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NOTICE OF MEETING



CABINET

will meet on

THURSDAY, 31ST MARCH, 2016

At 7.30 pm

in the

COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD

TO: MEMBERS OF CABINET

COUNCILLORS DAVID BURBAGE, (INCLUDING HR & LEGAL) (CHAIRMAN)
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: Monday, 21 March 2016

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

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PART II

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Planning

v. Draft Borough Local Plan

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(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)

Details of representations received on reports listed above for discussion in the Private Meeting:

None received

MEMBERS' GUIDANCE NOTE

DECLARING INTERESTS IN MEETINGS

DISCLOSABLE PECUNIARY INTERESTS (DPIs)

DPIs include:

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

PREJUDICIAL INTERESTS

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

DECLARING INTERESTS

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

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

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

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Agenda Item 3

CABINET

THURSDAY, 25 FEBRUARY 2016

PRESENT: Councillors David Burbage (Chairman), Phillip Bicknell (Deputy Chair), David Coppinger, Carwyn Cox, Geoff Hill, Derek Wilson, Natasha Airey, Colin Rayner and Christine Bateson.

Principal Members also in attendance: Councillors Paul Brimacombe and Claire Stretton.

Deputy Lead Members also in attendance: Councillor Ross McWilliams.

Also in attendance: Councillor Dr Lilly Evans

Officers: Alison Alexander, Jessica Hosmer-Wright, Russell O'Keefe, Andrew Brooker, Simon Fletcher, David Scott, Karen Shepherd, Christopher Targowski, Anna Trott and Louisa Dean

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors George Bathurst, Simon Dudley and Philip Love.

DECLARATIONS OF INTEREST

Councillor Coppinger declared an interest in the item Additional Library – Options Appraisal as he was Chair of Governors at Holyport Primary School.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 11 February were approved.

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 publication. In addition it was noted that:

- The item 'Borough Local Plan Consultation (Regulation 18)' would be presented to Cabinet on 31 March 2016.
- The item 'Recommendations for New Public Space Protection Orders (PSPOs)' would be presented to Cabinet on 31 March 2016.
- The item 'Consultation on Safeguarding Lower Thames Strategic Flood Route' would be presented to Cabinet on 30 June 2016.
- The item 'S106 Financial Update 2015/16,' originally listed for March 2016, would be deferred to April 2016.

- The Item 'Parking Strategy,' originally listed for March 2016, would be deferred to May 2016.
- The item 'Creation of Windsor UK CIC' had been withdrawn from the agenda.

CABINET MEMBERS' REPORTS

A) CREATION OF WINDSOR UK CIC

Members noted that the item had been withdrawn from the agenda.

ORDER OF BUSINESS

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

C) CHOBHAM ROAD, SUNNINGDALE - PETITION TO REDUCE WEIGHT LIMIT FROM 18T TO 7.5T (CONSULTATION RESULTS)

Members considered responses to the consultation on the proposal to reduce the current weight limit on Chobham Road railway bridge, Sunningdale from 18 tonnes to 7.5 tonnes.

Cabinet was addressed by Councillor John Furey of Surrey County Council. Councillor Furey thanked Cabinet for allowing him to speak on behalf of Surrey County Council. He explained that the confirmation of the previous reduction of the bridge to an 18 tonne limit was implemented in November 2015. Any further reduction should require a significant change, validation and assessment. No evidence was presented within the report on either of these factors.

The main thrust of the report related to safety. Local Member and residents' concerns were noted as:

- No improvement to public safety since the reduction to an 18 tonne limit
- 18 tonne lorries continuing to cross the centre line
- Continued damage-only collisions on the bridge

No data had been considered within the report to validate these concerns, they were merely perceptions. The previous Cabinet report also indicated 'quality of life for local residents regarding reduction in pollution' was part and parcel of the original argument. Then, no data was provided and this was not present in the current report. He found this difficult to understand.

