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NOTICE OF MEETING



CABINET

will meet on

THURSDAY, 17TH DECEMBER, 2015

At 7.30 pm

in the

COUNCIL CHAMBER - GUILDHALL, WINDSOR

TO: MEMBERS OF CABINET

COUNCILLORS DAVID BURBAGE, (CHAIRMAN, INCLUDING HR & LEGAL)
PHILLIP BICKNELL, (EDUCATION, INCLUDING WINDSOR) (DEPUTY CHAIR)
SIMON DUDLEY, (FINANCE, INCLUDING PROPERTY / DEPUTY LEADER)
DAVID COPPINGER, (ADULT SERVICES & HEALTH INCLUDING SUSTAINABILITY)
CARWYN COX, (ENVIRONMENTAL SERVICES)
GEOFF HILL, (CUSTOMER AND BUSINESS SERVICES, INCLUDING IT)
DEREK WILSON, (PLANNING INCLUDING MAIDENHEAD)
NATASHA AIREY, (YOUTH SERVICES & SAFEGUARDING)
COLIN RAYNER, (HIGHWAYS & TRANSPORT)
CHRISTINE BATESON, (CHIEF WHIP, INCLUDING NEIGHBOURHOOD PLANNING,
ASCOT & SUNNINGS)

PRINCIPAL MEMBERS ALSO ATTENDING: COUNCILLORS CLAIRE STRETTON
(CULTURE & COMMUNITIES), PHILIP LOVE (MAIDENHEAD REGENERATION),
PAUL BRIMACOMBE (TRANSFORMATION & PERFORMANCE) AND
GEORGE BATHURST (POLICY)

Karen Shepherd - Democratic Services Manager - Issued: Wednesday, 9 December 2015

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

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AGENDA

PART I

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7. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

To consider passing the following resolution:-

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

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MEMBERS' GUIDANCE NOTE

DECLARING INTERESTS IN MEETINGS

DISCLOSABLE PECUNIARY INTERESTS (DPIs)

DPIs include:

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

PREJUDICIAL INTERESTS

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

DECLARING INTERESTS

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

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

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

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Public Document Pack Agenda Item 3

CABINET

THURSDAY, 26 NOVEMBER 2015

PRESENT: Councillors David Burbage (Chairman), Phillip Bicknell (Deputy Chair), Simon Dudley, David Coppinger, Carwyn Cox, Derek Wilson, Natasha Airey and Christine Bateson

Also in attendance: Principal Members Councillors Phillip Love, Paul Brimacombe and George Bathurst; also Councillors Beer and Dr. L Evans

Officers: Alison Alexander, Louisa Dean, Simon Fletcher, Christabel Shawcross, Karen Shepherd, Anna Trott, Alan Abrahamson and Elaine Browne

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Hill, Rayner and Ms Stretton.

DECLARATIONS OF INTEREST

None received.

MINUTES

RESOLVED UNANIMOUSLY: That:

- i) **The Part I minutes of the meeting held on 29 October 2015 were approved, subject to the following amendment:**
 - **p.15 to read ‘As a consequence of *his father going to a grammar school, he had been the first person in his family to go to university and it had been the same for his wife in her family.***
- ii) **The minutes of the Cabinet Participatory Budget Sub Committee meeting held on 21 October 2015 were noted.**

APPOINTMENTS

None

FORWARD PLAN

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

- The item ‘Adult Savings 2016-17’ would be presented to Cabinet in December 2015.
- The item ‘Heathfield Avenue, Sunningdale: Review of Highway Conditions’ would be deferred to December 2015.
- The item ‘Stafferton Way Multi-storey Car Park’ would be removed from the Forward Plan and incorporated in a future report on a parking strategy for Maidenhead.

- The item 'Shared Lives: Options' would be deferred to January 2016
- The Item 'Windsor Office Accommodation Update' would be deferred to 25 February 2015.
- The Item 'Imperial Road/ Winkfield Road Junction Road Improvements' would be presented to Cabinet on 22 February 2016.

PETITION - CHOBHAM ROAD, SUNNINGDALE - PETITION TO REDUCE WEIGHT

LIMIT

Members considered a petition that had been submitted to Council on 22 September 2015 which sought to reduce the weight limit on Chobham Road railway bridge, Sunningdale from 18 tonnes to 7.5 tonnes.

Cabinet was addressed by Councillor Dr. Lilly Evans, in her capacity as a Sunningdale Parish Councillor. Councillor Dr Evans explained that there had been a substantial response to the petition. A large majority of residents were aged over-65 and could not move across the road very quickly. Parking bays that had been installed had not been enough to slow the traffic. The petition had been raised to make the area more friendly and safer, and reduce the potential for accidents. There was a particular danger as the bridge was on a blind bend and large lorries crossed into the middle of the road. There had already been three or four accidents this year.

The Lead Member for Environmental Services presented the report. He explained that an 18 tonne restriction had been put in place in June 2015, however despite this the volume of large vehicles had increased and there had been a number of damage-only accidents and near misses. Data on accidents resulting in injuries was being sought. The consultation was proposed to ensure the council's position was legally robust and all parties could be consulted, including residents, Surrey County Council and the police. Results would be presented to Cabinet in February 2016.

The Chief Whip thanked Sunningdale Parish Council for their work on the petition. Despite the 18 tonne restriction the petition had achieved 1300 signatures in just two and a half weeks. The current limit was not enough as lorries crossed the middle of the road on an S-bend.

The Lead Member for Environmental Services confirmed that the current limit could be reinforced through schemes such as Lorry Watch; ANPR technology was also being investigated. The council was also in correspondence with the police regarding enforcement. The Lead Member for Education commented that Surrey County Council and Surrey police had not been keen on the 18 tonne restriction. The Lead Member for Environmental Services commented that he was not aware of any enforcement having been undertaken on the Surrey side.

Councillor Beer commented that this was a high profile issue with Windsor Rural Development Control Panel as a large development in Surrey had resulted in increased traffic that they did not want on their roads. Similar bridges across the Grand Union canal in London dealt with the issue with steel bollards restricting the width of vehicles that could use the bridge. The Chief Whip commented that the road was very narrow either side of the bridge and lorries may get onto the bridge before realising they would get stuck. Surrey had to-date not put up any signs to enforce the 18 tonne limit so vehicles from the Surrey side were unaware and there was very little space to turn around. Councillor Dr Evans commented that there was a piece of land on the corner of Chobham Common that may be suitable to create an area for lorries

to turn, as a last resort. The Chairman stated that the suggestion could be taken into account in the consultation. The Principal Member for Policy suggested the legal officer be asked to look into the statutory obligation of Surrey County Council to erect appropriate signage.

RESOLVED UNANIMOUSLY: That:

- (i) **Consultation be undertaken (including residents in the Royal Borough and Surrey; Parish Councils; Surrey County Council; Thames Valley and Surrey Police) in response to the request to reduce the weight limit of Chobham Road railway bridge, Sunningdale.**
- (ii) **The results of the consultation be reported to Cabinet for further consideration in February 2016.**

IMPROVING SERVICES FOR PEOPLE WITH LEARNING DISABILITIES - RE-PROVISION OF CARE AND SUPPORT FROM MOKATTAM RESIDENTIAL CARE HOME - PART I DISCUSSION

Order of Business

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

Improving Services for People with Learning Disabilities - Re-provision of Care and Support from Mokattam Residential Care Home

Members agreed to discuss the item in Part I, with the decision remaining in Part II.

Members considered the proposal to replace the Mokattam residential care home for six people with learning disabilities. The longest resident had lived at the house for 22 years; both the residents and their families had built a tightly-knit community. The house was not suitable for the residents as they got older, particularly as there was no option for a lift or a stair-lift to be installed. CQC had advised the council action must be taken, therefore given the site constraints the residents would have to be moved. The council had worked closely with the families to identify Brill House as a suitable alternative. Brill House had been subject to a covenant that limited its use to older people, however the Brill family had now agreed to lift the covenant

It was proposed that the six individuals would be housed in a purpose built block. Additionally, four supported living units would become available. Housing Solutions required general needs housing to ensure the project was viable. The council had therefore negotiated that two of the seven houses would be shared ownership. The proposal would still require planning approval and full costing.

Councillor Brimacombe explained that Cox Green residents understood and embraced the requirement to put the Mokattam community into Brill House. However, they had raised three concerns:

- Loss of provision for older people
- The curtilage of the building
- The need for the buildings to be sympathetic to the area

- Additional accommodation should remain available to the community through Housing Solutions

The Lead Member explained that many of the concerns would be dealt with during the planning process. It was anticipated the application would be submitted in the early part of 2016. He was aware of the need for larger social housing in the Cox Green area. The Right To Buy was on hold until there was clarification over the need for an occupier to have lived in the property for 25 years; therefore he did not see that it would be an issue.

The Lead Member for Finance congratulated the Lead Member and officers on a well-negotiated solution. He was pleased to see the social housing elements.

HIGHWAYS AND TRANSPORT

Heathfield Avenue, Sunningdale: Review of Highway Conditions

Members noted that the item had been deferred to the next meeting on 17 December 2015, to allow for consideration of further representations received. The deadline for submission of any further representations would be Friday 4 December 2015, beyond which no further submissions would be accepted. A press release would be issued to this effect.

PLANNING

CIL – Approval of Rates and Submission for Examination

Members considered approval of the CIL (Community Infrastructure Levy) Draft Charging Schedule (DCS) rates and submission of the DCS for public examination. The Lead Member explained that the borough was in a unique position as it was trying to implement CIL without an up to date Local Plan. In the meantime work had been undertaken on an Infrastructure Development Plan which would be used as evidence in presenting CIL for examination.

The first round of consultation on the DCS ran from 19 June 2015 – 20 July 2015; 30 responses had been received as detailed in the appendix. Minor changes were made as a result as detailed in paragraph 2.31. The second round of consultation had taken place between 23 October 2015 – 25 November 2015. A further 34 responses had been received relating to building costs, sale values, evidence to establish CIL and benchmarking of land values. In the main these were issues already raised in the first round. The council's consultants were analysing the responses.

A number of tweaks had been made to the maps, particularly in relation to the Maidenhead Area Action Plan (AAP) zone. The District Valuation Service had advised a zero rating to ensure viability. Once the Local Plan was adopted, the rates could be revisited.

The Lead Member proposed an additional recommendation:

‘Subject to analysis of responses being fully considered, delegated authority be given to the Lead Member for Planning, Lead Member for Finance, Head of Finance and Director of Development and Regeneration in conjunction with the Leader to make any necessary amendments to facilitate a submission in December 2015.’

The Chairman highlighted the need to check submissions were not repetitions of aspects already consulted upon, to ensure the council did not give endless opportunities for others to delay the introduction of CIL that would otherwise mean council taxpayers would have to pick up the bill. The Lead Member confirmed that the consultants would be sifting out any repetition in the recently received responses.

Councillor Beer commented that he had been supportive of the issue through Overview & Scrutiny, however he had overlooked the fact that the whole of Maidenhead was being treated as one urban area. He did not feel this was fair in comparison to other urban areas in the borough, which may have to subsidise Maidenhead. He suggested areas such as The Fisheries were very different to the town centre where building costs were expensive. The Chairman responded that a lot of work had been undertaken on viability. The Lead Member explained that the zero rate only applied to the Maidenhead AAP area. Councillor Dr Evans commented that the issue was complicated because the council was currently discussing which areas should be considered as rural in relation to business rates.

RESOLVED UNANIMOUSLY: That

- a) The Draft Charging Schedule rates are approved.**
- b) The Draft Charging Schedule and accompanying evidence be submitted for public examination**
- c) Subject to analysis of responses being fully considered, delegated authority be given to the Lead Member for Planning, Lead Member for Finance, Head of Finance and Director of Development and Regeneration in conjunction with the Leader to make any necessary amendments to facilitate a submission in December 2015**

PLANNING / EDUCATION

Review and Revision of the S106 Education Contributions

Members considered approval of an interim methodology for justifying and allocating developer contributions for education, with implementation from 8 December 2015. The Lead Member explained that the Children's Services Overview & Scrutiny Panel had previously raised concerns about the way funds had been allocated. The report gave more detail and demonstrated that the comments of the Fairer Funding group had been taken on board.

School projects would be prioritised as follows:

- Priority 1 – school expansion schemes that were already approved by Cabinet.
- Priority 2 – other compliant schemes

Schools were requested to present their asset management plans on a yearly basis, although some did not provide them on a regular basis. The report strengthened this requirement. Section 106 funding had been split across a variety of schools therefore it would take some time to have sufficient funds for a larger project. In contrast, the new priorities would be used. Members noted the formula to determine funding as detailed in paragraph 3.1 of the report.

The Lead Member advised amendments to paragraph 5.4 to read:

‘The interim methodology on education S106 developer contributions states that the borough will not usually seek contributions on developments that generate a net pupil yield of less than 3 children. This means that the minimum contribution sought will be around £40k....’

He also advised of an amendment to question 5 in the Fairer Funding group’s questions on page 101 of the report:

‘It is proposed that schools are notified when applications potentially worth £25k for education contributions are considered, to allow them the opportunity to update their Asset Management Plans. Schools are, of course, able to advise the borough at any time of changes to these plans.’

The Lead Member for Education highlighted that, despite the impression given by comments from the Fairer Funding group, there was a lot of communication between schools and the council. Schools had to plan an academic year in advance.

The Lead Member proposed amending the third recommendation to include Members in the delegation.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) Approves the interim education S106 developer contributions methodology attached at Appendix A to be used as the basis for negotiations with developers. This includes revisions to the level of contribution sought per dwelling, in accordance with prior delegation from Council.**
- ii) Requests that schools submit updated Asset Management Plans.**
- iii) Delegates authority to the Lead Member for Education and Lead Member for Planning in conjunction with the Managing Director and Strategic Director of Children’s Services to agree future updates to the level of contribution sought per dwelling.**

CHAIRMAN/TRANSFORMATION & PERFORMANCE

Integrated Performance Monitoring Report

Members considered performance outturns against the key Council priorities for Quarter 2, 2015/16. The Principal Member highlighted that 44% of KPIs were on target. The targets were challenging and honestly reported. Greater clarity had been brought to the report by the introduction of a standard bullet point format for consistency. On behalf of the Lead Member for Customer and Business Services, he highlighted the excellent performance in relation to processing of benefit applications. The Strategic Director of Operations commented performance for November was down to just three days; he intended the excellent performance to continue.

The Lead Member for Finance commented on the performance at leisure centres following externalisation. The target was a 12% increase in attendance, which had been exceeded by a further 13%.

The Lead Member for Environmental Services highlighted the challenging target in relation to recycling rates. Waste was now being diverted to an Energy for Waste plant and he therefore anticipated an improvement in performance from December 2015. Food waste recycling had also recently been promoted to residents including the distribution of free caddy liners.

The Lead Member for Adult Services and Health highlighted the excellent performance in relation to preventing residents becoming homeless. In the second quarter, 833 families had been assisted.

In relation to the HR statistics, the Chairman commented that there had been a slight increase in agency staff spend, partly as a result in the buoyancy of the economy and the difficulty in attracting the right people into local government. Sickness levels were also slightly up but were still better than the same period the previous year and in comparison to other local authorities.

The Lead Member for Planning commented that poor performance in relation to the processing of major applications was in some part due to the small number of applications in this category. Changes to planning legislation had increased the number of applications received and there had been a significant period of poor performance in relation to minor applications as a result. The borough was not the only local authority in this position. An external company had been brought in during October to help clear the backlog of applications, therefore he anticipated an improvement in performance next quarter. The council also had a new Borough Planning Manager and interim Planning Manager who were both reviewing the service to identify improvements. The council was also looking to devolve some powers to Bray Parish Council. The Lead Member for Finance commented that no action had been taken despite a sustained period of under-performance. The new Strategic Director for Corporate Services, who was due to start in January 2016, would need to take responsibility. The Lead Member for Planning commented that he had already met with the new Director and highlighted the issue.

The Lead Member for Education highlighted that the council was on target to collect all £80m of business rates, and collection rates were also good for council tax, as the borough had the lowest rate outside London. He was also impressed with the performance relating to dangerous potholes.

The Lead Member for Youth Services and Safeguarding explained that reporting of CS85 (stability of placements) was under review as all moves had been positive steps, including adoption.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) Note the progress made for the performance measures listed in the IPMR – Q2 2015/16.**
- ii) Provide feedback and challenge on the performance indicators, in particular those indicators that are currently off target, in order to further improve and enhance performance and improve outcomes for residents.**

ENVIRONMENTAL SERVICES

Night Time Economy Enforcement Pilot – Interim Review and Report

Members considered a mid point review of the Night Time Economy (NTE) enforcement pilot approved by Cabinet at its meeting on 26 February 2015. The Lead Member explained that initial feedback had been generally positive, therefore it was recommended that the pilot continue as planned to the end of December 2015. The purpose of the service was to provide operational support during the hours of 7pm and 3am on Friday and Saturday nights in Windsor & Eton, Maidenhead and Ascot. During the pilot over 300 licensing checks and 135 environmental protection investigations had been completed. Although feedback had been positive, it was important to take into account that two major nightclubs had not been open during the early period of the pilot.

The Principal Member for Policy commented that the service was welcomed by both residents and visitors in Windsor and Eton. Early results were good but the test would be over the busy Christmas period when one of the two previously-problematic nightclubs re-opened.

RESOLVED UNANIMOUSLY: That Cabinet:

- i. Approves the continuation of the Night Time Economy service until the conclusion of the pilot period in December 2015;**
- ii. Requests that a further report be presented to Cabinet in February 2016 to determine whether the Night Time Economy service is continued as a permanent arrangement including confirmation of the final service configuration if it is to continue;**
- iii. Delegate authority to the Strategic Director of Operations in conjunction with the Lead Member for Environmental Services and the Head of Service for Community Protection and Enforcement to continue to operate a service if it is deemed a success at the end of the Pilot until Cabinet finalises the service configuration in February 2016.**
- iv. Delegate authority to the Strategic Director of Operations in conjunction with the Lead Member for Environmental Services to prepare a media statement for release to communicate and promote the permanent Night Time Economy service.**

CULTURE & COMMUNITIES

Furthering the Principles of Love Dedworth Across the Royal Borough of Windsor and Maidenhead

Members considered the outcomes of the council's Love Dedworth project launched in May 2012 to make local improvements identified by residents as being important to them. The Principal Member for Policy explained that the project aimed to get at the roots of social issues in an area of relative deprivation in the borough. The project had gone well therefore it was considered worth rolling out to other areas. Radian had been so impressed it had applied the model elsewhere. The Principal Member announced £100,000 of funding, subject to Council approval, to fund projects in other areas.

RESOLVED UNANIMOUSLY: That Cabinet:

- 1. Members note the positive outcomes made to the Dedworth area through the completion of the Love Dedworth project.**
- 2. Approves work to identify other areas within the Royal Borough that would benefit from a similar project.**
- 3. Delegate authority to the Principal Member for Culture and Communities, Head of Community Services and the Community Partnerships Manager to consult with Ward Councillors to confirm these areas and initiate activity to make local improvements.**

CHAIRMAN/POLICY

Council Strategic Plan 2016/2020

Members considered a new four-year strategic plan for the Royal Borough. The plan set out the council's vision to make the Royal Borough a great place to live, work, play and do business. The four strategic priorities underpinning the vision had been carried through from the council's previous strategic plan because they remained relevant: Residents First, Value for Money, Delivering Together and Equipping Ourselves for the Future.

The Chairman explained that the report had been considered by all seven Overview and Scrutiny Panels and their comments would be incorporated before the report was submitted to Full Council on 15 December 2015.

The Principal Member for Policy commented that he expected the plan to be updated and developed going forward, particularly given a new management team would be in place.

The Chairman thanked all officers involved in developing the plan.

RECOMMENDATIONS: That Cabinet:

- i. Approve the draft Council Strategic Plan 2016-2020 and recommends it proceed to Council for their consideration on 15 December 2015.**
- ii. Delegate authority to the Managing Director and Leader of the Council in consultation with the Principal Member for Policy to make alterations to the proposed plan ahead of its submission to Council.**

HIGHWAYS & TRANSPORT

Flood Risk Management: Monitoring Report

Members considered the latest Flood Risk Management Report. The Lead Member for Environmental Services referred Members to the headlines on page 2 of the report:

- Scheme delivery: the council was on track to meet, or exceed, agreed outcomes by the 31 March 2016.
- A Sustainable Urban Drainage (SUDs) service had been established as a formal consultee on major planning applications.
- Members and officers had been working with partners to develop and deliver the 'River Thames Scheme'.

