952	(187)	2765	2,952	(187)	2,765	0	0					
Managing Director																	
	Housing																
CT51	Key Worker DIYSO	0	0	0	510	(510)	0	510	(510)	0	0	0					
CT55	Brill House Capital Funding	500	(500)	0	0	0	0	500	(500)	0	0	0					
	Non Schools																
CKVT	Marlow Road Youth Centre Roofing and Maintenance W	400	0	400	0	0	0	400	0	400	0	0					
	Schools - Non Devolved																
CSGR	Charters Expansion	3,630	(2,952)	678	203	(203)	0	3,833	(3,155)	678	0	0					
CSGT	Windsor Boys Expansion	1,120	(1,120)	0	(108)	108	0	1,012	(1,012)	0	0	0					
CSGV	Cox Green School Expansion Year 1 of 3	4,880	(2,514)	2,366	133	(133)	0	5,013	(2,647)	2,366	0	0					
CSGW	Furze Platt Senior expansion Year 1 of 3	6,750	(2,212)	4,538	431	(431)	0	7,181	(2,643)	4,538	0	0					
CSGX	Dedworth Middle School Expansion Year 1 of 3	3,780	(2,081)	1,699	153	(153)	0	3,933	(2,234)	1,699	0	0					
CSHU	Windsor Girls Expansion	1,800	(1,800)	0	(64)	64	0	1,736	(1,736)	0	0	0					

Agenda Item 8

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