Since the report dated 26 November 2015, local feedback was quoted throughout the current report, such as increasing volumes of traffic by HGVs, increasing incidents of damage-only accidents or near misses. Again, no data was available to validate these perceptions, such as HGV and vehicle counts, alongside personal-injury or damage to vehicles. Vehicle displacement caused by this further reduction increased risk to the general public on the suggested alternative routes. These routes had poorer safety records, poor alignment of bends, high levels of on-street parking, raised tables, pinch points, and several schools.

The suggested alternatives had been presented in the report without discussion or collaboration with Surrey, which was a matter inherent within the Road Traffic

Regulation Act 1984, both section 122 and specifically section s2(b). Regulation 7 schedule 2(c) applied to alternative routes and their consideration to changes in a holistic manner. This had not been addressed by RBWM officers, which was a problem. No evidence was shown within the report regarding the alternative route's suitability for vehicles over 7.5 tonnes.

Finally, the lack of validation and data within the report did not lead to the recommendation as set down. Councillor Furey requested that Cabinet refuse or defer the item until validation and data collection had been completed as requested within his objection. He was of the view that insufficient detail had been provided.

Councillor Goodman explained that he was a divisional Member for Chobham and Bagshot. In 2015 the borough implemented a reduction to 18 tonnes despite objections from Surrey County Council, the police and residents. Concerns were not taken into account, including HGVs driving past schools. The alternative routes were difficult to manoeuvre due to a number of pinch points and safety issues. He was genuinely concerned at the safety of residents, especially children.

When the borough considered the original decision to restrict limits one reason was to reduce traffic on the A30 through Sunningdale. Six months later a different set of reasons was being given. Parish councils were not consulted on the decision to reduce the limit to 18 tonnes and only heard about it via the highways department. In contrast notification was received for a raised pedestrian crossing, for which no objection was made. It was vital that residents were listened to and the impacts on the wider network were taken into consideration, which was a statutory requirement. Councillor Goodman valued working together in partnership with other local authorities and he requested Cabinet delay the decision until meaningful dialogue had taken place with Surrey County Council and parish councils in Surrey.

The Lead Member thanked the speakers and acknowledged the petition that had been submitted by Surrey residents. On a number of occasions he had met with officers and Councillor Furey, who had indicated that if the consultation were sent to him he would circulate it to parish councils, therefore the Lead Member was unsure why this had not happened.

The proposal came from the grass roots; the council had received a petition of over 1000 signatures in September 2015 to reduce the weight limit. In November 2015 Cabinet resolved to consult with residents in the Royal Borough and Surrey, parish councils, Surrey County Council, Thames Valley and Surrey Police. The Lead Member highlighted that all responses including objections were attached to the report for transparency. He had been assured by officers that the consultation had been carried out to the correct timings and extended by nine days because it was over the Christmas period.

Members noted that Chobham Road was a busy road carrying both local and through traffic, in the region of 10,000 vehicles a day. It was a residential road in a busy town centre visited by many elderly residents as well as mothers of young children. Residents had complained that 18T lorries were continuing to be unable to cross the bridge without travelling across the centre white line and into the path of oncoming vehicles. There were concerns over the continuing damage-only collisions between lorries and cars and continuing congestion in Chobham Road in the vicinity of the shops.

A total of 174 responses to the consultation had been received, of which 73.6% support the implementation of the 7.5T weight limit. This did not include the petition from Surrey residents. Objections were received from 46 respondents, which included Surrey County Council, Surrey Police, Surrey Heath Borough Council, Chobham Parish Council, Windlesham Parish Council and Neville Surtees Ltd.