- Cabinet approval of a 3-year investment programme in flood prevention and highway drainage schemes.
- As detailed in appendix A, the majority of schemes were completed.

The report proposed the creation of a River Thames Scheme Member/officer project team, with the Lead Member for Highways and Transport as Chairman, the Lead Member for Planning as Vice-Chairman alongside the Chairmen of Wraysbury, Horton and Datchet Parish Councils and the Environment Agency. The Highways, Transport & Environment Overview & Scrutiny Panel had suggested the specific inclusion of Thames Water. Councillor Beer had also submitted some written comments which would be taken into account.

The Lead Member for Adult Services & Health stated his thanks on behalf of the residents of Fifield and Oakley Green for the implementation of prioritised actions in the next period.

The Chairman requested that the terms of reference of the working group be circulated with the minutes. The Lead Member for Finance commented that he did not feel that the working group should have financial decision-making powers, nor should it be able to recommend proposals to Cabinet.

RESOLVED UNANIMOUSLY: That:

- (i) **the positive progress in delivering the manifesto commitment ('...Ensure flood schemes and maintenance are delivered on time to better protect homes and highways...') be noted.**
- (ii) **a 'River Thames Scheme' Member / officer project team be established to support, develop and maximise benefits to residents, business and visitors.**

This will help to ensure that in the times of flood we are well placed to help our residents and work in partnership with other agency to reduce the impact of flooding.

EDUCATION

Annual Consultation on School Admission Arrangements

Members considered two proposed changes to the admissions arrangements:

- a. Following the recent expansion of All Saints Junior school from 67 places to 90 in order to accommodate pupils from Burchetts Green School, it is proposed that the designated areas (DA) be adjusted to match the number of places available.
 - All Saints Junior School DA to be extended to include Burchetts Green Infant School
 - Courthouse Junior School DA to be reduced so that it no longer includes Burchetts Green Infant School.
 - Burchetts Green to be identified as a feeder school for All Saints instead of Courthouse.

b. The removal of the single-sex / co-educational admissions rule, as there is no longer any RBWM admitting authority school for which it can apply

The Lead Member commented that the borough dealt with approximately 100 admission appeals per year for a number of oversubscribed schools, therefore the admission arrangements were very important. Voluntary aided, free schools and academies were their own admission authority and were therefore responsible for consulting on their arrangements. Some chose to buy into the borough's admission services. The Lead Member highlighted that the borough was monitoring the situation with summer-born children, which was an issue being considered by the Schools Minister. Amendments may be necessary following any decision by the minister.

The Children's Services Overview & Scrutiny Panel had fully endorsed the proposals.

The Lead Member for Finance commented that each appeal cost the school approximately £250. He requested that officers look into the issue as he felt it was unfair that schools had to bear the cost of sometimes frivolous appeals. If an appeal was successful, it was acknowledged that this would be a different situation.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) **Approves public consultation on the Admissions Arrangements set out at Appendix 1.**
- ii) **Delegates authority to the Lead Member for Education and the Managing Director / Strategic Director for Children's Services to approve and thereby determine the revised admissions arrangements by the February 2016 deadline, having first considered any further amendments needed following public consultation.**

FINANCE/CUSTOMER & BUSINESS SERVICES

Debt Recovery Policy

Members considered approval of a revised Debt Recovery Policy. The Lead Member explained that the council looked to collect a significant amount of money per year, in the region of £200m, for itself and on behalf of central government. The policy was proposed to improve the collection of funds. The key principles were proportionality, consistency and transparency. The Audit and Performance Review Panel would receive a report in January 2016 on the overall debt position.

The Chairman highlighted, in relation to the 'benefits to residents' on page 250 of the report, that the manifesto commitment in relation to council tax was to beat inflation.

The Principal Member for Transformation and Performance commented on the importance of a consistent policy so that those who did not pay knew they would be pursued.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) **Approve the proposed Debt Recovery Policy and Strategy (Appendix 1 & 2).**

YOUTH SERVICES & SAFEGUARDING

Procurement of Specialist Social Care Legal Services

Members considered the procurement of specialist social care legal services which were currently provided by the Joint Legal Team in Reading Borough Council under an agreement across the six unitary authorities in Berkshire.

The Lead Member explained that specialist social care legal services were currently provided by the Joint Legal Team hosted by Reading Borough Council, under an agreement across the six unitary authorities in Berkshire, dating from 1998. The latest agreement came into effect in July 2013 and was a rolling annual agreement without any fixed term.

Given the length of time that the agreement had been in place, it was appropriate to test whether the current provider offered value for money. Therefore, notice had been given that the Royal Borough would be withdrawing from the agreement with effect from 31 March 2016. The timetable would see the detailed specification published in December 2015, with the new contract effective from 1 April 2016. In giving notice on the existing agreement, the Royal Borough had invited Reading Borough Council to take part in the market exercise. The Children's Services Overview & Scrutiny Panel had stated that as long as the quality of service did not drop, they were happy with the proposal.

The Lead Member for Environmental Services commented that the legal system was subject to a lot of change and therefore there would be a number of opportunities to obtain better services for residents overall; he welcomed the direction of travel.

The Chairman asked if there was a way to quantify the quality of advice provided. The Managing Director explained that the reason for the tender process was to secure a better quality of service. Officers would look at how other councils assessed quality. It was not simply a case of best price; value for money and quality were both important.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) Approve the approach to procuring specialist social care legal services through an open tendering exercise.**

FINANCE

Financial Update

Members considered the latest financial update. The Lead Member explained that the borough, along with many local authorities, was experiencing significant and unfunded demand in Adult Social Care. This had resulted in an overspend of £2m. An excellent performance by the Operations directorate had offset this by £650,000. From an overall council perspective, the Lead Member reported a gross overspend of £1.513m, but on a net basis this was £23,000. This was as a result of significant additional NNDR income and a change in the minimum revenue provision, subject to council approval. Members noted that appendix D identified further in-year savings of £170,000.

The Lead Member anticipated the next update in December 2015 would report an over performance of £200,000. Through the strength of its finances the council had produced a budget projected to exceed target and put in £2m to protect the most vulnerable. Both the Adult Services & Health and Corporate Services Overview & Scrutiny Panels had been keen to know that as part of the budget setting process for 2016/17 that there would be a full provision for Adult Social Care. The Lead Member stated that funding would be in the region of an additional £3m.

The Lead Member for Adult Services and Health commented that it would have been easy for the council to stop providing services, but this had not been necessary due to the council's sound financial position.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) **Notes that Strategic Directors in consultation with Lead Members will implement proposals that mitigate the predicted overspend.**

MONITORING REPORTS

Timetable for Neighbourhood Plans

Members noted the timetable for Neighbourhood Plans. The Chief Whip explained that there were 11 plans across the borough. One (Ascot and the Sunnings) had been adopted in April 2104. Eight others were underway and due to be finished in 2016. Two more were in the early stages. Charts in both the Town Hall and York House receptions were updated on a monthly basis to show progress.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion took place on items 21-25 on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act.

Appendix to minutes:

RIVER THAMES SCHEME – Member / Officer Project Team

TERMS OF REFERENCE (Draft – To Be Agreed at First Meeting)

1. PURPOSE OF PROJECT TEAM

The primary purpose of the River Thames Scheme Project Team is to ensure that the Royal Borough's partnership support for this project is maintained and reinforced.

This approach seeks to reduce flood risk and minimise the impacts of flooding to residents; business and visitors by supporting the delivery of this project to programme; budget and quality standards.

2. OBJECTIVES: The Project Team will:

- Engage disciplines across the Authority to positively contribute to the development and delivery of this project

- Ensure that all disciplines have awareness of key issues as the project develops enabling policy; strategy and communications to be aligned accordingly
- Increase capacity and resilience to offer support to Members and officers
- Ensure that the interests of Royal Borough residents; business and visitors are represented, embedded and maximised to minimise the risk and impact of flooding
- Identify and secure opportunities in the broader context of the project – for example: leisure and economic benefits
- Identify and seek to mitigate risks and negative impacts on residents, business and visitors
- Provide support to the established project governance structure:
 - Sponsoring Group (Councillor Burbage)
 - Programme Board (Ben Smith, Head of Highways & Transport)
 - Thames Regional Flood and Coastal Committee (Councillor Grey)

3. **MEMBERSHIP** (To be confirmed at first meeting)

Cllr Colin Rayner - Lead Member for Highways, Transport & Flooding (Chairman)

Cllr Derek Wilson – Lead Member for Planning (Vice-Chairman)

Ben Smith – Head of Highways & Transport

Sue Fox or Simon Lavin – Flood Risk Management

Mark Lampard – Finance Partner

Jennifer Jackson – Borough Planning Manager

Louise Dean – Communications Manager

David Murphy – Environment Agency – Programme Director (Note: a senior representative must be in attendance at each meeting)

External (to be invited to attend dependant upon Agenda)

Ward Members

Chairman of Parish Council (Datchet; Horton; Old Windsor and Wraysbury)

The group may co-opt additional representatives to attend for specific topics as appropriate

4. **OPERATION**

- Team to meet quarterly in advance of main Programme Board and Sponsoring Group
- Agenda to be agreed by the Chairman
- Record of actions to be maintained; monitored and circulated to Royal Borough representatives on the Sponsoring Group; Programme Board and Thames Regional Flood and Coastal Committee
- Cabinet to receive a summary of activity as part of the regular Flood Monitoring report
- The team has no formal decision making powers; no authority to recommend financial commitments and no authority to commit expenditure
- A review of objectives and purpose will be undertaken on a 6-monthly basis to ensure that the team is offering value to the Authority and the project, informing decisions on continuation or termination

The meeting, which began at 7.30 pm, finished at 9.52 pm

CHAIRMAN.....

DATE.....

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CABINET LOCAL AUTHORITY GOVERNORS APPOINTMENTS SUB COMMITTEE

THURSDAY, 26 NOVEMBER 2015

PRESENT: Councillors Phillip Bicknell (Chairman), Christine Bateson and Derek Wilson

Officers: Clive Haines and Karen Shepherd

APOLOGIES FOR ABSENCE

None received

DECLARATIONS OF INTEREST

Councillors Bicknell, Mrs Bateson and D. Wilson declared personal interests as they knew one of the candidates, Sarah New.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 24 September 2015 be approved.

EDUCATION

Appointment of LA Representatives to Governing Bodies of Schools in the Royal Borough

The Sub Committee considered the latest list of vacancies and candidates for LA representatives to Governing Bodies of Schools in the Royal Borough, as detailed in section 2 of the report.

RESOLVED UNANIMOUSLY: That:

- i) Liz Kelsall be recommended for appointment to Woodlands Park Primary School.
- ii) Sarah New be recommended for appointment to The Queen Anne Royal Free C of E School.
- iii) Paul Baxter be recommended for appointment to Boyne Hill Infant & Nursery School.
- iv) Paul Hey be recommended for appointment to Furze Platt Infant School.
- v) Susan Webb be recommended for appointment to All Saints C of E Junior School.
- vi) The decision relating to appointment of an LA Governor at Braywood C of E School be deferred to the next meeting of the Sub Committee.
- vii) It be noted that, since conversion to Academy status on 1 October 2015, Newlands Girls' School had co-opted the former LA governor representative (Francisco Vaeza) onto the board of governors.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the

meeting whilst discussion took place on items 6-7 on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 1-7 of part I of Schedule 12A of the Act.

CABINET: 17 DECEMBER 2015

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	TYPE	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Heathfield Avenue, Sunningdale: Review of Highway Conditions	Non-Key	26/11/15	17/12/15	Deferred to consider further information received
Adult Savings 2016/17	Key	-	17/12/15	New item
Shared Lives: Options	Key	17/12/15	28/1/16	To allow for further work on options
Creation of Windsor UK CIC	Key	17/12/15	28/1/16	To allow for further work
Draft Conservation Area Appraisal, Maidenhead Town Centre	Key	-	28/1/16	New Item
Draft Conservation Area Appraisal, Holyport	Key	-	28/1/16	New Item
Highway Asset Management	Non-Key	-	28/1/16	New Item
Stafferton Way Multi-storey Car Park	Key	17/12/15	-	To be incorporated in Maidenhead parking strategy
Windsor Office Accommodation	Non-Key	17/12/15	28/1/16	To allow for further work
Imperial Road / Clewer Hill Road / Winkfield Road, Windsor – Junction Improvements	Non-Key	-	25/2/16	New Item
Chobham Road Railway Bridge – Outcome of Consultation	Non-Key	-	25/2/16	New Item
Night Time Economy Enforcement Pilot	Key	-	25/2/16	New Item
Future Delivery of Health Services	Key	-	25/2/16	New item

FORWARD PLAN OF CABINET AND COUNCIL DECISIONS

NB: The Cabinet is comprised of the following Members: Councillors Burbage (Leader of the Council and Chairman of Cabinet, incl. HR and Legal), Bicknell (Deputy Chairman of Cabinet and Education, including Windsor), Dudley (Finance, including Property and Deputy Leader of the Council), Coppinger (Adult Services and Health, including Sustainability), Cox (Environmental Services) Hill (Customer and Business Services, IT) , D Wilson (Planning), Mrs N Airey (Youth Services and Safeguarding), C Rayner (Highways and Transport), Mrs Bateson (Chief Whip incl. Neighbourhood Planning, Ascot & Sunnings). Also in attendance (non-Executive): Councillors Ms Stretton (Principal Member for Culture & Communities), Love (Principal Member for Maidenhead Regeneration), Brimacombe (Principal Member for Transformation and Performance) and Bathurst (Principal Member for Policy).

The Council is comprised of all the elected Members

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

FORWARD PLAN

ITEM 28	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
Financial Update	-	Finance Update	Yes	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker		Corporate Services. Children's Services, Adult Services & Health tbc	Cabinet 28 Jan 2016	
Shared Services Update	Part exempt - 4	To provide an update to Cabinet on the progress of the corporate shared services initiative	Yes	Chairman of Cabinet (Councillor David Burbage)	Alison Alexander		Corporate Services tbc	Cabinet 28 Jan 2016	
Highway Asset Management	Open -	Adoption of a robust asset	No	Lead Member for Highways and Transport	Simon Fletcher	Internal proces	Highways, Transport and Environment	Cabinet 28 Jan 2016	

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)
29		management strategy, policies and inspection regimes is essential for the Borough to maximise government grant funding, optimise expenditure and maintain a robust defence against claims. This report sets out in the proposed Highway Asset Management Plan (HAMP). The report recommends that the HAMP is adopted by Cabinet		(Councillor Colin Rayner)			Overview and Scrutiny Panel tbc		
Creation of Windsor UK CIC	Open -	Report seeks to update on plan to amalgamate Windsor Chamber of Commerce and Windsor & Eton Town Partnership, request loan for feasibility study to deliver Business Improvement District for the town	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton), Chief Whip/Lead Member for Neighbourhood Planning, Ascot & The	Paul Roach, Kevin Mist	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 28 Jan 2016	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		centre		Sunnings (Councillor Christine Bateson)					
Shared Lives - Options	-	A review of the Shared Lives arrangements in RBWM and options for the future of the scheme	Yes	Lead Member for Adult Services and Health (Councillor David Coppinger)	Nick Davies		Adult Services & Health tbc	Cabinet 28 Jan 2016	
Draft Conservation Area Appraisal, Holyport 30	Open -	Request for permission to take Conservation Area Appraisal to public consultation because local authorities have a duty under section 71(1) of the Planning (Listed buildings and Conservation Areas) Act 1990 to produce such documents and it is appropriate to consult publicly on the documents prior to formal adoption.	Yes	Lead Member for Planning (Councillor Derek Wilson)	Jenifer Jackson	Statutory public consultation	Planning & Housing Overview & Scrutiny Panel 26 Jan 2016	Cabinet 28 Jan 2016	
Draft Conservation Area Appraisal, Maidenhead Town	Open -	Request for permission to take Conservation Area	Yes	Lead Member for Planning (Councillor	Jenifer Jackson	Statutory public consultation	Planning & Housing Overview &	Cabinet 28 Jan 2016	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
31 Centre		Appraisal to public consultation because local authorities have a duty under section 71(1) of the Planning (Listed buildings and Conservation Areas) Act 1990 to produce such documents and it is appropriate to consult publicly on the documents prior to formal adoption		Derek Wilson)			Scrutiny Panel 26 Jan 2016		
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 Education (Councillor Phillip Bicknell)	Karen Shepherd			Cabinet Local Authority Governor's Appointments Sub Committee 28 Jan 2016	
Windsor Office Accommodation Update	-	To update Cabinet following completion of the jointly commissioned Thames Valley Police and RBWM	No	Lead Member for Finance (Councillor Simon Dudley), Lead Member for Education (Councillor	Chris Hilton			Cabinet 28 Jan 2016	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		joint feasibility study.		Phillip Bicknell)					
Budget and Council Tax	-	Report which sets financial context within next year's budget is being set. The report includes a recommendation to Council of a Council Tax, it recommends a capital programme for the coming year and also confirms Financial Strategy and Treasury Management Policy.	Yes	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker		Corporate Services Overview and Scrutiny Panel 4 Feb 2016	Cabinet 11 Feb 2016	
Award Of Council Grants	Fully exempt - 3	To consider the award of grants to voluntary organisations	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	Karen Shepherd	Grants Panel	n/a	Cabinet 11 Feb 2016	
Integrated Performance Monitoring Report Q3 2015/16	-	Report detailing performance of the Council against the corporate scorecard for quarter 3 2015/16	Yes	Chairman of Cabinet (Councillor David Burbage), Lead Member for Finance (Councillor	David Scott		Corporate Services Overview and Scrutiny Panel 4 Feb 2016	Cabinet 25 Feb 2016	

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)
				Simon Dudley), Principal Member for Transformation and Performance (Councillor Paul Brimacombe)					
33 Additional Library	Open -	Request to undertake a feasibility study or studies to inform the proposal to open at least one new library during the current administration.	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	Mark Taylor	Feasibility study will involve stakeholder consultation.	Culture and Communities Overview and Scrutiny Panel 25 Jan 2016	Cabinet 25 Feb 2016	
Night Time Economy Pilot Review	Part exempt - 4	This paper will provide analysis of the six-month Night Time Economy Pilot that the council introduced in July 2015. The purpose of the paper will be to help Cabinet determine whether to continue the service as a permanent arrangement.	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox)	Craig Miller, Simon Fletcher	n/a	Highways, Transport and Environment Overview and Scrutiny Panel 1 Feb 2016	Cabinet 25 Feb 2016	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
34 Chobham Road, Sunningdale - Petition to Reduce Weight Limit from 18T to 7.5T (Consultation Results)	Open -	<p>A petition was submitted to Council on 22nd September 2015 by Councillor Mrs Bateson, which reads:</p> <p><i>'...We, the undersigned, wish the RBWM to consider reducing the recently implemented 18 tonne weight limit on the Chobham Road railway bridge to a maximum of 7.5 tonnes. We are concerned that the large lorries pose a safety risk due to the narrow road over the bridge. Large vehicles are forced to cross the central double-white line on a bend where visibility is limited and oncoming traffic may not see them in time...'</i></p> <p>Cabinet received a report on 26th November 2015</p>	No	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith	Public consultation including residents in the Royal Borough and Surrey; Parish Councils; Surrey County Council; Thames Valley and Surrey Police	Highways, Transport and Environment Overview and Scrutiny Panel 1 Feb 2016	Cabinet 25 Feb 2016	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		and resolved to undertake a consultation on reducing the weight limit with the results reported to Cabinet on 25 th February 2016.							
Imperial Road / Clewer Hill Road / Winkfield Road, Windsor – Junction Improvements	Open -	<p>The purpose of this report is update Cabinet on the outcome of the public consultation with respect to improvements at the Imperial Road / Clewer Hill Road / Winkfield Road junctions in Windsor.</p> <p>The consultation offered alternative junction arrangements seeking to reduce congestion and improve traffic conditions.</p>	No	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith	Public consultation	Highways, Transport and Environment Overview and Scrutiny Panel 1 Feb 2016	Cabinet 25 Feb 2016	
Financial Update	-	Finance Update	Yes	Lead Member for Finance (Councillor	Andrew Brooker		Corporate Services Overview and	Cabinet 25 Feb 2016	