The Lead Member explained that if the proposal went ahead, costs would be absorbed by existing budgets. The consultation on the 7.5T weight limit had been carried out in accordance with The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996. The formal consultation period ran from 16 December 2015 until 14 January 2016; a total of 30 days. This exceeded the statutory minimum period of 21 days to allow objections to the proposed Order. It was subsequently agreed that responses would be permitted up to and including 22 January 2016. This was in response to a request from Surrey County Council to allow extra time due to the Christmas period. Surrey Heath Borough Council had objected to the proposed order on the basis that the proposal would generate additional lorry movements through Windlesham village. Surrey County Council was the relevant Highway Authority for Windlesham village and could consider the introduction of a weight limit in the village or positively sign a preferred lorry route in order to address concerns from some respondents.

In order to provide advance warning of both the existing 18T restriction and the proposed 7.5T should it proceed, signage would be recommended for installation at the Surrey end of Chobham Road, which would give drivers advance warning; currently this had been refused by Surrey County Council. Thames Valley Police had raised concerns about the practicality of enforcement and suggested a lorry watch scheme should the scheme go ahead. Lorry Watch was a scheme operated using local observers, often coordinated through parish councils, working alongside council Trading Standards teams, to detect the misuse of weight restricted routes by heavy goods vehicles.

Cabinet was addressed by Councillor Dr L Evans, on behalf of the Parish Council. Councillor Dr Evans explained that she lived close to the bridge. The bridge had been built in the 19th Century and designed for horse and cart traffic. Many vehicles did not slow down for the bridge despite the blind bend and double white lines. The picture painted in the appendix by objectors was an idealised view; even four wheel drive vehicles could not use the bridge without crossing the centre line. She had witnessed a very bad accident in November 2015 which had resulted in an injury. In the last year there had been as many recorded accidents as in the previous five years.

The Chairman requested confirmation that it was not a requirement to collect the data referred to by the objectors and the decision was not unreasonable given the consultation. The Lead Member stated that he had been advised by officers the report was robust and had followed regulations. The survey had been carried out when the first weight limit was imposed. The Strategic Director of Operations and Customer services confirmed that the survey showed the need to introduce the weight limit. The petition was received a few months after the weight restriction had been in place. The Lead Member explained that owing to Surrey County council not putting up signage the council was unable to ask the police to undertake enforcement

The Leader asked for confirmation that an assessment of the alternative routes had taken place. The Lead Member responded that the plans showed the alternative routes; he had been assured by highways officers that the report was robust. The last

decision had not come through Cabinet; he had felt it important to bring this decision to Cabinet for transparency.

The Lead Member for Ascot & the Sunnings commented that the council had put up signage as soon as the 18 tonne limit had been put in place; Surrey had refused to do so. This surprised her because lorries travelling from the Surrey side had no opportunity to turn round when they reached the bridge; she felt this was negligence. The bridge was dangerous due to the S-bend. If two cars collided they would go down an embankment towards a row of houses. The bridge was used by cyclists and pedestrians as well. The road had been very busy since 2010 when the application for the DERA site was approved. A crossing was now needed on the road due to the volume of traffic. Cars parked all along one side of the road. There were alternative routes as detailed in appendix A. In her opinion the route through the outskirts of Chobham and over the M3 was the best route as it was less built up and the road was better.

The Lead Member highlighted that whilst it was recognised that the proposed TRO would generate increased HGV traffic on the other 'preferred route,' if no other changes to the construction traffic routes were made within Surrey, it was considered that the road safety risks caused by the current use of the Chobham Road bridge outweighed the inconvenience caused to the affected construction and other HGV traffic, and thus that the proposed 7.5T weight restriction was justified. The current dangers included the risk of collisions between lorries and cars travelling over the bridge, increasing the risk of injury to pedestrian traffic, damage to vehicles, or collision with the bridge itself. Furthermore, there existed a possible alternative HGV route within Surrey as detailed in paragraph 2.10, which Surrey County Council may wish to consider designating and signing as an alternative lorry route, to alleviate concerns about any possible increases in HGV movements on the alternative route identified in the CEMP or through Windlesham, should they consider those routes to be wholly unsuitable for any increased traffic volumes. The Lead Member stated that he would personally work with Councillor Furey to identify solutions. Councillor Furey had agreed at a meeting earlier in February that if the order was robust, he would not object to signage being put up if paid for by the borough. Councillor Mrs Bateson stated that she would be happy to donate her Member Participatory Budget money towards a camera for enforcement.