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				Simon Dudley)			Scrutiny Panel 4 Feb 2016 , Children's Services tbc, Adult Services & Health tbc		
Member Participatory Budgets	-	To receive details of how Members propose to spend their PB allocation	Yes	Principal Member for Policy (Councillor George Bathurst)	Andrew Scott		Corporate Services via email	Cabinet Participatory Budget Subcommittee 17 Feb 2016	
Neighbourhood Participatory Budget Scheme - Results of Public Vote	-	The results of the neighbourhood participatory budget scheme as voted for by the public	Yes	Principal Member for Policy (Councillor George Bathurst)	Andrew Scott		Corporate Services via email	Cabinet Participatory Budget Subcommittee 17 Feb 2016	
Council Manifesto Tracker	Open -	An outline of performance against the Council's manifesto Commitments	Yes	Chairman of Cabinet (Councillor David Burbage)	David Scott	n/a	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 31 Mar 2016	
Standards and Quality of Education in Royal Borough schools – A Review of the Academic Year	Open -	The report outlines the achievements of schools in the Royal Borough and identifies areas where further	No	Lead Member for Education (Councillor Phillip Bicknell)	Alison Alexander	n/a	Children's Services Overview and Scrutiny Panel 22 Mar 2016	Cabinet 31 Mar 2016	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		development is req							
37 Review of Whistle Blowing Procedure	Open -	A review of the whistle blowing procedure to ensure it relates to Child Sexual exploitation and also a review in March 2016 of the effectiveness of the procedure within RBWM	No	Chairman of Cabinet (Councillor David Burbage)	Terry Baldwin	n/a	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 31 Mar 2016	
DAAT Review Outcome and Recommendations	Open -	A report recommending the future DAAT model for RBWM following a Task and Finish Group and Consultation	No	Lead Member for Adult Services and Health (Councillor David Coppinger)	Nick Davies	tbc	Adult Services and Health Overview and Scrutiny Panel 24 Mar 2016	Cabinet 31 Mar 2016	
Ways into Work Contract - Annual Review Report 2015- 16	Open -	Update on the outcomes achieved from the supported employment contract	No	Lead Member for Adult Services and Health (Councillor David Coppinger)	Nick Davies	n/a	Adult Services and Health Overview and Scrutiny Panel 24 Mar 2016	Cabinet 31 Mar 2016	
Delivery of Children's Services	Open -	Consideration of options and service areas.	Yes	Lead Member for Adult Services and Health (Councillor David Coppinger),	Alison Alexander	Internal process	Children's Services Overview and Scrutiny Panel 22 Mar 2016	Cabinet 31 Mar 2016	

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				Lead Member for Education (Councillor Phillip Bicknell), Lead Member for Youth Services and Safeguarding (Councillor Natasha Airey)					
38	Financial Update	Open -	Finance update	No	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker	n/a	Corporate Services, Children's Services, Adult Services & Health tbc	Cabinet 31 Mar 2016
	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 Education (Councillor Phillip Bicknell)	Karen Shepherd	n/a	n/a	Cabinet Local Authority Governors Appointments Subcommittee 31 Mar 2016
	Home to School Transport - Post 16 Policy (Annual)	Open -	The Council's policy on providing Home to School transport is subject to annual review.	No	Lead Member for Education (Councillor Phillip Bicknell)	Alison Alexander	n/a	Children's Services Overview and Scrutiny Panel 19 Apr 2016	Cabinet 28 Apr 2016
	Progress Report on Extending Grammar School	Open -	Report on progress on investigations	Yes	Lead Member for Education (Councillor	Alison Alexander	n/a	Children's Services Overview and	Cabinet 28 Apr 2016

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
Provision into the Royal Borough		into opening a satellite site to Sir William Borlase's Grammar School in Maidenhead.		Phillip Bicknell)			Scrutiny Panel 19 Apr 2016		
Financial Update	Open -	Finance update	No	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker	n/a	Corporate Services Overview and Scrutiny Panel 21 Apr 2016 Adult Services and Health Overview and Scrutiny Panel tbc; Children's Services Overview and Scrutiny Panel 19 Apr 2016	Cabinet 28 Apr 2016	
Neighbourhood Participatory Budget Scheme - Results of Public Vote	Open -	The results of the neighbourhood participatory budget scheme as voted for by the public	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	Andrew Scott	public vote	Corporate Services Overview and Scrutiny Panel tbc	Cabinet Participatory Budget Subcommittee 20 Apr 2016	
Member Participatory Budgets	Open -	To receive details of how Members propose to spend their PB allocation	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	Andrew Scott	n/a	Corporate Services Overview and Scrutiny Panel tbc	Cabinet Participatory Budget Subcommittee 20 Apr 2016	

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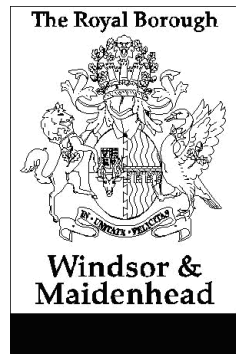
ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees,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

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

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Report for: Information

Contains Confidential or Exempt Information	NO - Part 1
Title	Update on the Delivery of the Multi-Agency Safeguarding Hub
Responsible officer(s)	Alison Alexander, Managing Director/Strategic Director of Children's Services
Contact officer, job title and phone number	Theresa Leavy, Deputy Director Early Help and Safeguarding, 01628 683152
Member reporting	Councillor Natasha Airey, Lead Member for Youth Services and Safeguarding
For consideration by	Cabinet
Date to be considered	17 December 2015
Implementation date if not called in	Immediately
Affected wards	All
Keywords/index	Safeguarding, child protection, early help

REPORT SUMMARY

1. This report provides an update on the progress made to ensure delivery of the Multi-Agency Safeguarding Hub (MASH) in the Royal Borough, effective from January 2016. The MASH will provide a single point of access to early help and safeguarding services so that children, young people and their families receive the right services at the right time to meet their needs.
2. Implementation of the MASH has required a financial investment of up to £60k for the structural changes to the Town Hall to meet Thames Valley Police's security specifications.
3. It recommends that Cabinet notes the progress made to date, including agreement around the workforce, accommodation and information technology.

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Residents in the Borough will be better protected because of improved partnership working across the statutory and voluntary services.	From January 2016

1 DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

1.1 Notes the progress made to ensure delivery of the Multi-Agency Safeguarding Hub for January 2016 and request a performance report in July 2016.

1.2 Endorses exploration of the potential to expand the remit of the MASH to include Adult Safeguarding.

2 REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 At its meeting in March, Cabinet noted and endorsed the development of a fully operational co-located Multi-Agency Safeguarding Hub (MASH) for the Royal Borough. Significant progress has been made in developing the MASH, specifically around workforce, accommodation and information technology, with implementation scheduled for January 2016. The partners who will be part of the MASH are:

- Royal Borough of Windsor and Maidenhead Children's Services.
- Thames Valley Police.
- Windsor and Maidenhead Clinical Commissioning Group.
- Berkshire Healthcare Foundation Trust.
- DASH (Domestic Abuse Stops Here) Charity.

2.2 The introduction of a MASH will provide a multi-agency approach in which the partners within the MASH will:

- Be co-located.
- Gather and interpret all the relevant information to identify risks to children, young people and their families, and the level of priority.
- Instigate immediate initial screening and securing intervention, where appropriate.

2.3 Evidence from other local authorities shows that through implementing a MASH the quality of multi-agency information sharing, dialogue and decision making has been improved especially in cases where there is a lack of clarity. As a result, risk assessment is improved, as is the quality of the agreed intervention with the family, resulting in children, young people and their families receiving the right services, at the right time, to meet their needs and reduce escalation of need. Whilst RBWM have been developing the MASH arrangements the referral and assessment team have operated, providing virtual MASH type arrangements and responding to need. Children have therefore continued to be protected during this time of development.

Workforce

- 2.4 RBWM together with partners have identified the level of resource required to implement the RBWM MASH. The level of representation from all organisations is suitable and in line with what RBWM believe is appropriate. Workforce levels will be reviewed post implementation. Details of the core workforce complement of the MASH has now been agreed, see table 1.

Table 1: MASH workforce

Partner	Role	FTE
RBWM (existing workforce)	Duty Safeguarding Manager/ MASH Decision Maker	1
	Duty social workers	1.5
	Access Officer	1
	Education professional	1
	Referral and Assessment Team	Up to 6
Thames Valley Police	MASH supervisor	1
	MASH support (child)	1
	Risk assessor	1
	Referral support (Adult)	1
Health	Health Visitor	1
	Health co-ordinator	0.6
Dash	Voluntary Sector worker	1
Total FTE		17.1

- 2.5 Some MASH's include additional personnel, for instance from Probation, Housing and Youth Offending. The current plan is not to co-locate these additional officers, but in the short term enable them to contribute virtually to the MASH discussions. Co-location options will be considered once the MASH is fully established. In addition, it is proposed to explore the potential to expand the remit of the MASH to cover adult safeguarding, which TVP support.
- 2.6 Children's Services workforce in the MASH will be staffed from the existing workforce, with staff being reskilled to meet the requirements of MASH.
- Accommodation and IT**
- 2.7 Agreement has been reached, with all partners, that the MASH will be based in Maidenhead Town Hall, on the second floor in Zone E, see appendix 1 for the agreed design option.
- 2.8 The information that will flow across the organisations involved in the MASH is sensitive and requires high levels of security to prevent potential data breaches. Thames Valley Police requires a higher level of security than the Royal Borough and other partners. Without compliance to these security measures TVP could not operate in the MASH. The security requirements include having:
- A self-contained and secure space, only accessible to MASH staff.
 - An external entry control to reception, street and external building.
 - External lighting.
 - CCTV system with coverage of relevant entry to MASH areas.
 - Window security.
- 2.9 To comply with the requirements alterations to the space in Zone E are being carried out. Building work will start on 10 December 2015 to secure an implementation date of January 2016.
- 2.10 All partners have successfully tested the wireless connection at the Town Hall. They will use this to access their system.

Table 2: Options

Option	Comments
Implementation of the MASH is stopped or postponed Not Recommended	Postponing or stopping the implementation of the MASH will negatively impact on the local authority's ability to meet its statutory requirements to keep children and young people safe.
Implement the MASH from January 2016 and explore the potential to expand the remit to cover adult safeguarding. Recommended	Implementation of the MASH will enable the local authority to strengthen its response to safeguarding concerns and meet its statutory requirements to keep children and young people safe. Exploring the potential to integrate adult safeguarding within a single MASH could strengthen safeguarding practice further within the Royal Borough.

Operational arrangements

2.11 Partners have developed the MASH and Early Help workflow processes (appendix 2) and are working complete the arrangements for all partners' roles and responsibilities including:

- A general generic description for each role to ensure a shared understanding of areas of responsibility and a consistent approach.
- Record keeping within individual systems and development of a shared record within Paris for recording summary information, this will be developed within the legal context.
- Data set requirements.

3 KEY IMPLICATIONS

3.1 A Management Information Dataset and Outcomes Framework for MASH and Early Help are being developed in time for implementation date of January. This will be used to monitor performance and included in the next report to cabinet, following implementation – July 2016.

Table 3: Defined outcomes

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Reduction in re-referrals to Children's safeguarding services.	<4%	4-6%	6-8%	> 8%	1 April 2017
Increase the pace at which families receive a service.	70% or more	80%	90%	100%	1 April 2016
Cost saving to Children's Social Care social care	<2%	2-5%	6-10%	>10%	1 April 2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Increase in the number of families receiving Early Help provision	<5%	5-10%	11-15%	>15%	1 October 2016

4 FINANCIAL DETAILS

Financial impact on the budget

- 4.1 The RBWM workforce will be provided from existing Children's Services staffing. The approved capital budget, £60,000 in 2015/16, will fund alterations to the accommodation in Zone E of the Town Hall, see table 5.

Table 4: Revenue implications

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

Table 5: Capital implications

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£60,000	£0	£0
Reduction	£0	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 Section 10 of the Children Act 2004 states a requirement for Local Authority Children's Services to make suitable arrangements for co-operation between the relevant partners in order to improve the wellbeing of children/young people in the authority's area. This was amended in the Apprenticeship, Skills, Children and Learning Act 2009 to increase responsibility for education providers to co-operate.
- 5.2 Statutory guidance, from the Department for Education, in relation to Section 10 of the Children Act 2004, states good information sharing is necessary for successful collaborative working. It stipulates the need for agencies to share information for strategic planning purposes; to support effective service delivery; and to protect and safeguard children and young people. All agencies involved in the MASH can use the Children's Act 2004, Section 10, to legitimise their collaborative working and information sharing.
- 5.3 Section 13 of the Children Act stipulates that Local Safeguarding Children Boards must be created to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority. The Board, therefore, has a role to play in ensuring the effectiveness of safeguarding practice in the Borough, including the MASH.

6. VALUE FOR MONEY

- 6.1 A MASH has the potential to offer better value for money. By ensuring the right people receive initial interventions and more intensive targeted services, at the right time, by the right agency; the high level of resource invested in a small number of families will reduce. These costs could include children going into care, homelessness, nuisance behaviour, juvenile criminality, truancy, alternative education placements, vandalism and evictions due to anti-social behaviour.

7 SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None

8. RISK MANAGEMENT

Table 6: Risk management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Potential data breaches due to lack of appropriate security	High	<ul style="list-style-type: none">Accommodation built to Home Office principles and Thames Valley Police specifications.	Low
Lack of engagement of partners in the MASH	High	<ul style="list-style-type: none">MASH Strategic Board meets on a regular basis to secure strategic engagement of partners.LSCB role to hold agencies to account for their safeguarding responsibilities.Training to ensure appropriate reskilling of staff to meet the requirements and aims of the MASH	Low

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 The delivery of the MASH predominantly links to the Strategic Objectives around Residents First, Delivering Together and Equipping Ourselves for the Future. Specifically, it will:
- Support Children and Young People.
 - Work for safer and stronger communities.
 - Enhance customer services.
 - Strengthen partnerships.
 - Develop our systems and structures.
 - Change our culture.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

- 10.1 None.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 The workforce implications of the MASH are set out in points 2.5 – 2.7 of this report.

11.2 The accommodation implications of the MASH are set out in points 2.8 – 2.11 of this report.

12 PROPERTY AND ASSETS

12.1 None.

13 ANY OTHER IMPLICATIONS

13.1 None.

14 CONSULTATION

14.1 Consultation has taken place with the partners who will be part of the MASH:

- Thames Valley Police.
- Windsor and Maidenhead Clinical Commissioning Group.
- Berkshire Healthcare Foundation Trust.
- The DASH Charity.

14.2 Consultation has also taken place with the Children's Services workforce as part of the 2015 restructure proposals.

14.3 This report will also be considered by the Children's Services Overview and Scrutiny Panel in line with the usual Cabinet report process.

15 TIMETABLE FOR IMPLEMENTATION

Table 7: Timetable

Activity	Timescale	Responsibility
Building works to Zone E	10 December 2015 to 21 January 2016	Project Manager
MASH staff training on procedures	December 2015 – January 2016	Deputy Director Early Help and Safeguarding
MASH fully operational	28 January 2016	Deputy Director Early Help and Safeguarding

16 APPENDICES

16.1 This report has two appendices:

- Appendix 1: MASH accommodation design.
- Appendix 2: Royal Borough of Windsor and Maidenhead MASH and Early Help Hub Workflow January 2016.

17 BACKGROUND INFORMATION

17.1 Royal Borough of Windsor and MASH flow process.

17.2 Royal Borough of Windsor and Maidenhead MASH and Early Help Hub - Frequently asked questions.

18 CONSULTATION (MANDATORY)

Table 8: Consultation schedule

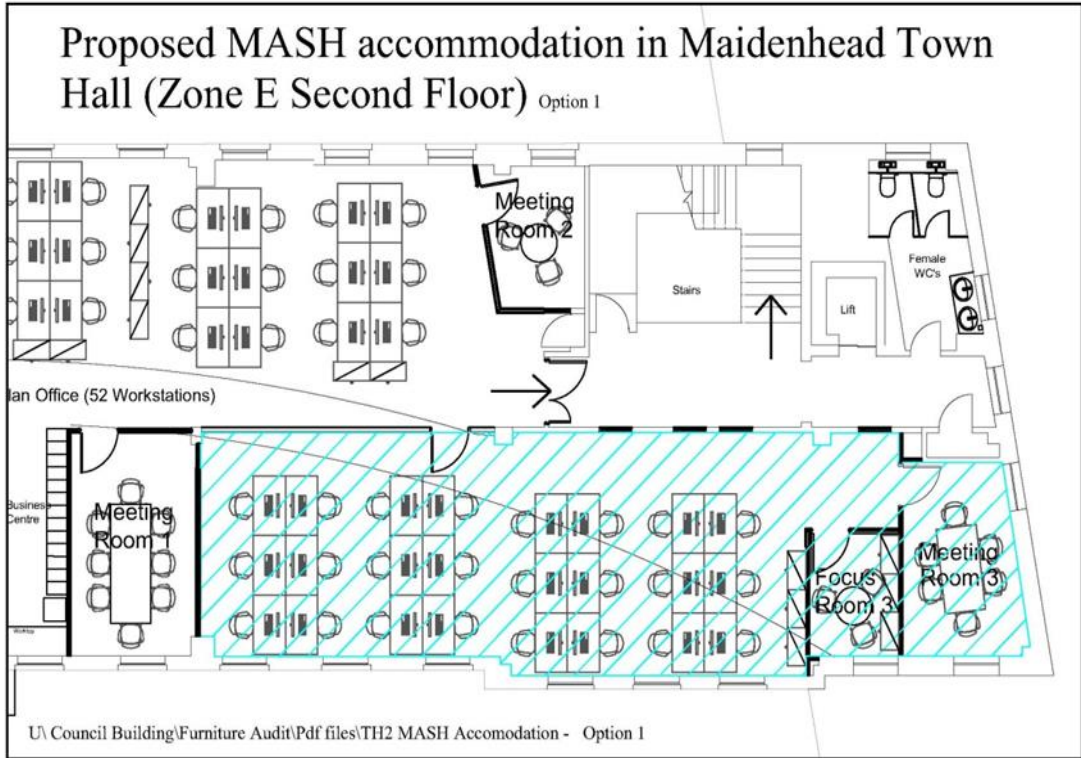
Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Cllr D Burbage	Leader of the Council	20/11/15		
Cllr N Airey	Lead Member for Youth Services and Safeguarding	19/11/15	19/11/15	Comments included
Alison Alexander	Managing Director/ Strategic Director of Children's Services	19/11/15	20/11/15	Comments included
Andrew Brooker	Interim Strategic Director of Corporate Services	19/11/15		
Christabel Shawcross	Deputy Managing Director and Strategic Director of Adults, Culture and Health	19/11/15	20/11/15	Comments included
Simon Fletcher	Strategic Director of Operations	19/11/15		
Shared Legal Solutions		19/11/15		
Edmund Bradley	Finance Partner	19/11/15		
Michaela Rizou	Cabinet Policy Officer	20/11/15	20/11/15	Comments included