Councillor Brimacombe commented that he held a HGV licence. Driving such a vehicle was a skilled and difficult job. Drivers did not wish to risk their life or prosecution because the council failed to identify problems. He urged both parties to ensure drivers were given fair warning.

The Lead Member concluded by stating that reducing the weight limit would address the concerns raised by residents living in the Chobham Road area, reduce road safety risks and provide environmental benefits to the residents of Chobham Road and those living in the vicinity. He already held six monthly meetings with his counterpart at Bracknell Forest and suggested the same should occur with Surrey going forward.

RESOLVED UNANIMOUSLY: That

- (i) The Weight Limit on Chobham Road be reduced from 18T to 7.5T with effect from 4 April 2016**
- (ii) Those who formally objected to the proposed Traffic Regulation Order be notified of the decision in accordance with Regulations**

Councillor Dr L Evans left the meeting at 8.12pm.

B) INTEGRATED PERFORMANCE MONITORING REPORT QUARTER 3 2015/16

Members considered performance outturns against the key Council priorities for Quarter 3, 2015/16.

The Principal Member highlighted changes in the format of the report to make it more accessible. Overall performance was slightly better than the previous quarter but down on the same period the previous year. It was proposed to reduce the number of first tier indicators by three. The three indicators would be moved into the second tier. If performance dipped they could be returned to the top tier.

The Lead Member for Planning commented that the processing of planning applications was a key service to residents therefore he was disappointed with performance. External consultants were working with planning officers. From October 2015 3.5 FTE consultants had been involved in the determination of planning applications. The number of applications determined had increased as follows:

- October 2015 – 198 applications
- November 2015 – 181 applications
- December 2015 – 268 applications
- January 2016 – 274 applications

The performance figures in the report went up to December 2015. In January 2016 75% of major applications had been dealt with in time against a national target of 60% and a local target of 70%. For minor applications performance had been 73% against a national target of 65% and a local target of 75%. For other applications performance had been 76.03% against a national target of 80% and a local target of 90%.

The Lead Member explained that one planning officer was soon due to leave the authority and one was due to go on maternity leave. The process of recruitment had begun but it was a very tight market. If the consultant was not in place the situation would be even worse. The contract was originally due to end in February 2016 but was likely to continue for the foreseeable future to ensure performance improved. A service review process was shortly due to come to conclusion. Additional resources may be needed to stabilise the number of applications.

The Chairman commented that more applications coming in was a good thing in light of the 'builders' budget' referred to at the full Council meeting held earlier that week. It was important that applications were dealt with in a timely and efficient manner.

The Lead Member for Youth Services and Safeguarding highlighted that, in relation to indicator CS78, she was not happy that the table reflected the great work being undertaken in the Intensive Family Support Programme. In 14/15 the council had worked with 192 families. In 2015/16 the target was 108, with 80 involved up to December 2015, therefore she was confident the target would be reached. The next time the indicator was reported she wished for it to show cumulative data. In relation indicator SG3, stability of placements for children in care, she highlighted that the year end target would not be met. Whilst it was recognised that no move was positive, equally a child staying in an inappropriate placement was not a good thing. The council was committed to all children in care having stability and the right placement. One of the movements recorded was an adoption, which was a positive move. In

relation to indicator SG40, the Lead Member highlighted that the MASH had been launched at the start of the year, co-located in the Town Hall. The MASH would enable earlier flagging of cases and working together to improve safeguarding. It was therefore anticipated that the number of young people identified at risk of child sexual exploitation would rise, but this was a good thing as it meant the council could monitor and take action.

The Chairman highlighted that the important measure in relation to the IFSP was how the council was making a difference, as opposed to the number of families involved. The Strategic Director confirmed that families were tracked in terms of their achievements, for example in relation to employment, school attendance and criminal behaviour. The programme had been broadened to include domestic abuse and mental health issues. The Chairman commented that it would be interesting to see some of the metrics.

The Lead Member for Customer and Business Services highlighted that the percentage of calls answered in less than one minute was now reaching 82% compared to a target of 75%. The call abandon rate was less than 5%. The time taken to process council tax and housing benefit claims was down to 3.5 days. The council was the top performing unitary in the south east and in the top quartile nationally.

The Lead Member for Adult Services and Health referred to the number of permanent admissions to care homes. The last twelve months had seen an increase in the number of un-elective admissions to hospital. The council worked with the NHS to take people out of hospital as soon as possible to free up beds. Most went back to their own home but a number had to move into residential care. The borough had the most care homes per head of population than anywhere else in the country. When individuals in care homes ran out of money, the council picked up the bill. The Chairman commented individuals may already be in a care home but they came into the figures when they ran out of funds He asked for the metrics for this and questioned whether the measure was correct. The Lead Member agreed this was worth reviewing.

The Lead Member for Environmental Services reported that the performance in relation to indicator CCA02 had improved since the relaunch of the food waste scheme. The warm autumn had also seen increased green waste collections. The performance also reflected the move to more waste being diverted to an Energy from Waste plant.

The Chairman preferred to an increase in staff sickness, which he had been advised was in part due to the difference between leisure staff that were no longer measured as they came under Parkwood and other staff. He would be discussing the issue with HR and report back. In relation to agency spend, he commented that there had been increased use in planning policy and regeneration, where results were being delivered.

RESOLVED UNANIMOUSLY: That Cabinet:

- i. Note the progress made against the performance measures listed in the IPMR Quarter 3 2015/16 report.**

- ii. **Agree to move three primary Key Performance Indicators (KPIs) as detailed in paragraph 2.11 to secondary indicators as they all continue to perform strongly**

D) IMPERIAL ROAD / CLEWER HILL ROAD / WINKFIELD ROAD, WINDSOR - JUNCTION IMPROVEMENTS

Members considered the consultation on possible changes at the junctions of Imperial Road / St Leonards Road and Winkfield Road / Clewer Hill Road. The Lead Member thanked Ward Councillors for their involvement in the report. Two very robust public consultations had been held in Dedworth; the decision to consult on possible changes had been made as a response to demands of local residents to ease congestion during peak periods and improve air quality.

The report recommended that authority be delegated to the Head of Highways & Transport in consultation with Lead Member for Highways & Transport to implement changes to the operation of the traffic signals to enhance efficiency, trial a no right turn restriction from St Leonards Road into Imperial Road during the summer holidays and trial changes to the position of westbound bus stops by 30 June 2016.

It also recommended that a scheme be developed and modelled to replace the traffic signals at the Imperial Road / St Leonards Road junction with a roundabout, in combination with pedestrian crossings on at least two of the three arms of the junction. In addition, minor changes to traffic island configuration at Clewer Hill Road and changes to the bus stop arrangements would also be introduced. Subject to modelling not demonstrating reduced traffic flow, consultation with Ward Councillors, budget availability and road safety audit, the scheme would be delivered between December 2016 and February 2017. The recommendations were considered to provide a positive response to the consultation and seek to improve road conditions by reducing congestion and journey times and enhance air quality and the public realm.

If adopted, the key financial implication for the council was capital expenditure of approximately £150,000 in 2016/17. The recommended actions would support the Department for Transport policy paper 'Signing the Way' by reducing clutter on the highway network and developing solutions based on local knowledge, the council's policy to reduce street clutter and the Manifesto commitment to 'reduce and remove unnecessary traffic lights'.

The Lead Member thanked Councillor Ed Wilson who had pioneered the consultation. The Chairman asked when the model scheme and baseline measurements would be available for people to view. The Lead Member explained that consultation would take place with ward councillors first, then the proposal would be put through traffic modelling. As soon as officers had had an opportunity to look at the baseline figures they could be made available on the website.