REPORT HISTORY

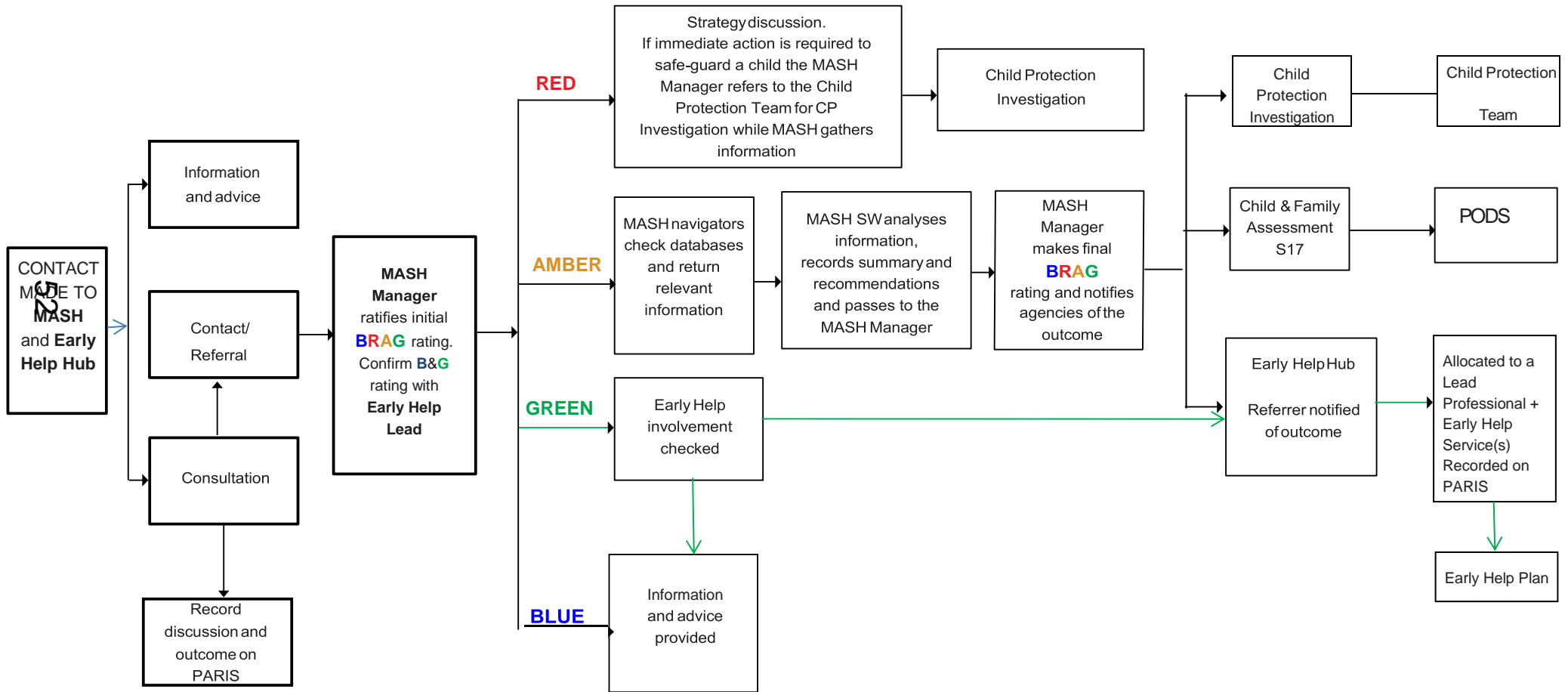
Decision type:	Urgency item?
Key decision	No

Full name of report author	Job title	Full contact no:
Theresa Leavy	Deputy Director Early Help and Safeguarding	01628 683152
Fiona Watton	Project Manager	01628 685814

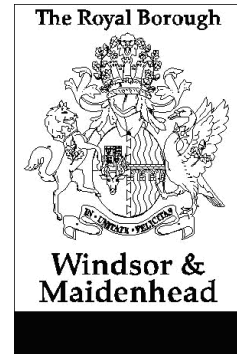
Appendix 1: MASH Accommodation design



Appendix 2 - MASH and Early Help Hub Workflow – January 2016



Report for:
ACTION



Contains Confidential or Exempt Information	Yes – Appendix B Part II – Not for publication by virtue of paragraph 4 of Part I of schedule 12A of the Local Government Act 1972
Title	Savings in Respect of 2016-17 Budget
Responsible Officer(s)	Andrew Brooker, Head of Finance
Contact officer, job title and phone number	Richard Bunn, Chief Accountant, 01628 796510
Member reporting	Councillor Dudley, Lead Member for Finance
For Consideration By	Cabinet
Date to be Considered	17 December 2015
Implementation Date if Not Called In	30 December 2015
Affected Wards	All
Keywords/Index	Savings, Budget

Report Summary

1. The Medium Term Financial Plan presented to Council in February 2015 identified the need to make budget savings of £7.2m in 2016-17. Work carried out on the budget to date has reduced the target for services to £5.7m. The targets for the Comprehensive Spending Review 2015 announced by the Chancellor of the Exchequer in July 2015 indicate further spending reductions will be required over the next three years.
2. The funding settlement for 2016-17 will be the first of the current Parliament. The new national Administration clearly has a number of important policy decisions to work through. Whilst some forecasters indicate that the 2016-17 settlement might not be as challenging as feared, significant uncertainty remains. The Council continues, therefore, to work to the grant reduction assumptions that are included in the published MTFP until more clarity emerges with the provisional settlement, which is expected in December 2015.
3. The report recommends that managers are authorised to consult on a number of proposals to remodel services and report back to cabinet following completion of the consultation process. Where consultation is not required the report recommends the implement the proposals, as soon as practicable so that measures are in place by 1 April 2016 or earlier. Early implementation will help mitigate some service overspends currently projected in the Finance Update.
4. The report also recommends to Council that these proposals are included in the Budget for 2016-17 when it is discussed in February 2016.

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Assurance that the Council is making effective use of its resources.	On publication of the report.
2. Efforts to maintain a low level of Council Tax are being made.	On publication of the report.

1. Details of Recommendations

RECOMMENDATION: That Cabinet:

- (i) Recommends the savings listed in appendices A and B to Council for inclusion in the 2016-17 budgets, subject to consultation.
- (ii) Authorises Directors to implement savings plans as soon as possible.
- (iii) Authorises a consultation process for the proposals listed in appendix B of this report (Part II – Not for publication by virtue of paragraph 4 of Part I of schedule 12A of the Local Government Act 1972).

2. Reason for Recommendation(s) and Options Considered

The recommendation is made in order to enable the Council to respond to the continuing reductions in grant funding whilst maintaining Council Tax at affordable levels for residents. Directors are able to meet the savings target in various ways that meet current strategy. Options are discussed with Directorate Management Teams and Lead Members.

Option	Comments
Cabinet accept the listed savings in Appendices A and B for inclusion in the 2016-17 Budget, subject to consultation.	Recommended option.
Members may reject some or all of the savings in Appendices A and B.	Other savings would have to be found in order to achieve the £5.7m savings target.

3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Savings delivered in 2016/17 without cutting front line services	< £550k	£550k - £650k	£650k - £750k	> £750k	March 2017

4. Financial Details

a) Financial impact on the budget

Example	Year1 (2015/16)	Year2 (2016/17)	Year3 (2017/18)
	* Revenue £000	Revenue £000	Revenue £000
Addition	None	None	None
Reduction	None	£604k*	None

* Total savings listed in Appendices A and B for approval

b) Financial Background

The Budget report received by Council in February 2015 outlined the financial challenges that the Council faces. The need to constantly examine costs and reduce spend is clear.

Since the General Election in May the Summer Budget has been announced and some very high level spending targets have been set for the Comprehensive Spending Review. Individual Government Departments have been asked to look at scenarios whereby they would see reductions of between 25% - 40%. Whilst the Borough is less reliant on Government grant funding than most local authorities the impact for individual authorities is far from clear.

Potentially the amounts available for RSG in 2016-17 are higher than we expected when we set our Medium Term Financial Plan in February. However, there remains potential for funds to be distributed nationally using different formula, or for sectors such as Police or Fire being given more protection. The Governments plans for funding a number of initiatives has yet to be announced such as:

- the funding for the Governments commitment to extra child-care which, potentially, will be drawn from this increased pot;
- whether the increased cost of employer National Insurance contributions, estimated at £800k pa for the Borough, will be passed through the funding formula as an “extra burden” (successive Governments have in the past committed to fund any additional burdens placed on local government finances by national policy changes);
- whether a local Council Tax freeze will be incentivised by a Council Tax Freeze grant as it has been in recent years; and
- any refinement of the New Homes Bonus.

The current assumptions are that whilst the CSR announcements in November may provide some further information, actual grant allocations for 2016-17 will not be available until December 2015. At this point, therefore, there is no evidence on which to base an assumption that the Borough will receive a higher grant settlement, although this is a possibility.

The 2014-15 out-turn does offer some better news with improved Council Tax collection rates and some growth now emerging in the level of retained Business Rates. The Council is, therefore, working to a savings target for services of £5.7m in 2016-17, reduced from £7.2m in the February 2015 MTFP. This paper outlines measures that have been identified early in the budget cycle. Approval to implement at this point in the process reduces the risk that plans will not be in place by April 2016 and presents the opportunity for savings to be made in the 2015-16 budget.

As work progresses to identify further savings, it is intended to include them in budget reports to Cabinet in February 2016.

5. Legal Implications

This savings report is part of the process required for the Council to meet its legal obligations to set an annual budget.

6. Value for Money

The budget process is part of the Council's aims to maximise economy, efficiency and effectiveness in providing services for residents.

7. Sustainability Impact Appraisal

The proposals in this report have no impact on sustainability objectives.

8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Risk of non-achievement of Financial Saving	Moderate	Early approval maximises time available for implementation. Achievement of savings is monitored throughout the year by CMT.	Minor
Risk to Service Delivery	Moderate	Consideration at management teams to ensure implementation does not impact on line services.	Minor
Risk of Negative Payback	Moderate	Consideration of proposals at management teams focussed on whether proposals reduce controls or crease costs in the longer term.	Minor
Risk of challenge to governance process	Moderate	Savings projects will be project managed to ensure due attention is given to governance issues	Minor

9. Links to Strategic Objectives

Residents can be assured that the Council is providing value for money by delivering economic services.

10. Equalities, Human Rights and Community Cohesion

Initial screening has been carried out on proposals. Issues and mitigations will be addressed through the consultation process and reported back to Cabinet as appropriate to minimise any adverse impact on service users.

11. Staffing/Workforce and Accommodation implications:

Detailed in the Appendices A and B

12. Property and Assets

None

13. Any other implications:

None

14. Consultation

Comments from Overview & Scrutiny Panels are as follows:

15. Timetable for Implementation

Officers will start work on the implementation of these proposals immediately. The budget will be set in January 2016 with full details going to Cabinet and Council in February 2016. Residents will be advised of their Council Tax in March 2016.

16. Appendices

Appendix A: Savings proposals for 2016-17.

Appendix B: Savings proposals for 2016-17 subject to consultation (Part II – Not for publication by virtue of paragraph 4 of Part I of schedule 12A of the Local Government Act 1972)

17. Background Information

Background Papers: Budget Report to Council February 2015.

18. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Corporate Management Team	.	25/11/2015		
Cllr Dudley	Lead Member	23/11/2015	23/11/2015	
Leader of Council and other members of the Budget Steering Group.				
Michael Llewelyn	Policy Assistant	23/11/2015	24/11/2015	
External				
None				

Report History

Decision type:	Urgency item?
Key decision	Yes

Full name of report author	Job title	Full contact no:
Richard Bunn	Chief Accountant	01628 796510

Line No.	Description of Saving	16/17 Savings agreed by Sept Cabinet	16/17 Savings proposed for Dec Cabinet	Total 16/17 Savings
		£'000	£'000	£'000
Adults, Culture & Health				
Housing				
1	Full year effect of Housing Options function merged with the Customer Services Centre within the Operations Directorate, management post redundant.	60		60
2	Efficiency delivered by second phase of integration of the Housing Options team into the Customer Service centre to enable more staff to be able to offer first line housing options advice.		25	25
Homelessness				
3	Continuation of policy to meet homelessness obligations by use of private rented accommodation to reduce temporary accomodation bill	24		24
Supporting People				
4	Service rationalisation - review of all existing contracts for efficiencies	100		100
Older Peoples Services				
5	Review of Low Cost care packages to ensure value for money	25		25
6	Direct Payments debt recovery- net savings	25		25
7	Charging full cost of respite for self funders removing current subsidy.		12	12
Supported Living				
8	Full year effect of 15-16 procurement activity for a supported living contract	130		130
Mental Health				
9	Full year effect of contract review and offer of Recovery College	50		50
10	More sustainable Approved Mental Health Practitioner service available through regrading and permanent recruitment		25	25
Public Health				
11	NewTargetted Smoking Cessation delivery model and contract - subject to tender award December 2015	128		128
12	Change of chlamydia screening model. To provide Berkshire wide web based confidential advice and information and testing.		31	31
13	Books on Prescription funded through library services		10	10
Commissioning				
14	Savings from commissioning budget through efficeincies		50	50
Learning Disability				
15	Existing High Cost placement programme to challenge providers charging in excess of the care funding calculator		57	57
Libraries				
16	Collaborative delivery to enhance customer services offer to residents via libraries. Reliant on providing efficiency through additional and integrated technology (hardware and software) and appropriate cross skills training.		50	50
Adult Social Care				
17	New Operating Model for Adult Social Care to increase the prevention of needs for health and social care.		40	40
		542	300	842
18	Further savings in appendix B (part ii)		304	304
		542	604	1,146

Report for: ACTION



Contains Confidential or Exempt Information	NO – Part I
Title	Missing Young People/Child Sexual Exploitation Strategy
Responsible Officer(s)	Alison Alexander, Managing Director/Strategic Director of Children’s Services
Contact officer, job title and phone number	Hilary Hall, Head of Strategy, Commissioning and Performance, 01628 683893
Member reporting	Cllr Natasha Airey, Lead Member for Youth Services and Safeguarding
For Consideration By	Cabinet
Date to be Considered	17 December 2015
Implementation Date if Not Called In	Immediately
Affected Wards	All
Keywords/Index	Child sexual exploitation, safeguarding, children, young people, Local Safeguarding Children Board

REPORT SUMMARY

1. In July 2015, as part of its review of progress in addressing the risks to children and young people of child sexual exploitation, Cabinet noted that the Windsor and Maidenhead Local Safeguarding Children Board was revising the Missing Persons/Child Sexual Exploitation Strategy, following an external review earlier in the year.
2. The revised Strategy has now been approved by the Windsor and Maidenhead Local Safeguarding Children Board on 18 November 2015 and this report seeks Cabinet’s endorsement of the final strategy.
3. The recommendation is being made because child sexual exploitation poses a significant risk to children and the local authority, including Cabinet, needs to be assured that the council and its partners are working effectively together and making full use of their statutory and other powers to minimise risks.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Proactive and preventative management of the risks associated with child sexual exploitation by the local authority with its partners will protect residents and	Immediately

ensure safer communities in the Borough.	
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1 DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

1.1 Endorse the Missing Children/Young People and Child Sexual Exploitation Strategy 2015-2017, see appendix 1, as approved by the Windsor and Maidenhead Local Safeguarding Children Board on 18 November 2015.

2 REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The findings of the external review of statutory partners' response to addressing the risks to children and young people of child sexual exploitation were considered by Cabinet in March 2015. At the same time, Cabinet reviewed the Windsor and Maidenhead Local Safeguarding Children Board's (LSCB) Missing Children/Young People and Child Sexual Exploitation Strategy and believed that it needed strengthening. As a result, the LSCB commissioned an external consultant to draft an initial revision to the Strategy in May 2015 which was then taken through the LSCB's Missing Persons/Child Sexual Exploitation Strategic Sub-Group for further refinement and agreement. The final Strategy was approved by the LSCB Board on 18 November 2015, see appendix 1.
- 2.2 As members of the LSCB's Missing Persons/Child Sexual Exploitation Strategic Sub-Group, officers worked with multi-agency partners to review and strengthen the Strategy taking account of the findings of the external review and internal audit, as well as nuances in the local and national strategic direction of tackling child sexual exploitation. Specifically, the work has sought to strengthen the Strategy so that it:
- Outlines the challenges to be addressed.
 - Sets out agreed principles.
 - Identifies the key policy decisions.
- 2.3 Officers are satisfied that the approved Strategy provides the strategic context within which each agency has its own action plan to take forward their contribution to addressing the risks to children and young people of child sexual exploitation. Cabinet agreed the Council's action plan on [26 March 2015](#) and an update on progress was provided on [30 July 2015](#). A further update will be provided in March 2016. The actions in the action plan took account of the risk factors in relation to child sexual exploitation that were identified following the Rotherham Inquiry, see point 5.5 of the attached Strategy.
- 2.4 The operational procedures that formed a substantial part of the original Strategy have been removed from the new document and are now integrated into the on-line [RBWM procedures](#).
- 2.5 As the lead safeguarding agency, Children's Services co-chairs both the Strategic Sub-Group of the Board and the Operational Panel which supports it. Both groups have key roles to play in terms of responsibility and accountability, see Appendix 2 of the Strategy for terms of reference. The majority of the Council's work in this area is focused on prevention and protection and it supports Thames Valley Police

in their prosecution activities. Whilst the work to date has focused on preventative and protection work with all children and young people, officers recognise the need to recognise, in particular, boys at risk of, or experiencing, child sexual exploitation, given that this cohort is generally under-represented in reporting.

2.6 Key elements of Children’s Services’ prevention and protection work include:

- Co-ordinating and driving the ongoing community awareness campaigns.
- Delivering training, usually in partnership with Thames Valley Police, to agencies and businesses, including tax drivers and licensed premises.
- Completing screening of children/young people at risk of child sexual exploitation to determine the level of risk.
- With multi-agency partners, developing and implementing robust protection plans to secure the safety of children and young people at risk of, or subject to, child sexual exploitation.

Table 1: Options

Option	Comments
The local authority does not endorse the revised Strategy.	The Strategy provides the strategic direction for all agencies working in the Royal Borough to take appropriate action together to prevent and protect residents vulnerable to child sexual exploitation, and in doing so comply with statutory responsibilities to keep children and young people safe.
The local authority endorses the revised Strategy Recommended	The Strategy provides the strategic direction for all agencies working in the Royal Borough to take appropriate action together to prevent and protect residents vulnerable to child sexual exploitation, and in doing so comply with statutory responsibilities to keep children and young people safe.

3 KEY IMPLICATIONS

Table 2: Defined outcomes

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Prevention - % of children/ young people removed from the Child Sexual Exploitation case tracker within three months of identification due to	<90%	90-94%	95-99%	>99%	31 March 2016

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
successful intervention					
Protection – No. of children/ young people identified at risk level 3	>3	2-3	1-2	1	31 March 2016

4 FINANCIAL DETAILS

Financial impact on the budget

- 4.1 No additional budget is being sought for this work. All the work undertaken in relation to child sexual exploitation is within the base budget of the four Directorates and is based on the time of key officers engaged in the multi-agency Strategic Group and Operational Panel. Existing resources were refocused in 2015-2016 to appoint a coordinator on a fixed term contract to co-work cases on the Operational Panel tracker and to commission some specialist support services.

Table 3: Costs

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	0	0	0
Reduction	0	0	0

5 LEGAL IMPLICATIONS

- 5.1 The statutory framework for the local authority to use to address the risks of child sexual exploitation includes:
- Local authority's general duty to safeguard and promote children's welfare under Section 17 of the Children Act 1989 or to make child protection enquiries under Section 47 of the same Act.
 - The power to share information to prevent crime and disorder under the Crime and Disorder Act 1998, Section 115.
 - Housing Act 2004 in relation to the licencing houses of multiple occupation.
 - Child Abduction under Section 2 of the Child Abduction Act 1984
 - The Licensing Act 2003 to prevent children and young people gaining access to adult venues where they may be vulnerable to grooming.

6 VALUE FOR MONEY

- 6.1 Investment in proactive and preventative action should decrease the number of individual cases escalating to specialist safeguarding services.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None

8 RISK MANAGEMENT

8.1 The risks detailed in table 4 are focused on the risk of implementation

Table 4: Risk management

Risks	Uncontrolled Risk	Controls	Controlled Risk
The Windsor and Maidenhead Local Safeguarding Children Board does not effectively address the risks of child sexual exploitation	High	<ul style="list-style-type: none">• The Council is a key statutory partner in the Windsor and Maidenhead Local Safeguarding Children Board and its Sub-Groups.• Strategic influence within the statutory role of Director of Children's Services.	Low

9 LINKS TO STRATEGIC OBJECTIVES

9.1 The work around addressing the risks of child sexual exploitation predominantly links to the Strategic Objectives around Residents First and Delivering Together. Specifically, it will:

- Support Children and Young People.
- Encourage Healthy People and Lifestyles.
- Work for safer and stronger communities.
- Strengthen Partnerships.

10 EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 Effective work in addressing the risks of child sexual exploitation will contribute to eliminating discrimination and victimisation of vulnerable children and young people within the community.

11 STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None.

12 PROPERTY AND ASSETS

12.1 None.

13 ANY OTHER IMPLICATIONS

13.1 None.

14 CONSULTATION

14.1 All partners involved in the Windsor and Maidenhead Local Safeguarding Children Board.

15 TIMETABLE FOR IMPLEMENTATION

Table 5: Timetable

Activity	Timescale	Responsibility
Monitoring the outcome of the implementation of the Missing Children/Young People and Child Sexual Exploitation Strategy 2015-2017	Quarterly from January 2016	Windsor and Maidenhead Local Safeguarding Children Board

16. APPENDICES

16.1 This report has one appendix:

- Appendix 1: Windsor and Maidenhead Local Safeguarding Children Board Missing Children/Young People and Child Sexual Exploitation Strategy 2015-2017.

17. BACKGROUND INFORMATION

17.1 Background information to this report includes:

- Report to Cabinet, 26 March 2015.
- Report to Cabinet, 30 July 2015.

18. CONSULTATION (MANDATORY)

Table 6: Consultation schedule

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr D Burbage	Leader of the Council	20/11/15		
Cllr N Airey	Lead Member for Youth Services and Safeguarding	19/11/15 01/12/15	20/11/15 01/12/15	Comments included
Andrew Brooker	Interim Strategic Director of Corporate Services	19/11/15		
Christabel Shawcross	Deputy Managing Director and Strategic Director of Adults, Culture and Health	19/11/15		
Simon Fletcher	Strategic Director of Operations	19/11/15		
Shared Legal Solutions		19/11/15	25/11/15	
Edmund Bradley	Finance Partner	19/11/15	23/11/15	

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Michaela Rizou	Cabinet Policy Officer	19/11/15	20/11/15 01/12/15	Comments included.

REPORT HISTORY

Decision type:	Urgency item?
Key decision	No

Full name of report author	Job title	Full contact no:
Hilary Hall	Head of Strategy, Commissioning and Performance	01628 683893



Windsor and Maidenhead
*LOCAL SAFEGUARDING
CHILDREN BOARD*

**MISSING CHILDREN/YOUNG PEOPLE
AND CHILD SEXUAL EXPLOITATION
STRATEGY
2015-2017**

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Frequently used acronyms

CiC	Children in Care*
CP	Child protection
CSE	Child Sexual Exploitation
DfE	Department for Education
RBWM	The Royal Borough of Windsor and Maidenhead
W&M LSCB	Windsor and Maidenhead Local Safeguarding Children Board

** Children in care refers to children who are voluntarily accommodated as well as those on a Care Order.*

1 INTRODUCTION

- 1.1 This strategy sets out how, through partnership working, statutory and voluntary services in the Royal Borough will work together to safeguard and protect children/young people who go missing and/or who are at risk of, or have been victims of, child sexual exploitation.
- 1.2 These aims are delivered through three high-level strategic objectives:
- **Prevent** children/young people from going missing or becoming victims of child sexual exploitation by raising awareness and understanding amongst professionals and the wider community.
 - **Protect** children/young people who go missing or who are at risk of, or have been victims of child sexual exploitation.
 - **Prosecute** those seeking to sexually exploit children and wherever possible, bring them to justice.
- 1.3 In order to deliver these strategic objectives, all agencies will work together to develop and deliver robust and integrated multi-agency structures, systems and resources.
- 1.4 This strategy is informed by a range of nationally published statutory and other guidance and reports, see appendix 1, and will enable agencies within the Royal Borough to meet the statutory requirements set out in:
- Working Together to Safeguard Children 2015.
 - Safeguarding Children and Young People from Sexual Exploitation 2009.
 - Statutory guidance on children who run away or go missing from home or care 2014.

2 DEFINITIONS

- 2.1 This strategy covers all children/young people:
- Living in the boundaries of Windsor and Maidenhead.
 - In the care of the local authority and placed within children's homes or with foster parents within the Royal Borough boundaries.
 - Who are subject to a Care Order and who are living with parents or relatives.
 - In the care of other local authorities but placed within the Royal Borough boundaries in independent residential children's homes or foster homes.

Missing

- 2.2 For the purposes of this strategy, Windsor and Maidenhead Local Safeguarding Children Board has adopted the definitions agreed by the Association of Chief Police Officers:

- **Missing** – anyone whose whereabouts cannot be established and where the circumstances are out of character or the context suggests the person may be subject of crime or at risk of harm to themselves or another.
- **Absent** – a person not at a place where they are expected or required to be.

Child Sexual Exploitation

- 2.3 Windsor and Maidenhead Local Safeguarding Children Board confirm that the sexual exploitation of children and young people is a form of child sexual abuse and has adopted the definition of sexual exploitation that is set out in statutory guidance, see box 1.

Box 1: Statutory definition of child sexual exploitation

“Sexual exploitation of children/young people and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive ‘something’ (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities. Child sexual exploitation can occur through the use of technology without the child’s immediate recognition; for example being persuaded to post sexual images on the Internet/mobile phones without immediate payment or gain. In all cases, those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child/young person’s limited availability of choice resulting from their social/economic and/or emotional vulnerability”.

3 PRINCIPLES

- 3.1 The Royal Borough’s approach to children and young people **missing from home and care** is determined by the following principles:
- Being missing from home or care is a safeguarding issue, not a crime.
 - A child/young person in a stable living situation, having healthy relationships with supportive adults, does not go missing.
 - However ‘streetwise’ and self sufficient a child/young person may present, a missing episode is always a matter for concern.
 - A child/young person who goes missing may not recognise the risks to which they are exposing themselves.
 - A child/young person may go missing because of abuse, neglect, exploitation, domestic violence, or other difficulties.
 - When a child/young person goes missing from home or care, they are at risk of abuse, neglect, exploitation, alcohol and drug abuse, becoming a victim of crime or committing crime themselves.
- 3.2 The Royal Borough’s approach to **child sexual exploitation** is determined by the following principles

- Children/young people do not make informed choices to enter or remain in sexual exploitation, but do so from coercion, enticement, manipulation or desperation.
- Children/young people under 16 years of age cannot consent to sexual activity.
- Sexual activity with children/young people under the age of 13 is statutory rape.
- Sexually exploited children/young people should be treated as victims of abuse, not as offenders.
- The primary law enforcement effort must be against the coercers and sex abusers, who may be adult, but could also be the child's peers or young people who are older than the child.
- Sexually exploited children/young people are in need of services under the Children Act 1989 and 2004. They are also children/young people in need of protection.

4 MISSING CHILDREN AND YOUNG PEOPLE CONTEXT

4.1 Historically, statutory agencies have often separated out and distinguished between children/young people missing from education and children/young people missing from home or care and have operated two separate policies and protocols. Whilst the issues can be different, both present significant safeguarding risks. In addition, it is increasingly recognised that a child/young person missing from education can be a critical early warning sign of wider safeguarding risks. The reasons for children/young people going missing are often varied and complex and cannot be viewed in isolation from their home circumstances or their experiences of care.

4.2 The term '**Children Missing from Education**' (CME) refers to all children/young people of compulsory school age who are neither on a school roll, nor being educated otherwise, e.g. privately or in alternative provision, and who have been out of any educational provision for a substantial period of time, usually four weeks or more. Councils have statutory duties relating to the provision of education and the safeguarding and welfare of children/young people. Children/young people can fall out of the education system because they:

- Are permanently excluded from school.
- Fail to start appropriate provision and therefore never enter the system or fail to complete a transition between phases or providers particularly after moving to new a local authority area.
- Stop attending due to unofficial exclusions, extended holidays abroad or long absence/illness.
- Live a life style which involves travelling.
- Are withdrawn by their parents.

4.3 **Children/young people who go missing from home or care** may place themselves and others at risk and each missing episode is potentially serious. Every 'missing' episode should attract proper attention from the professionals involved, who must collaborate to ensure a consistent and coherent response is

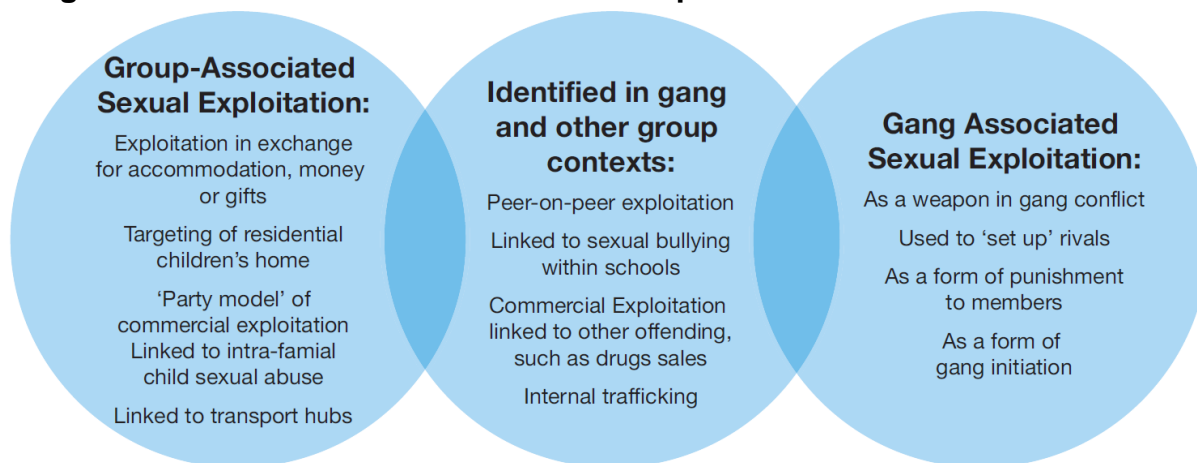
given to the child/young person on his/her return. Children/young people missing from care are particularly vulnerable.

- 4.4 The focus on the number of occasions where a child/young person goes missing is not as important as why they go missing and the increased risks they face when they do. Any kind of assessment must look at all factors which may “push” or “pull” a child/young person into going missing. Factors that may “push” a child/young person away from home include not feeling accepted in the environment, family breakdown and arguments, substance misuse by family members and new family members moving in. The factors that “pull” young people from home can include staying out with peers, boyfriends or girlfriends, becoming involved in drugs and alcohol, being groomed and sexually exploited or wanting freedom and independence.
- 4.5 Statistics show that a child/young person associated with organised sexual exploitation can go missing between 100 to 200 times which shows that interventions with these children/young people should be a high priority. Agencies need to be as aware of the potential risks to children/young people who are absent, as opposed to reported as missing. This cohort can attract less attention because they are only absent for a short period of time or they are absent but their whereabouts is known.
- 4.6 According to the Home Office, an estimated 140,000 young people under 18 years of age go missing each year. Those aged 15-17 years of age generally go missing most frequently, with female children/young people more likely to go missing than males.

5 CHILD SEXUAL EXPLOITATION CONTEXT

- 5.1 Sexual exploitation includes sexual, physical and emotional abuse, as well as, in some cases, neglect. Many sexually exploited children/young people have difficulty distinguishing between their own choices around sex and sexuality and the sexual activities they are coerced into. Child sexual exploitation may involve a single perpetrator and a single victim, or it may involve multiple victims and perpetrators. The Office of the Children’s Commissioner (2013) has identified thirteen patterns of child sexual exploitation involving groups and gangs, see diagram 1. It is important to note that child sexual exploitation takes a wide variety of forms, and these may be linked or changing:

Diagram 1: Three models of child sexual exploitation



5.2 Young people experiencing any of the three models can be victim to extreme levels of intimidation and physical and sexual violence. Victims of exploitation may also be used as agents to recruit other children/young people. In some cases a young person may be a perpetrator and a victim of child sexual exploitation.

5.3 Grooming using the Internet and mobile technology is also becoming increasingly common. Along with a significant risk in the use of mobile phones, including Bluetooth technology, perpetrators target children/young people and young people through these sites, alongside grooming and exploitation through texts and picture messaging. Child Exploitation and Online Protection found that almost a third of children/young people in their study admitted to having met someone whom they had previously only met online.

5.4 Evidence shows that the majority of victims of child sexual exploitation are female; however, it is important to recognise that there is likely to be an even greater under-representation of males due to difficulties in recognising sexual exploitation amongst boys and young men. The average age when concerns are first identified is usually between 13-15 years of age although children/young people as young as 10 have been identified. Victims are from a range of ethnicities though the vast majority are white.

5.5 The Independent Inquiry into Child Sexual Exploitation in Rotherham 1997-2013 (Jay, 2014) identified the following risk factors from a review of 66 cases:

- The majority of children had multiple reported missing episodes.
- Almost 50% of children who were sexually exploited or at risk had misused alcohol or other substances, typically part of the grooming process.
- A third had mental health problems and two thirds had emotional health difficulties.
- In just over a third of cases, children were previously known to services because of child protection and child neglect.
- There was a history of domestic violence in nearly 50% of cases.
- Truancy and school refusal were recorded in 63% of cases.
- Children in residential care were particularly targeted.

6 WINDSOR AND MAIDENHEAD POLICY DECISIONS AND ARRANGEMENTS

6.1 In July 2014, the Windsor and Maidenhead Local Safeguarding Children Board confirmed child sexual exploitation as a priority in its business plan for the next two years. It is committed to ensuring there is an increased awareness of emerging threats to children/young people through, for example, sexual exploitation, child trafficking, modern day slavery and female genital mutilation, together with developing and implementing strategies and policies.

Governance

6.2 The Windsor and Maidenhead Missing Persons/Child Sexual Exploitation Strategic Group is a Sub-Group of the Local Safeguarding Children Board and is co-chaired by the Strategic Director of Children's Services and the Local Police Commander. The Group comprises senior managers from the local authority, Thames Valley Police and other key partners. It is supported by a Missing Persons/Child Sexual Exploitation Operational Panel that meets monthly to review and put in place interventions for individual children/young people at risk of missing and child sexual exploitation, see appendix 2 for terms of reference.

Policies and procedures

6.3 Wherever possible, the Royal Borough works within missing children and child sexual exploitation systems common across Berkshire, including:

- Child Sexual Exploitation Risk Levels, see point 6.5.
- Child Sexual Exploitation Indicator tool.
- Berkshire Child Protection Procedures.
- Thames Valley Police and Children's Services Authorities Joint Protocol on children and young people missing from home and care, 2014.
- Engagement with Thames Valley Police central Child Sexual Exploitation Team and Missing Persons Co-ordinator.
- Pan-Berkshire Strategic Network.

6.4 The Royal Borough has developed specific local procedures¹ relating to children missing education, children missing from home or care and child sexual exploitation.

6.5 The Operational Panel in the Royal Borough categories individual cases according to three levels of risk, see box 2.

¹ <http://rbwm.proceduresonline.com/>

Box 2: Child Sexual Exploitation Risk Levels

Level 1: Low level risk indicators:

- Regularly coming home late or going missing.
- Overt sexualised dress.
- Sexualised risk taking, including on the Internet.
- Unaccounted for monies or goods.
- Associating with unknown adults or other sexually exploited children or young people.
- Reduced contact with family and friends and other support networks.
- Sexually transmitted infections.
- Experimenting with drugs and/or alcohol.
- Poor self image, eating disorders and/or some self harm.

Level 2: Medium level indicators – any of Level 1 and ONE or more of these indicators:

- Getting into cars with unknown adults.
- Associating with known child sexual exploitation adults.
- Being groomed on the Internet.
- Clipping, ie offering to have sex for money or other payment and then running before sex takes place.
- Disclosure of a physical assault with no substantiating evidence to warrant a S47 enquiry, then refusing to make or withdrawing a complaint.
- Being involved in child sexual exploitation through being seen in hotspots, ie known houses or recruiting grounds.
- Having an older boy/girlfriend.
- Non school attendance or excluded.
- Staying out overnight with no explanation.
- Breakdown of residential placements due to behaviour.
- Unaccounted for money or goods, including mobile phones, drugs and alcohol.
- Multiple sexually transmitted infections.
- Self harming that requires medical treatment.
- Repeat offending.
- Gang member or association with gangs.

Level 3: High level indicators any of Levels 1 and 2 and ONE or more of these indicators:

- Child under 13 engaging in sexual activity.
- Pattern of street homelessness and staying with an adult believed to be sexually exploiting them.
- Child under 16 meeting different adults and exchanging or selling sexual activity.
- Removed from known “red light” district by professionals due to suspected child sexual exploitation.
- Being taken to clubs and hotels and engaging in sexual activity.
- Disclosure of serious sexual assault and then withdrawal of statement.
- Abduction and forced imprisonment.

- Being moved around for sexual activity.
- Disappearing from the “system” with no contact or support.
- Being bought/sold/trafficked.
- Multiple miscarriages or terminations.
- Indicators of child sexual exploitation in conjunction with chronic alcohol and drug use.
- Indicators of child sexual exploitation alongside serious self harming.
- Receiving rewards of money or goods for recruiting peers into child sexual exploitation.

Local response

6.6 Reports such as the Serious Case Review published by Rochdale in 2013, and a set of reports published by the Office of the Children’s Commissioner have provided significant learning that has shaped the response to child sexual exploitation in the Royal Borough:

- **Focus on location** – certain types of locations and activities are often associated with child sexual exploitation, on-line grooming and coercion, ‘street grooming’ in public spaces such as off-licences, fast food outlets and taxi ranks, and exploitation organised through for example taxi services, hotels, and nightclubs.
- **Focus on vulnerability** – children who are already vulnerable for example through family breakdown leading to care may be targeted for grooming and exploitation. Young people are entrapped by very skilful grooming processes that initially provide them with huge perceived benefits but then progress to abuse with extreme control through fear and isolation from family, friends and other support. Young people are not likely to seek help and support, and may be very resistant to engagement by statutory services while in a chaotic period of their lives.
- **Multi-agency response** - the Operational Panel provides a forum to share information about associations between potential and actual victims, perpetrators or adults of concern, and locations and activities associated with child sexual exploitation. The Operational Group has wide multi-agency representation to ensure that information from all services about a young person who might be at risk or, or involved in, child sexual exploitation.

7 STRATEGY IMPLEMENTATION, ACCOUNTABILITY AND MONITORING

7.1 Delivery against strategy using data on operational activity is monitored by the Missing Persons/Child Sexual Exploitation Strategic Group and quality assured through multi-agency audits. Individual cases are tracked monthly by the Missing Persons/Child Sexual Exploitation Operational Panel and progress reported by exception to the Strategic Group.

7.2 The Chair of the Missing Persons/Child Sexual Exploitation Strategic Group reports to the main Local Safeguarding Children Board and produces an annual report that is incorporated into the Board’s Annual Report.

7.3 Key areas of activity in relation to the three strategic objectives include:

Prevent

- Bespoke awareness raising campaigns.
- National Child Sexual Exploitation Awareness Day.
- Annual Conference.
- Local profiling of need and risk.
- Training for professionals.

Protect

- Dissemination of policies and procedures and associated toolkits.
- Specialist support services for children, young people and their families.
- Risk assessments.

Prosecute

- Development and implementation of disruption activities in relation to known or suspected perpetrator.
- Targeting known locations for disruption and enforcement.
- Effective witness support.

7.3 The Windsor and Maidenhead Local Safeguarding Children Board uses a number of measures to identify whether the risks of missing and child sexual exploitation are being mitigated, see table 1. All measures have limitations so conclusions should be drawn from a range of measures reviewed together.

Table 1: Measures for missing and child sexual exploitation

Measure	Rationale
Prevent	
Number of young people, under 18, missing from home three times or more in a quarter	Indicator of potential young people at risk of child sexual exploitation
Number of young people, under 18, missing from care three times or more in a quarter	Indicator of potential young people at risk of child sexual exploitation
Total number of young people at risk of, or subject to, child sexual exploitation known to the Borough	Indicator of actual number of people known to be at risk of, or subject to, child sexual exploitation
Protect	
Total number of young people identified at risk levels 1, 2 and 3	Indicator of actual number of people known to be at risk of, or subject to, child sexual exploitation
Percentage of children/ young people removed from the child sexual exploitation case tracker within three months of identification due to successful intervention	Indicator of the timeliness of interventions with young people
Percentage of repeat referrals to the child sexual exploitation case tracker within 12 months	Indicator of the success of interventions with young people and the robustness of those interventions
Children/young people and families' views on the level of support received.	Indicator of quality of support and feedback on outcomes.
Prosecute	
Number of child sexual exploitation investigations initiated	Indicator of the identification of perpetrators and disruption activity.
Number of successful prosecutions	Indicator of the number of offenders.

Appendix 1: Statutory and other guidance relating to missing children/young people and child sexual exploitation

General guidance

- Working Together to Safeguard Children (2015) clarifies the core legal requirements on individuals and organisations to keep children/young people safe, including the legal requirements that health services, social workers, police, schools and other organisations who work with children/young people must follow. <https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>
- Joint statutory guidance, DCLG and DfE 'Provision of Accommodation for 16 and 17 year old young people who may be homeless and/or require accommodation' (April 2010) <https://www.gov.uk/government/publications/provision-of-accommodation-for-16-and-17-year-olds-who-may-be-homeless-and-or-require-accommodation>

Children/young people missing from education

- Children missing education - statutory guidance for local authorities, DfE, November 2013: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/350737/CME_guidance_final_template_CB_.pdf
- Related legislation on school attendance:
 - Education Act 1996 (section 7, 8, 14 & 19)
 - Education Act 2002 (section 21)
 - Education and Inspections Act 2006 (section 4 & 38)
 - The Education (Pupil Registration) (England) Regulations 2006

Missing children/young people guidance, strategy and police resources

- Statutory guidance on children who run away or go missing from home or care, DfE, January 2014 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/307867/Statutory_Guidance_-_Missing_from_care_3_.pdf
- Association of Chief Police Officers (ACPO) guidance on the Management, Recording and Investigation of Missing Persons <http://www.acpo.police.uk/documents/crime/2011/201103CRIIMP02.pdf>
- Missing Children and Adults strategy (2011) <https://www.gov.uk/government/publications/missing-children-and-adults-strategy>
- Child Exploitation and Online Protection Centre (CEOP) website <http://www.ceop.police.uk/>
- The APPG for Runaway and Missing Children and Adults and the APPG for Looked After Children and Care Leavers REPORT FROM THE JOINT INQUIRY INTO CHILDREN WHO GO MISSING FROM CARE, June 2012.

Prevention and supporting missing children/young people and their families

- Railway Children Reach model, which looks at before, during and after incidents (RMFHC) <http://www.railwaychildren.org.uk/our-solution/where-we-work/uk/reach-model/>
- ChildLine (telephone: 0800 1111) <http://www.childline.org.uk/pages/home.aspx>
- Safe@Last, working with and on behalf of children/young people at risk through running away <http://www.safeatlast.org.uk/>
- What to do if a child goes missing: a guide for those working in education and youth work (2013) from the Children's Society
http://www.childrenssociety.org.uk/sites/default/files/tcs/pro_guide_to_runaways_-_online_versionfinal_0.pdf
- What to do if your child goes missing: practical advice for parents and carers (2013) from the Children's Society
http://www.childrenssociety.org.uk/sites/default/files/tcs/runaways_parents_guide_2013_final_six-page.pdf
- Developing local safeguarding responses to young runaways. Planning guide for professionals (2013) from the Children's Society
<http://www.childrenssociety.org.uk/what-we-do/resources>
- Missing People research: reports on various related issues
<https://www.missingpeople.org.uk/missing-people/about-the-issue/missing-people-research>

Child sexual exploitation

- Safeguarding Children and Young People from Sexual Exploitation (2009)
<https://www.gov.uk/government/publications/safeguarding-children-and-young-people-from-sexual-exploitation-supplementary-guidance>
- Tackling child sexual exploitation action plan (2011)
<https://www.gov.uk/government/publications/tackling-child-sexual-exploitation-action-plan>
- Tackling Child Sexual Exploitation (HM Government, 2015)
- What to do if you suspect a child is being sexually exploited. A step-by-step guide for frontline practitioners (June 2012)
<https://www.gov.uk/government/publications/what-to-do-if-you-suspect-a-child-is-being-sexually-exploited>
- National Working Group website, a UK network of over 1000 practitioners working on the issue of child sexual exploitation (CSE) and trafficking within the UK. includes relevant resources for practitioners www.nationalworkinggroup.org
- Parents Against Child Sexual Exploitation (PACE) <http://www.paceuk.info/>
- Office of the Children's Commissioner (2012a) Briefing for the Rt Hon Michael Gove MP, Secretary of State for Education, on the emerging findings of the Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups, with a special focus on children in care

- I thought I was the only one. The only one in the world: The Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups, 2012b
http://www.childrenscommissioner.gov.uk/force_download.php?fp=%2Fclient_assets%2Fcp%2Fpublication%2F636%2FFINAL_REPORT_FOR_WEBSITE_Child_Sexual_Exploitation_in_Gangs_and_Groups_Inquiry_Interim_Report_21_11_12.pdf
- "If only someone had listened" Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups Final Report (2013) and other OCC reports.
- Independent Inquiry into Child Sexual Exploitation in Rotherham 1997-2013, DfE, 2014
http://www.rotherham.gov.uk/downloads/file/1407/independent_inquiry_cse_in_rotherham
- Report of Inspection of Rotherham Metropolitan Borough Council, February 2015
- Reflections on child sexual exploitation A report by Louise Casey CB (DfLGC, 2015)
- Rochdale Borough Safeguarding Children Board (2013) The Overview Report of the Serious Case Review in respect of Young People 1,2,3,4,5 & 6,
- The Sexual Exploitation of Children: it couldn't happen here, could it? (Ofsted, 2014)
- Serious Case Review into Child Sexual Exploitation in Oxfordshire: from the experiences of Children A, B, C, D, E, and F (Oxfordshire LSCB, 2015)

Child trafficking

- Safeguarding Children Who May Have Been Trafficked Guidance (2011)
<https://www.gov.uk/government/publications/safeguarding-children-who-may-have-been-trafficked-practice-guidance>
- NSPCC Child Trafficking Advice Centre (CTAC)
http://www.nspcc.org.uk/Inform/research/ctail/ctail_wda84866.html
- London Borough of Hillingdon resources for trafficked children/young people at
<http://www.hillingdon.gov.uk/article/16450/Child-trafficking-sub-group>
- On the Safe Side: Principle of Safe Accommodation of Child Victims of Trafficking (ECPAT UK, 2011) link available here:
http://www.ecpat.org.uk/sites/default/files/on_the_safe_side.pdf
- Conducting good return interviews for young people who run away (2014) from the Children's Society
http://www.childrensociety.org.uk/sites/default/files/tcs/8pp_a5_runaway_return_interviews_final.pdf

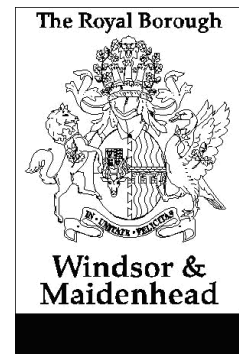
Appendix 2: Terms of reference

Group	Missing Persons and Child Sexual Exploitation Strategic Group
Joint Chairs	Strategic Director of Children's Services RBWM Superintendent LPD Windsor and Maidenhead
Membership of Group	Deputy Director Early Help and Safeguarding Berkshire Healthcare Foundation Trust - Director of Nursing WAM Clinical Commissioning Group – Deputy Director of Nursing LSCB Business Manager Probation Housing Chair – Operational Panel
Aim and purpose of the Group	To oversee the effective implementation of the Missing Persons/Child Sexual Exploitation Strategy.
Objectives of group.	<ul style="list-style-type: none"> • To develop and implement a multi agency strategy and action plan for addressing child sexual exploitation which focuses on: Prevention, Protection and Prosecution • To identify and coordinate roles and responsibilities of relevant agencies. • To identify the training needs of the wider children's workforce in relation to missing persons and child sexual exploitation. • To oversee the development of strategic and operational work to address missing and child sexual exploitation in RBWM. • To consider actions in line with recommendations from national reports.
Relationship of this group to other groups / meetings	Progress will be reported to the Local Safeguarding Children Board and to other groups as required including the Community Safety Partnership.
Frequency and location of group	Monthly, in Maidenhead
Other key details	-
Date agreed	November 2015
Date to be reviewed	November 2016 or sooner if the work of the group necessitates this.

Group	Missing Children/Young People and Child Sexual Exploitation Operational Panel
Joint Chairs	Head of Schools and Educational Services, RBWM Neighbourhood Inspector, Thames Valley Police
Membership of Group	Representatives to be invited from <i>RBWM</i> <ul style="list-style-type: none"> • Children's Services • Community Safety • Adult Social Care <i>Thames Valley Police</i> <ul style="list-style-type: none"> • Child Abuse Investigation Unit • Neighbourhood Teams <i>Health</i> <ul style="list-style-type: none"> • LAC Nurse • Sexual Health Adviser • Berkshire Health Foundation Trust Named Nurse <i>Housing Options</i> <i>Drug and Alcohol Team</i>
Aim and purpose of the Group	To identify children/young people who are missing and/or at risk of sexual exploitation, share information securely about those children/young people and devise and implement effective multi-agency interventions to reduce the risks.
Objectives of the Group	<i>Missing Children</i> <ul style="list-style-type: none"> • Identify and share details of children/young people who are missing. • Identify potential risks and risk level. • Prioritise intervention. • Agree agency or multi agency responses where required. <i>Child Sexual Exploitation</i> <ul style="list-style-type: none"> • Identify and share details of children/young people who are at risk of child sexual exploitation. • Identify potential risks and risk level. • Prioritise intervention. • Agree agency or multi agency responses where required. <i>Young People Approaching Adulthood</i> <ul style="list-style-type: none"> • Identify young people approaching 18 years old who are at risk of sexual exploitation. • Pass concerns to Adult Safeguarding Services.
Relationship of the Group to other Groups	Update the Missing Persons/Child Sexual Exploitation Strategic Group quarterly on the work of the group and any potential issues
Frequency and location of meetings	Monthly meetings, in Maidenhead.
Date agreed	Reviewed 11 June 2015
Review Date	Annually or earlier at request of any agency

Document Name & file location	Windsor and Maidenhead Local Safeguarding Children Board Missing Children/Young People and Child Sexual Exploitation Strategy 2015-2017		
Document Author	Hilary Hall, Head of Strategy, Commissioning and Performance for the Missing Children/Young People and Child Sexual Exploitation Strategic Sub-Group		
Document owner	Windsor and Maidenhead Local Safeguarding Children Board		
Review date	This document will be reviewed in November 2016.		
Accessibility	This document can be made available in hard and electronic formats. No copies in other languages are currently available, but can be made available if required.		
Destruction date	Not applicable		
How this document was created	Version 1	Author	November 2015
	Version 2	LSCB	November 2015
Circulation restrictions	No exceptions		
Review date	November 2016		

Report for: ACTION



Contains Confidential or Exempt Information	NO – Part I
Title	Schools Capital Programme 2016-17
Responsible Officer(s)	Andrew Brooker, Head of Finance, 01628 796341
Contact officer, job title and phone number	Richard Bunn, Chief Accountant, 01628 796510
Member reporting	Councillor Bicknell
For Consideration By	Cabinet
Date to be Considered	17 December 2015
Implementation Date if Not Called In	30 December 2015
Affected Wards	“All”
Keywords/Index	Schools; Capital Programme

Report Summary

1. The Council’s capital programme for 2016-17 was presented to the Children’s Services Overview & Scrutiny panel in November 2015 ahead of the December 2015 Cabinet meeting. The panel was asked to make recommendations to Cabinet on the detail of the programme.
2. Appendix A is divided between ‘basic need schemes’, addressing the LA’s duty to ensure there are sufficient school places in the Borough, and other mainly ‘condition’ schemes. Some of the condition schemes will inevitably be pushed into the 2017-18 provisional plans by Cabinet when the final 2016-17 programme is determined.
3. The secondary school basic need schemes shown in Appendix A were approved by Cabinet on 24 September 2015. These schemes are funded by a combination of grant, S106 contributions and corporate funding. Condition schemes are mainly funded from Government Grant. There is some evidence that savings can be achieved by starting the procurement process early, so early approval to the programme is sought via this report.

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
That popular schools will have capacity to admit additional pupils.	On completion of the programme, in the main by September 2016.
That the general condition of school buildings will be improved.	On completion of the programme, in the main by September 2016.

1. Details of Recommendations

RECOMMENDATION: That Cabinet approves:

- i. The Children's Services 2016-17 capital bids appended to this report and includes them in the 2016-17 capital programme subject to any changes as detailed in paragraph 3.6.
- ii. That any approved schemes listed go out to tender.
- iii. A budget of £60k for feasibility assessments preparation work on condition schemes, to be brought forward into 2015-16 from the approved 2016-17 budget, see para 3.8
- iv. Variations to schemes that are dependant on government grant allocations will be reported to Cabinet after the DfE grant allocations have been confirmed.

2. Reason for Decision and Options Considered

Option	Comments
Approve the Children's Services Capital Programme as appended in this report.	Recommended
Approve a modified Capital Programme for Children's Services.	Not Recommended Any proposals to adjust the capital programme need to be made with reference to available funding. Any proposal that is not supported by grant or developer contributions will need to be funded from Council resources.

3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered
Agreed schemes delivered by	1-4-2017	31-3-2017	31-1-2017 to 30-3-2017	30-1-2017	31-3-2017
Programme budget (under) / overspend	>+0.5%	+0.5% to -2%	-2% to -6%	< -6%	31-3-2017

- 3.1 Schools capital works fall into two categories; basic need (enough places in the right places) and condition (properly maintained buildings). In recent years the Department for Education has made grant funding available which, when added to available s106 funds, has enabled continued investment in school infrastructure.

- 3.2 Appended to this report is a programme of work reflecting the highest priority projects for 2016-17, which is recommended for approval.
- 3.3 This report has been presented to Cabinet slightly earlier than usual in a bid to achieve better prices from contractors. This is particularly relevant to maintenance work and modular buildings where it is evident that local authorities are approaching a small range of contractors to carry out work within a relatively small window (school summer holidays). Early approval of this programme will enable the procurement process to start early so that tenders attract more competitive bids.
- 3.4 The Basic Need Grant covers approved expansion work at all state funded RBWM schools, including Community, Voluntary Controlled, Voluntary Aided, Academy, and Free schools. Basic Need Allocations for 2017-18 (£2.348m) and updated allocations for 2015-16 (£2.065m) and 2016-17 (£2.168m) were announced in February 2015.
- 3.5 The Schools Condition Grant covering schemes in 2015-16 was also announced in February 2015. The allocation was £1.544m and is only for use at Community and Voluntary Controlled schools. The 2016-17 allocation is not expected until December or January. Grant allocations will reduce as more schools become Academies. 2016-17. The DfE will calculate Condition Grant with reference to pupils in maintained schools at January 2015. This means that the main effect of the most recent large conversions (Windsor Boys and Girls, Newlands etc.) will not be felt until 2017-18.
- 3.6 The condition schemes in the list attached at Appendix A equate to more than the likely grant available (not expected to be more than £1.5m). Once the grant allocation is confirmed, scheme proposals will need to be tailored according to what can be afforded. Schemes that slip below the affordable budget line will become the first call for subsequent years' funding.
- 3.7 As most work needs to be completed during the summer break when school sites are less occupied, the preparation of schemes needs to begin as soon as possible. This will help ensure that tenders come in lower than if invited at the last minute. Waiting to approve the programme until allocations are known will be too late for many of the schemes.
- 3.8 In order to begin preparing the schemes, some budget is required for feasibility work. This should be taken from the budget identified in the list, but brought forward into 2015-16 programme. A budget of £60k should be sufficient.

4. Financial Details

The Children's Services capital programme approved in September identified basic need schemes totalling £20.5m over the period 2016-17 to 2018-19. It is estimated that £14m of this will come from Basic Need Grant and S106 contributions, with £6.5m a corporate funding requirement. Calls on Borough funding will only be made once sources of available grant and S106 funding are exhausted. £20.5m of the total basic need programme relates to the

secondary school expansion. There is a potential further £2m needed in 2017-18 for the expansion of a primary school in Ascot.

The programme also identifies school condition schemes estimated to cost £2.063m fully funded by grant. The list will be adjusted according to available funding once the confirmed grant allocation is known. This is not expected to be more than £1.5m. This means there are likely to be fewer schemes than currently showing in the in draft 2016-17 programme with unaffordable schemes at the bottom of the list being postponed to later years.

There are a small number of schemes for which corporate funding of £360k is required. £310k of this relates to the Wraysbury School staffroom extension scheme.

5. Legal

The Council is required to produce a balanced budget that provides Service Directors with sufficient resource to meet their own statutory requirements.

6. Value for Money

Early approval of this element of the capital programme is sought in a bid to obtain tenders earlier than would otherwise be the case from a wider range of contractors

7. Sustainability Impact Appraisal

No measures arising directly from this report have been identified as requiring a Sustainability Impact Appraisal.

8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Current modelling is based on anticipated funding only	Medium/High	Adjust schemes if funding is insufficient	Low/Medium

9. Links to Strategic Objectives

Residents can be assured that the Council is providing value for money by delivering economic services.

10. Equalities, Human Rights and Community Cohesion

Where specific actions impact on staff or the way that services are delivered an EQIA has been prepared.

11. Staffing/Workforce and Accommodation implications:

None.

12. Property and Assets implications:

Property and asset implications will be addressed as the necessary planning approvals are sought as the programme is delivered.

13. Any other implications:

None.

14. Consultation

Children's Services O&SP will be sent this report prior to the Cabinet meeting.

15. Timetable for Implementation

This section is not applicable.

16. Appendices

Appendix A – Capital proposals for 2016-17 in Children's Services

17. Background Information

18. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Chief Executive's Management Team (CMT)	All Strategic Directors, Heads of Legal Services and Policy & Performance.	11/11/2015		Changes included in final Cabinet report.
Cllr Dudley	Lead Member for Finance	11/11/2015		Changes included in final Cabinet report.
Cllr Bicknell	Lead Member for Children's Services	11/11/2015		Changes included in final Cabinet report.
Cllr Burbage	Leader of the Council	12/11/2015	16/11/2015	Changes included in final Cabinet report.
External				
None				

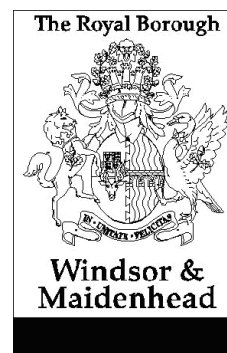
19. Report History

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Richard Bunn	Chief Accountant	01628 796510

No.	Scheme Name	Directorate	Description	Total proposed costs	Income(£k)		
					Grant	Contributions	NET
Devolved formula capital for schools							
1	Schools Devolved Formula Capital	Children Services	Schools Devolved Formula Capital 2016-17 for maintained community schools (final figure TBC)	250	250		-
Condition and other grant funded schemes							
2	School scheme preparation and feasibilities	Children Services	Early stage preparation of schemes and initial feasibilities.	180	180		-
3	School Kitchen refurbishment	Children Services	Refurbishment and equipment replacement.	150	150		-
4	Asbestos Removal from schools	Children Services	All Saints and other schools as required may need substantial asbestos removal. Budget to be used only when necessary.	80	80		-
5	Trevelyan school roof replacement.	Children Services	Possible roof placement if leak repairs continue to cause problems.	200	200		-
6	Fire safety works - various schools	Children Services	Essential fire safety inspection works - fire doors.	75	75		-
7	Woodlands Park school internal remodelling	Children Services	Internal remodelling to create a safer front entrance and possibly an additional classbase.	250	250		-
8	Furze Platt Junior school - hall extension	Children Services	Extension to the school hall, including replacement of poor condition windows. Hall size links to previous expansion of the school. The school only has one hall space, with no separate dining area. This schemes achieves good value by tackling two issues at once.	200	200		-
9	Alwyn School Access Ramp	Children Services	Repairs to ramp. Budget is required only if the repairs are not accepted as a new-build defect (project is outside defects period).	40	40		-
10	Bisham House refurbishment	Children Services	Redecoration / replacement of soffits and rainwater goods.	50	50		-
11	Furze Platt Junior boiler replacement	Children Services	Renew boiler / heating system.	115	115		-
Funding line based on £1.34m of condition grant. This may be adjusted when the actual grant is known, potentially promoting reserve schemes below the line							
12	Bisham re-wire and new lighting	Children Services	Electrical re-wire and new lighting of school building	260	260		-
13	Bisham general refurbishment	Children Services	Internal flooring repairs required to remove trip hazards.	60	60		-
14	Maidenhead Nursery school maintenance	Children Services	Structural repairs to the building, including damp proofing. Need structural engineer survey, so costs could vary.	50	50		-
15	Furze Platt Infant boiler replacement	Children Services	Renew boiler system	65	65		-
16	School caretaker Property rewiring programme	Children Services	Caretaker properties remaining in RBWM control need to be re-wired: Alexander, Alwyn, Oakfield, Oldfield. Rolling programme: £7k per property.	7	7		-
17	Furze Platt Junior school playground	Children Services	An adventure playground area has been made safe but needs capital to return it to suitable play space for the increased numbers of children following expansion.	28	28		-
18	All Saints Junior school boiler replacement	Children Services	Replacement of boiler and pipework.	65	65		-
19	School heating control replacements	Children Services	Replacement of school heating controls to support energy efficiency. All remaining RBWM schools.	138	138		-
20	Wraysbury school - staffroom extension	Children Services	Extension to provide larger staffroom, relating to previous school expansion.	380	-	70	310
21	Schools participatory budgeting	Children Services	Extension of the PB scheme for schools.	100	50		50
				2,743	2,313	70	360

Report for: INFORMATION



Contains Confidential or Exempt Information	No – Part I
Title	Council Tax Base 2016-17
Responsible Officer(s)	Andrew Brooker, Head of Finance, 01628 796341
Contact officer, job title and phone number	Richard Bunn, Chief Accountant, 01628 796510
Member reporting	Councillor Dudley
For Consideration By	Cabinet
Date to be Considered	17 December 2015
Implementation Date if Not Called In	February 2016
Affected Wards	“All”
Keywords/Index	Council Tax, Budget
Report Summary	
<p>1. This report deals with the statutory requirement to set the Council’s tax base for Council Tax for 2016-17. The tax base is used by Thames Valley Police, Berkshire Fire & Rescue Authority, local Parish Councils as well as the Borough for setting precepts and Council Tax next year.</p> <p>2. The tax base has risen significantly from the level anticipated in the Councils Medium Term Financial Plan for two main reasons:</p> <ul style="list-style-type: none"> • Increased number of properties being built; • Reduced number of households claiming Local Council Tax Support discount; • Increased Collection Rate assumptions 	

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
1. Assurance that the Council is meeting its legal obligations to set its tax base.	On publication of the report.
2. Efforts to maintain a low level of council tax are being made.	On publication of the report.

1. Details of Recommendations

RECOMMENDED: That:

- (i) The council tax base for the whole of the Borough area, for the year 2015-16 is 65,696.62 as detailed in this report and appendices.
- (ii) Parishes are awarded a grant to compensate them for the loss of taxbase due to the delivery of Council Tax Support as a discount.

2. Reason for Decision and Options Considered

Option	Comments
Accept the recommendations	Council Tax is likely to achieve planned levels.
Adjust recommendation regarding empty properties and second homes	Council will not achieve planned levels of Council Tax income
Reduce the non-payment percentage.	There is no guarantee the Council would recover the increased Council Tax arising from this action.

3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered
The rate of council tax not collected	>0.55%	0.45% - 0.55%	0.45% - 0.35%	<0.35%	March 31 st 2017.

- 3.1 **Local Council Tax Support (LCTS)** The delivery of LCTS as a discount under the localisation initiative has a significant impact on the tax base with in excess of 4100 properties estimated to receive up to 90% discount in the current taxbase. However indications are that the numbers of claimants across the Borough are falling. The estimated cost of the discount is much lower in 2016-17 (£4.170m) compared to 2015-16 (£4.524m). This comes through as an increase in the taxbase compared to the estimate used in 2015-16.
- 3.2 **Parish Grant.** The Borough and major precepting authorities receive compensating adjustments in the Rate Support Grant for the effect of LCTS which the Parish Councils do not have access to. Billing Authorities are encouraged by DCLG to make arrangements to compensate Parish Councils for their loss. For the last three years Cabinet has agreed to compensate parish councils for any net loss. The total payments to Parishes in 2015-16 will be £64k and a recommendation is included in this report that the grant is re-calculated and paid in 2016-17. It is anticipated that total payments will be similar to 2015-16.

3.3 **New Properties.**

Provision needs to be made in the 2016-17 tax base for new properties that are likely to be occupied before the end of the next financial year. This provision is calculated by colleagues in the revenues team following conversations with planners, building control and local builders. Such has the growth been in local housing recently that the part year effect of 900 properties will be included in the provision for 2016-17.

3.4 **Collection Rate.** A review of eventual collection rates has been carried out which revealed that assumptions used in the past have proved cautious especially in the light of experience of having managed the Local Council Tax Support (LCTS) scheme for 18 month. It is now becoming clear that the impact of LCTS on overall collection rates was less than anticipated. The collection rate used to calculate the 2015-16 tax base will be increased to 99.5%.

3.5 **Business Rates.** Under the localisation of Business Rates initiative, also enabled in the Local Government Finance Bill, the borough now has a greater financial interest in the local business rate tax base as the Borough now share's in the risks and rewards associated with growth in the local economy. Whilst the Business rate tax base can be estimated using last years returns the actual Business Rate tax base cannot be calculated until DCLG publishes the NNDR1 return in January. Information on the business rate tax base will, therefore, be included in the Budget report to February Cabinet along with other assumptions that have been made about the income that is likely to accrue.

4. **Financial Details**

The Council tax base for the individual parts of the Royal Borough (both parished and unparished areas) is as follows:

PARISH	Local Tax Base 2016-17 (band D equivalent properties)
Bisham	720.16
Bray	4,166.73
Cookham	2,849.36
Cox Green	3,049.93
Datchet	2,180.36
Eton	1,736.21
Horton	453.60
Hurley	978.46
Old Windsor	2,367.56
Shottesbrooke	73.72
Sunningdale	3,291.90
Sunninghill	6,333.29
Waltham St Lawrence	657.21
White Waltham	1,186.87
Wraybury	2,134.75

UNPARISHED		
	Maidenhead	20,452.10
	Windsor	13,064.41
	TOTAL	65,696.62

The Council's budget requirement divided by the tax base (above) equals the Band D council tax that is set by the Council in February 2016.

The taxbase has increased by 1589.36 band D equivalent properties since 2015-16 which is an increase of 2.5%.

Band D equivalent properties are the number of band D properties in the area which would raise the same council tax as the actual number of properties in all bands. For example, one band H property is equivalent to two band D properties, because the taxpayer in a Band H property pays twice as much council tax.

5. Legal

This report is part of the process required for the Council to meet its legal obligations to set its tax base and an annual budget.

6. Value for Money

The budget process is part of the Council's aims to maximise economy, efficiency and effectiveness in providing services for residents.

7. Sustainability Impact Appraisal

The proposals in this report have no impact on sustainability objectives.

8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
That the non-collection rate of 0.5% proves to be inadequate.	A deficit on the collection fund will result and this would be used to adjust future calculations of council tax.	The non-collection rate is the best estimate based on past collection rates. The collection rate is monitored throughout the year.	Minimal

10. Links to Strategic Objectives

Residents can be assured that the Council is providing value for money in the setting of its tax bases.

11. Equalities, Human Rights and Community Cohesion

None.

12. Staffing/Workforce and Accommodation implications:

None.

13. Property and Assets implications:

None.

14. Any other implications:

None.

15. Consultation

Comments from Overview & Scrutiny Panels will be included if available

16. Timetable for Implementation

The budget for 2016-17 will be finalised in January 2016 with full details going to Cabinet and Council in February 2016.

Residents will be advised of their Council Tax in March 2016.

17. Appendices

Appendix A Analysis of properties.

Appendix B Tax base by parish by band.

Appendix C 2016-17 tax base compared with 2015-16.

18. Background Information

Council tax base report 17th December 2014.

19. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Chief Executive's Management Team (CMT)	All Strategic Directors	14 Nov. 2015	19 Nov. 2015	Changes included in final Cabinet report.
Cllr Dudley	Lead Member for Finance	14 Nov. 2015		Changes included in final Cabinet report.
Cllr Burbage	Leader of the Council	19 Nov. 2015		Changes included in final Cabinet report.
External				
None				

20. Report History

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Richard Bunn	Chief Accountant	01628 796510

Tax Base 2016/17 - Analysis of Properties

BAND		A (Entitled to Disabled Relief Reduction)	A	B	C	D	E	F	G	H	TOTAL
Number Of Properties											
Full Charge		0	721	1,090	4,685	10,475	9,164	6,162	7,574	1,405	41,276
25%Discount	25.00%	0	859	2,088	3,974	4,778	3,377	1,623	1,345	149	18,193
Empty Property Zero Discount <2Y	0.00%	0	39	83	146	227	174	108	144	45	966
Empty Property 100% Discount	100.00%	0	1	4	10	19	9	8	7	1	59
Second Homes	0.00%	0	81	61	121	194	133	72	114	66	842
Empty Property Premium >2Y	50.00%	0	41	50	32	30	33	16	30	14	246
Statutory 50% Discounts	50.00%	0	2	2	7	8	16	14	35	13	97
Exemptions		0	142	273	208	250	115	64	103	15	1,170
Equivalent property reductions resulting from		0	-267	-839	-1,175	-1,089	-333	-110	-56	-2	-3,870
MOD Properties		0	0	168	113	113	13	11	46	0	464
Total No. of Properties		0	1,619	2,980	8,121	15,004	12,701	7,968	9,342	1,706	59,442
Total Equiv No.		0.00	1,281.09	2,204.69	6,922.28	13,551.83	11,741.29	7,491.68	8,892.78	1,653.71	53,739.35
Ratio to Band D		5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	2	
BAND D EQUIVALENT		0.00	854.06	1,714.76	6,153.14	13,551.83	14,350.47	10,821.32	14,821.30	3,307.43	65,574.31

Tax Base 2016/17 - Band D Equivalents

BAND	A (Entitled to Disabled Relief Reduction)	A	B	C	D	E	F	G	H	TOTAL
Parish										
Bisham	0.00	3.00	3.11	4.44	31.97	105.27	131.08	364.98	75.48	719.33
Bray	0.00	149.45	178.49	182.69	496.75	1,021.48	746.27	1,264.03	140.50	4,179.66
Cookham	0.00	50.73	22.32	140.63	320.54	771.72	446.75	896.85	206.00	2,855.54
Cox Green	0.00	7.95	77.54	165.72	762.51	1,137.83	694.76	210.95	8.00	3,065.26
Datchet	0.00	19.23	48.35	320.60	350.04	448.86	368.75	601.05	33.50	2,190.38
Eton	0.00	4.99	39.80	167.55	550.37	496.36	180.71	210.00	77.50	1,727.28
Horton	0.00	15.42	11.85	54.29	75.71	107.85	108.19	72.57	9.50	455.38
Hurley	0.00	38.97	15.75	50.64	148.70	174.04	113.71	344.25	92.00	978.06
Old Windsor	0.00	17.87	46.39	137.55	392.05	795.52	396.36	510.50	71.50	2,367.74
Shottesbrooke	0.00	0.67	0.58	1.56	7.75	18.03	8.67	23.33	13.50	74.09
Sunningdale	0.00	27.50	21.85	105.15	373.47	439.24	468.72	855.23	929.50	3,220.66
Sunninghill	0.00	118.67	83.04	320.42	861.66	839.42	1,157.94	2,052.33	887.00	6,320.48
Waltham St Lawrence	0.00	11.72	3.50	16.07	55.45	126.44	89.19	275.90	77.00	655.27
White Waltham	0.00	35.75	55.98	83.70	298.11	278.30	107.61	267.88	26.50	1,153.83
Wraysbury	0.00	30.40	36.93	46.44	224.15	275.13	491.20	918.03	116.44	2,138.72
UNPARISHED										
Maidenhead	0.00	128.84	623.26	3,110.74	4,639.41	3,961.99	3,501.94	4,094.07	341.00	20,401.25
Windsor	0.00	192.88	446.02	1,244.93	3,963.18	3,352.98	1,809.46	1,859.33	202.50	13,071.28
	0.00	854.04	1,714.76	6,153.12	13,551.82	14,350.46	10,821.31	14,821.28	3,307.42	65,574.21
Valuation changes in year 2016/17										
		18.55	30.18	209.64	67.29	54.27	18.77	47.43	6.42	452.55
	0.00	872.59	1,744.94	6,362.76	13,619.11	14,404.73	10,840.08	14,868.71	3,313.84	66,026.76
Deduct Non-Collection Rate of .50%	0.00	4.35	8.73	31.80	68.10	72.04	54.19	74.34	16.59	330.14
COUNCIL TAX BASE	0.00	868.24	1,736.21	6,330.96	13,551.01	14,332.69	10,785.89	14,794.37	3,297.25	65,696.62

Local Tax Base 2016/17						
PARISH	Band D Equivalents	ADD Valuation Changes in 2016/17	LESS Non Collection Allowance	Local Tax Base 2016/17	Local tax Base 2015/16	Change
Bisham	719.33	4.45	-3.62	720.16	709.92	10.24
Bray	4,179.66	8.01	-20.94	4,166.73	4,132.47	34.26
Cookham	2,855.54	8.14	-14.32	2,849.36	2,785.34	64.02
Cox Green	3,065.26	-	-15.33	3,049.93	3,007.84	42.09
Datchet	2,190.38	0.94	-10.96	2,180.36	2,141.29	39.07
Eton	1,727.28	17.65	-8.72	1,736.21	1,698.90	37.31
Horton	455.38	0.50	-2.28	453.60	454.56	0.96
Hurley	978.06	5.32	-4.92	978.46	964.99	13.47
Old Windsor	2,367.74	11.72	-11.90	2,367.56	2,303.45	64.11
Shottesbrooke	74.09	-	-0.37	73.72	72.38	1.34
Sunningdale	3,220.66	87.78	-16.54	3,291.90	3,157.69	134.21
Sunninghill	6,320.48	44.64	-31.83	6,333.29	6,131.70	201.59
Waltham St Lawrence	655.27	5.24	-3.30	657.21	643.59	13.62
White Waltham	1,153.83	39.00	-5.96	1,186.87	1,126.51	60.36
Wraysbury	2,138.72	6.76	-10.73	2,134.75	2,097.14	37.61
UNPARISHED						
Maidenhead	20,401.25	153.62	-102.77	20,452.10	19,856.60	595.50
Windsor	13,071.28	58.78	-65.65	13,064.41	12,822.89	241.52
TOTALS	65,574.21	452.55	-330.14	65,696.62	64,107.26	1,589.36

Report for ACTION



Contains Confidential or Exempt Information	No - Part I
Title	Financial Update
Responsible Officer(s)	Andrew Brooker, Head of Finance, 01628 796341
Contact officer, job title and phone number	Richard Bunn, Chief Accountant, 01628 796510
Member reporting	Councillor Dudley, Lead Member for Finance
For Consideration By	Cabinet
Date to be Considered	17 December 2015
Implementation Date if Not Called In	30 December 2015
Affected Wards	All
Keywords/Index	Service Monitoring

Report Summary

1. This report provides an update to Members on the Council's financial performance. Services are currently projecting a £1.433m overspend. However due to a number of non-service variances totalling £1.586m (listed on Appendix A) there is net underspend of £153k on the General Fund.
2. A list of mitigation savings totalling £170k was proposed in the November Finance Update. These have been included in the projections above.
3. A £362k provision for compulsory purchase order claims has been drawn down and transferred to the Development Fund (see paragraph 4.5).
4. A report is going to Council in December that recommends a number of budget movements to fund the Adult Social Care pressure. The changes are not shown in this report but subject to approval, will be included in the Finance Update going to January Cabinet.
5. The Council remains in a strong financial position with healthy reserves. The Council's Development Fund currently has a balance of £2.075m. Overall our combined General Fund Reserves sit at £6.756m in excess of the £5.43m recommended minimum level set at Council in February 2015.

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
Assurance that the Council is making effective use of its resources.	17 December 2015
Assurance that budgets are being reviewed regularly.	17 December 2015

1. Details of Recommendations

RECOMMENDED: That Cabinet:

- i) Notes that Strategic Directors in consultation with Lead Members will implement proposals that mitigate the predicted overspend.
- ii) Approves that the provision (£362k) that was set up when two properties were compulsorily purchased and sold, should be transferred to the Development Fund (see paragraph 4.5).
- iii) Approves the addition of Flexible Home Improvement Loans Ltd (FHIL) as a counterparty on its lending list and delegates authority to the Lead Member for Finance and Head of Finance to agree terms on a loan to FHIL (see paragraph 4.6).
- iv) Approves the addition of a £230k, S106 funded budget to the 2015-16 capital programme for a floodlit, all weather pitch in Dedworth Manor park, Windsor (see paragraph 4.9).
- v) That Cabinet recommends to Council a £3m capital budget for Broadway public realm (see paragraph 4.10).

2. Reason for Decision and Options Considered

Option	Comments
As this is a monitoring report decisions are normally not necessary but may be required for some budget movements.	Requests for budget movements are included in this report in the recommendations above.

3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered
General Fund Reserves Achieved	Below £5.4m	£5.4m-£5.49m	£5.5m-£5.7m	Above £5.7m	31 May 2016

The General Fund Reserve is £4.681m and the balance on the Development Fund is £2.075m. The combined General Fund and Development Fund reserves now sit at £6.756m. The 2015-16 budget report recommended a reserve level of £5.43m or more to cover known risks for 18 months. For a complete breakdown of the balance on the Development Fund see appendix E.

4. Financial Details

4.1. The **Strategic Director of Children's Services** reports a projected year-end underspend of £16k against the net controllable budget of £18.217m. This is an improved position on the nil variance reported to Cabinet in November. At individual service level there have been some significant changes in the last month. Factors adding to the pressure on budgets include:

- An increase in demand on high cost residential social care placements resulting in additional costs of £113k.
- Further upward pressure of £65k on the home to school transport budget adding to the cost increase reported last month. A number of mitigating measures have been identified which will help stem this rise in costs in the longer term.

Offsetting these upward pressures are a number of cost savings that include:

- £102k reduction in projected expenditure for both in-house and external foster care placements
- other mitigating measures such as a freeze on agency support staff and other staff changes, reductions in stationery and training spend, and early implementation of some 2016-17 savings proposals.

Underspends in the current financial year resulting from early implementation of 2016-17 savings will not be available next year, and any continuation into 2016-17 of the current underspends in high cost care budgets will be depend on future demand for places.

4.2. The **Strategic Director of Adults, Culture and Health** reports a projected overspend of £2.118m, £25k less than reported the previous month. The outcome of a detailed review of all Directorate budgets was reported last month and subsequently there have been no significant changes to the budget position. Last month's report identified demand led pressures on a range of budgets for care provision, including older persons homecare and residential care budgets, residential care budget for people with a learning disability, and support budgets for those with mental health problems. The impact of recent Deprivation of Liberty Safeguarding regulation continues to significantly exceed the grant income made available by the Department of Health to meet this additional cost.

4.3. The **Strategic Director of Corporate Services** reports a projected year end overspend of £14k for Corporate Services against an approved net budget of £5.756m. This is an improved position of £9k compared to last month. The mitigation is to continue to manage staff vacancies. The Directorate Management Team is to carry out a mid year review of its budget to ensure that it delivers a balanced position for the Directorate and starts to contribute towards the corporate overspend.

4.4. The **Strategic Director of Operations** projects a significant underspend of £683k on the directorate 2015-16 approved budget of £18.96m, a £30k

improvement since last month, due to the Directorate's share of the mitigation savings that were listed in the November Finance Update.

4.5. Transfer of a provision to the Development Fund

In 2006 the Borough made the compulsory purchase of two properties in Sunninghill. The two semi-detached houses had been left empty for approximately 10 years and there was a history of complaints relating to unauthorised access and vandalism. In 2008 the properties were sold and the proceeds held as a provision on our balance sheet pending a claim by the owner. The owner has been written to on a number of occasions each time explaining what should be done to make a claim. To date no claim has been made and under the Limitation Act 1980 the Borough may refuse to pay compensation after 6 years (i.e. after March 2014).

With this in mind it is proposed that the provision (£362k) that was set up when the properties were sold should be drawn back to the General Fund and transferred to the Development Fund.

4.6. Flexible Home Improvement Loans Ltd (FHIL)

FHIL is a company which was set up with the objective of making loans to older residents who are home owners that enables them to live longer in their own homes. The loans can be used to make improvements on their property e.g. heating, double glazing, adaptations.

Initial funding came from the Department of Communities and Local Government and many loans have been made and are being repaid at the rate of £1m pa. Loan repayments are recycled as new loans but funds are split between the sixteen authorities who are the shareholders of the company. New allocations to individual authorities are now quite small.

A search for new sources of grant finance to address this problem has not been successful and approaches are therefore being made to the sixteen authorities for loan finance. This idea has merit as the return is comparable with other Local Authority investments, along with the fact that FHIL is a vehicle for meeting the Council's own objectives.

It is therefore proposed that the Cabinet delegates authority to the Lead Member for Finance and Head of Finance to agree terms of a secured loan to FHIL. It is anticipated that this will be in the region of £500k over five years at an annual interest rate of 3% and that the funds would be earmarked for improvement loans to Borough Residents.

4.7. Revenue budget movements this month:

	£000
Approved Budget as at 31 October	80,948
Town Centre Management	18
HR Business Objects maintenance budget	8
Other minor adjustments	4
Service Expenditure Budget this Month	80,978

4.8. Capital Programme

A summary of the capital programme is summarised below and in Appendices B and C. In order to make it easier to monitor scheme progress, schemes that are continuing from previous years are shown separately in appendix B from the new schemes approved for 2015-16.

The approved 2015-16 capital estimate is £41.066m; the projected outturn for the financial year is £40.289m.

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	41,066	(26,596)	14,470
Variances identified	(7)	48	41
Slippage to 2016-17	(770)	770	0
Projected Outturn 2015-16	40,289	(25,778)	14,511

Overall capital programme status

	Report to November 2015 Cabinet
Number of Schemes in Programme	383
Yet to Start	13%
In Progress	47%
Completed	30%
Ongoing Programmes e.g. Disabled Facilities Grant	10%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

4.9. Capital Addition - all weather pitch in Dedworth Manor Park

A £230k, S106 funded capital budget is requested for a floodlit, all weather, 3rd generation sports pitch for Dedworth Manor park, Windsor.

The pitch would be 60m x 40m and would be operated by a joint clubs / local members committee. A similar pitch at Charters Leisure Centre has proven very popular with both adults and junior footballers.

Completion of the project, which will be the subject of a full planning application, is scheduled to be September 2016 in time for the 2016-17 winter season.

4.10. Capital budget Broadway public realm update

Members will recall from the report presented to Council in January 2015 that RBWM will be responsible for the cost of certain public realm works to support the regeneration agenda. This includes the pavements in King Street, Queen Street and Broadway, together with the proposed Oxford Crossing outside Maidenhead train station.

A gross capital budget of £3m will be required for the works and will be included

in the 2017-18 capital programme which will come to February 2016 Council for approval. Netted against this is a contribution from Ryger Maidenhead Limited (RML) of £500K and the negotiated value of ground rents payable by RML to RBWM being a net present value of ~£1 million. Previously, the 2017/18 capital programme contained a net allowance payable by RBWM of £700K for these public realm works. The new allowance is now estimated at £1.5 million following confirmation from RML that they will no longer be drawing down the agreed and documented £7.5 million loan facility from RBWM.

5. Legal

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

6. Value for Money

Service monitoring ensures a constant review of budgets for economy, efficiency and effectiveness.

7. Sustainability Impact Appraisal

N/A

8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

9. Links to Strategic Objectives

Residents can be assured that the Council is providing value for money by delivering economic services.

10. Equalities, Human Rights and Community Cohesion

This is a monitoring report with no actions related to staff or service provision. An Equality Impact Assessment (EQIA) has not, therefore, been completed for the production of this report. An EQIA would be required should this report generate any changes to policy.

11. Staffing/Workforce and Accommodation implications:

None

12. Property and Assets implications:

None

13. Any other implications:

None

14. Consultation

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

15. Timetable for Implementation

N/A

16. Appendices

Appendix A	Revenue budget summary
Appendix B	Capital budget summary
Appendix C	Capital variances
Appendix D	Flexible Home Improvement Loans Ltd
Appendix E	Development Fund analysis

17. Background Information

Background Papers: Budget Report to Council February 2015

18. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	
Internal				
Corporate Management Team (CMT)	Managing Director and Strategic Directors	23/11/2015		Changes included in final report.
Cllr Dudley	Lead Member for Finance	23/11/2015	24/11/2015	Changes included in final report.
Cllr Burbage	Leader of the Council			Changes included in final report.
Michael Llewelyn	Cabinet Policy Assistant	24/11/2015		Changes included in final report.
External				
None				

19. Report History

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Richard Bunn	Chief Accountant	01628 796510

SUMMARY	2015/16		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Maintained Schools	53,544	48,708	0
Early Years Provision	7,351	6,150	0
De Delegated Schools Budget	548	563	0
Admissions and Services for Schools and Early Years	1,460	1,102	0
High Needs and Alternative Provision	12,671	12,869	0
Dedicated Schools Grant	(75,982)	(69,803)	0
Total Children's Services - Schools Budget	(408)	(411)	0
Education Central Costs	151	151	0
Educations Standards	699	706	(97)
Sufficiency and Access	2,003	2,008	503
Strategy, Commissioning & Performance	1,503	1,526	26
Early Help & Safeguarding Central Costs	501	501	0
Early Help and First Response	1,708	1,741	179
Early Help-Youth Support	1,090	1,146	40
Safeguarding and Children in Care	2,110	2,117	92
Children and Young People Disabilities Service	2,153	2,164	(291)
Resources and Placements	5,589	5,611	(486)
Berkshire Adoption Service	72	74	0
Children's Services Management	522	531	18
Total Children's Services - Non Schools Budget	18,101	18,276	(16)
CHILDREN'S SERVICES - ELECTIONS	351	352	0
Total Children's Services	18,044	18,217	(16)
Better Care Fund	1,384	1,401	0
Adult Social Care	31,606	31,699	2,059
Public Health	0	0	0
Housing	2,021	2,027	22
Library Information	2,266	2,284	0
Heritage & Arts	308	309	0
Adult Management	337	323	37
Total Adults Culture & Health	37,922	38,043	2,118
Director of Operations	66	111	0
Operational Transformation	161	146	(5)
Benefits & Business Services	808	819	(430)
Highways & Transport	(1,776)	(1,684)	(150)
Commissioning & Contracts	543	222	0
Neighbourhood & Streetscene Delivery Services	2,615	2,723	(50)
Community, Protection & Enforcement Services	12,199	12,334	(138)
Customer Services	1,329	1,405	75
Technology & Change Delivery	2,836	2,886	15
Total Operations	18,781	18,962	(683)
Director of Corporate Services	(28)	220	(52)
Development and Regeneration Service	(850)	(859)	(79)
Corporate Management	943	975	(117)
Communications	257	279	30
Policy and Performance	428	389	0
Democratic Services	1,702	1,780	15
HR	1,182	1,203	(45)
Legal	(2)	(46)	55
Finance	2,420	2,389	37
Building Services	41	18	0
Leisure Services	1,593	1,590	160
Leisure Centres	(2,182)	(2,182)	10
Total Corporate Services	5,504	5,756	14
TOTAL EXPENDITURE	80,251	80,978	1,433

SUMMARY	2015/16		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	80,251	80,978	1,433
Contribution to / (from) Development Fund	(41)	(94)	1,802
Estimated net NNDR income			(1,864)
Drawdown of provision for compulsory purchase payment			(362)
Pensions deficit recovery	1,830	1,830	0
Pay reward	605	112	(112)
Transfer to/(from) Provision for Redundancy		(65)	0
Environment Agency levy	147	147	0
Capital Financing inc Interest Receipts	<u>6,471</u>	<u>6,433</u>	<u>(950)</u>
NET REQUIREMENTS	89,263	89,341	(53)
Less - Special Expenses	(956)	(956)	0
Variance on budgeted Education Services grant			(55)
Variance on Revenue Support Grant			(45)
Transfer to / (from) balances	<u>0</u>	<u>(78)</u>	<u>153</u>
GROSS COUNCIL TAX REQUIREMENT	<u>88,307</u>	<u>88,307</u>	<u>0</u>
General Fund			
Opening Balance	4,751	4,606	4,528
Transfers to / (from) balances	<u>0</u>	<u>(78)</u>	<u>153</u>
	<u><u>4,751</u></u>	<u><u>4,528</u></u>	<u><u>4,681</u></u>

NOTE Service variances that are negative represent an underspend, positive represents an overspend.

Memorandum Item	
Current balance on the Development Fund (see appendix E for full breakdown)	
	£000
Opening Balance	1,263
Transfer (to) / from other reserves	(896)
Transfer from General Fund - sweep	0
Transfer (to) / from General Fund - other initiatives	<u>1,708</u>
	<u><u>2,075</u></u>

Portfolio Summary	2015/16 Original Budget			New Schemes – 2015/16 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure					
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2015/16 Projected	2015/16 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)	(%)	
Corporate Services															
Human Resources	0	0	0	23	0	23	0	0	0	23	0	23	0		
Leisure Centres	800	(400)	400	1,450	(600)	850	(83)	88	5	1,367	0	1,367	0	0%	
Outdoor Facilities	680	(265)	415	1,123	(600)	523	482	(135)	347	1,385	220	1,605	0	0%	
Property Management	254	0	254	474	0	474	328	0	328	802	0	802	0	0%	
Policy & Performance	673	0	673	656	0	656	441	0	441	1,097	0	1,097	0	0%	
Regeneration & Economic Development	1,445	(890)	555	2,933	(951)	1,982	2,994	(846)	2,148	5,927	0	5,927	0	0%	
Total Corporate Services	3,852	(1,555)	2,297	6,659	(2,151)	4,508	4,162	(893)	3,269	10,601	220	10,821	0	0	
Operations															
Technology & Change Delivery	415	0	415	410	0	410	128	(8)	120	579	0	579	41	10%	
Benefits & Business Services	0	0	0	21	0	21	93	0	93	114	0	114	0		
Customer Services	18	0	18	216	0	216	205	0	205	421	0	421	0	0%	
Neighbourhood & Streetscene Delivery Services	30	0	30	30	0	30	14	0	14	44	0	44	0	0%	
Highways & Transport	6,345	(3,230)	3,115	7,578	(4,038)	3,540	4,379	(3,558)	821	11,407	550	11,957	0	0%	
Community, Protection & Enforcement Services	893	(682)	211	951	(736)	215	263	(114)	149	1,214	0	1,214	0	0%	
Commissioning & Contracts	0	0	0	0	0	0	5	0	5	5	0	5	0	0%	
Total Operations	7,701	(3,912)	3,789	9,206	(4,774)	4,432	5,087	(3,680)	1,407	13,784	550	14,334	41	0	
Children's															
Non Schools	205	(130)	75	160	(70)	90	346	(338)	8	506	0	506	0	0%	
Schools – Non Devolved	3,952	(3,952)	0	4,483	(4,483)	0	6,041	(6,041)	0	10,476	0	10,476	(48)	-1%	
Schools – Devolved Capital	302	(302)	0	386	(386)	0	423	(423)	0	808	0	808	(1)	0%	
Total Children's	4,459	(4,384)	75	5,029	(4,939)	90	6,810	(6,802)	8	11,790	0	11,790	(49)	(0)	
Adult															
Adult Social Care	256	(256)	0	256	(256)	0	480	(448)	32	736	0	736	0	0%	
Housing	1,000	(1,000)	0	1,000	(1,000)	0	1,532	(1,152)	380	2,532	0	2,532	0	0%	
Library & Information Service	385	(371)	14	487	(388)	99	358	(113)	245	846	0	846	1	0%	
Total Adult	1,641	(1,627)	14	1,743	(1,644)	99	2,370	(1,713)	657	4,114	0	4,114	1	0	
Total Committed Schemes	17,653	(11,478)	6,175	22,637	(13,508)	9,129	18,429	(13,088)	5,341	40,289	770	41,059	(7)	0	

Portfolio Total	(£'000)	17,653	(£'000)	41,066	(£'000)	40,289
External Funding						
Government Grants	(7,535)		(16,398)		(15,900)	
Developers' Contributions	(2,149)		(8,284)		(8,064)	
Other Contributions	(1,794)		(1,914)		(1,814)	
Total External Funding Sources	(11,478)		(26,596)		(25,778)	
Total Corporate Funding		6,175		14,470		14,511

Capital Monitoring Report - November 2015-16

At 30 November 2015, the approved estimate stood at £41.066m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	41,066	(26,596)	14,470
Variances identified	(7)	48	41
Slippage to 2016/17	(770)	770	0
Projected Outturn 2015/16	40,289	(25,778)	14,511

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £40.289m

Variances are reported as follows.

	Exp	Inc	Net	
	£'000	£'000	£'000	
Schools - Non Devolved				
CSFQ Eton Wick kitchen 2015-16	(50)	50	0	Lower than estimated final tender
CSFR Dedworth Middle School water supply 2015-16	2	(2)	0	Final cost
CSFZ Newlands School rewire-2015-16	152	(152)	0	Newlands school works combined into one contract
CSGA Newlands Girls' School water services-2015-16	(152)	152	0	
Technology & Change Delivery				
CN58 Smarter Working	41	0	41	Final invoice for construction costs
	(7)	48	41	

Slippage is reported as follows.

	Exp	Inc	Net	
	£'000	£'000	£'000	
Outdoor Facilities				
CZ49 P&OS - Victory Field Pavilion Centre	(220)	220	0	Scheme subject to discussions with Parish Council
Highways & Transport				
CD42 Maidenhead Station Interchange & Car Park 2015-16	(100)	100	0	
CE64 Additional Parking Provision for Windsor	(450)	450	0	Scheme subject to Windsor Parking Strategy
	(770)	770	0	

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	51	13%
In Progress	187	47%
Completed	119	30%
Ongoing Programmes e.g.. Disabled Facilities Grant	39	10%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	397	100%

FLEXIBLE HOME IMPROVEMENT LOANS LIMITED

HISTORY

Numerous studies have shown that enabling elderly people to live in warmer, healthier and safer homes contributes to the prevention of ill health, accidents and unplanned or emergency visits to GPs and hospitals.^(a)

For many years, financial support for repairs and improvements to the homes of elderly people was funded by local authority grants. It is now widely recognised that grants are becoming unsustainable. Despite the apparent affluence of the home counties there are large numbers of elderly homeowners living in poor conditions but without significant savings to fund repairs/improvements, or the ability to access even a modest loan from banks or building societies.

In addition to the above, local authorities have a statutory duty to provide Disabled Facilities Grants (DFGs). Recipients are means tested and a formula determines whether they have to make a contribution (the local authority has no discretion in this respect). Frequently, elderly homeowners are unable to make a contribution from their own resources and struggle to obtain a loan which could be used for this purpose. In many cases they do not proceed with the DFG, even though the work could be considered essential.

In 2007 the Residential Services Manager at RBWM attempted, unsuccessfully, to identify a lender prepared to make low cost loans to our elderly residents. I was subsequently asked to create a vehicle for making such loans and to secure funding for the project.

The South East Regional Housing Board (SERHB) agreed, in principle, to provide funds with the proviso that we make the application on behalf of a group of local authorities to achieve economies of scale. By the end of the year, all of the local authorities in Berkshire, Buckinghamshire and Oxfordshire, plus Surrey Heath, had agreed to come on board and, on 21 February 2008, Cabinet gave approval for RBWM to participate.

Flexible Home Improvement Loans Limited (FHIL) was incorporated on 21 March 2008 as a not-for-profit company limited by guarantee and, on 02 April 2008, our bid for non-repayable grant funding was approved by SERHB. The sum received from SERHB, prior to them being dissolved in 2010, was £7.31 million.

Our core lending was (and still is) for the purpose of funding qualifying repairs and improvements by providing homeowners over the age of 60 years with low cost, flexible loans secured by a first or second charge on their property. Our aim from the onset was to provide loans which are as good as, or better than, any comparable products in the market.

Whilst the loan is outstanding, borrowers may make regular payments, irregular payments, or allow interest to roll-up. The outstanding capital and interest must be paid if the property ceases to be the borrower's main place of residence (or the last surviving borrower if the property is jointly owned). The loan may also be repaid at any time without penalty. Interest on these loans is charged at Bank of England rate, subject to a minimum rate of 3.5% and a maximum of 7.0%. As loans are repaid the funds are recycled to provide further loans.

^(a) The Chartered Institute of Environmental Health - Good Housing Leads to Good Health. A Toolkit for Environmental Health Practitioners (September 2008) and The Health Costs of Cold Dwellings (April 2011).

In 2009, at the request of the Department of Communities and Local Government, the scheme was extended to include loans to owners of empty properties for the purpose of bringing them back into habitable use. These loans are similar to 5 year bridging finance, at the end of which the owner must repay the outstanding capital and interest, usually by remortgaging or selling the property. Interest on empty homes loans is currently 1.5% higher than for our loans to homeowners aged 60+ years.

There is a very high demand in the home counties for accommodation at an affordable rent, especially for key workers such as teachers and nurses etc. In 2013 we introduced an additional type of empty homes loan at a discounted interest rate (Bank of England rate, subject to a minimum rate of 3.5% and a maximum of 7.0%) if the owner is prepared to let the property at an affordable rent. In this instance the property is managed by a housing association and part of the rental income is used to repay the loan over an agreed term.

These 'Empty Homes to Affordable Housing' loans are match-funded by the Homes and Communities Agency. However, the problems of engaging and negotiating with owners of empty homes means that we are never likely to make a large number of these loans.

With all of our loans the mechanics are that, on paper, FHIL makes funds available to the local authority and the local authority then lends to the property owner. In practice the funds are paid directly to the property owner by our back office administrator. The local authorities make no contribution to the loans and neither do they bear any financial responsibility in the event of any losses in connection with the loans.

Flexible Home Improvement Loans are seen by the local authority members as a valuable resource which is available to support customers who do not qualify for disabled facilities grants or housing assistance grants. It has never been our intention to heavily promote our loans as the scheme has always been regarded reactive rather than proactive. However, as our customer base increases, we are receiving a substantial number of enquiries generated by word of mouth.

GROWTH TO DATE

Since our launch in the autumn of 2008 we have approved 711 loans and made advances of a little in excess of £9.39 million. Of these loans, 96.5% have been made to people over the age of 60 years (often considerably older than 60) and 73% of the money has been spent on measures to make homes warmer, less draughty and more energy efficient.

Repayments of capital and interest have topped £3.28 million and currently average £858,660 per annum (calculated over last 3 years). When loans are repaid, all of the capital and a substantial part of the interest is recycled as further loans. As at 16 November 2015, £2.93 million has been loaned, repaid and re-loaned to further borrowers.

The assets of FHIL at 16 November 2015 comprise outstanding loans of £7,180,638, cash at bank £713,180 and creditors amount to less than £6,000.

Our lending policy is exceptionally prudent and, to date, we have never failed to recover outstanding loans. Flexible Home Improvement Loans has received several accolades but perhaps the most satisfying was from the Government Office for the South East, who described it as "*A benchmark for all local authority lending*".

Recently, Dun and Bradstreet advised that they have given Flexible Home Improvement Loans Limited a credit rating of AAA1.

Corporate Development Fund (AE35) £000		
Balance B/F from 2014/15		1,263
Transacted amounts in 2015/16		
To/From Capital Fund		
Sunninghill Christmas Lights (May Cabinet)	-10	
Feasibility work on development sites in Maidenhead (July Cabinet)	-190	
To fund the work of regeneration staff in the capital programme (July Cabinet)	-126	
Leisure Centre dilapidation capital budget (July Council)	-445	
Update to Transport Model (September Cabinet)	-125	-896
To/From General Fund		
Contribution from General Fund (Budgeted)	229	
Business Rate discount (Budgeted)	-150	
Economic Development post (Budgeted)	-120	
Business rate income contribution (July Cabinet)	1,040	
Budget to resist Heathrow expansion (August Cabinet)	-25	
Contribution resulting from MRP policy change (September Cabinet)	900	
Contribution to the restructure of the Development and Regeneration service	-28	
Transfer to General Fund (November Cabinet)	-500	
Transfer of compulsory purchase provision (December Cabinet)	362	1,708
		<u>2,075</u>
Transaction pending Council approval in December		
Transfer to General Fund (December Council)		-984
		<u>1,091</u>

Agenda Item 8

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

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of the Local Government Act 1972.

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