The Lead Member proposed that the recommendation by the Highways, Transport and Environment Overview and Scrutiny Panel to include Ward Members in the delegation be adopted, and the recommendations amended accordingly.

RESOLVED UNANIMOUSLY: That:

- i. **Authority be delegated to the Head of Highways & Transport in consultation with Lead Member for Highways & Transport and Ward Councillors to implement changes to the operation of the traffic signals at**

both junctions to enhance efficiency and trial changes to the positions of bus stops by 30 June 2016 and implement a banned right turn into Imperial Road during the school summer holidays of 2016;

- ii. **Authority be delegated to the Head of Highways & Transport in consultation with the Lead Member for Highways & Transport and Ward Councillors to develop and model a scheme to replace the traffic signals at the Imperial Road / St Leonards Road junction with a roundabout in combination with pedestrian crossings on at least two of the three arms of the junction. Additionally minor changes to traffic island configuration at Clewer Hill Road and changes to the bus stop arrangements would be introduced.**

These changes seek to reduce congestion and improve air quality and would be delivered between December 2016 and February 2017.

E) NIGHT TIME ECONOMY ENFORCEMENT SERVICES

Members considered the results of the six month Night Time Economy Enforcement pilot that concluded on 31 December 2015 and how a permanent scheme on a Friday and Saturday night could be implemented immediately.

The Lead Member explained that the results had been reviewed and the pilot was deemed a success. Members reviewed the measures for success and outcomes as detailed in table 2. It was noted that there was still work to do in relation to taxi complaints. Table 1 provided examples of actions implemented. The Lead Member thanked the Community Wardens who performed their role with diligence and professionalism despite sometimes difficult situations.

Members noted future opportunities to work in conjunction with the police and night time economy stakeholders on problems that occurred when people left late night establishments.

It was noted that both the Crime and Disorder Overview and Scrutiny Panel and the Highways, Transport and Economy Overview and Scrutiny Panel had endorsed the report. Councillor Mrs Jones had put forward some additional comments. He highlighted that the manifesto commitment to increase the number of wardens would be met; this was now a priority for officers to look at how it could be delivered. The council was continually working to address the taxi complaints issue, in conjunction with the trade.

RESOLVED UNANIMOUSLY: That Cabinet:

- i. **Approves Option 1 as detailed in point 2.9 below;**
- ii. **Delegates authority to the Strategic Director of Operations in conjunction with the Lead Member for Environmental Services to undertake a service review in 12 months and submit a report to Cabinet should any significant changes to the service configuration be considered necessary;**
- iii. **Approves the exploration of options for managing the night time economy with relevant night time economy stakeholders and**

- Thames Valley Police to assist with successful egress from night time economy locations;**
- iv. **Delegates authority to the Strategic Director of Operations in conjunction with the Lead Member for Environmental Services to prepare a media statement to communicate and promote the continuation of the Night Time Economy service as a permanent arrangement.**

F) PARKING PENALTY DISCOUNT PILOT

Members considered a proposal to work in partnership with the Department for Transport to conduct a 12 month pilot to assess the potential impacts on parking appeal levels.

The Lead Member explained that the pilot would introduce a 25% discount to motorists who lost their appeal at an appeal tribunal. The idea had come from a Transport Select Committee consultation that suggested those with legitimate grounds for appeal did not do so because they did not have the time, or did not feel they would get much as a result of doing so. The scheme would improve access to justice and also provide the council with valuable information on whether or not tickets were being correctly issued. The limited cost of the pilot was being split with the Department for Transport.

The Principal Member for Culture and Communities commented that some residents felt parking tickets were just a way for the council to raise money; this scheme showed the council wanted to get it right.

RESOLVED UNANIMOUSLY: That Cabinet:

- i. **Approves a 12 month pilot, with The Department for Transport (DfT), to assess the impact of introducing a 25% discount to motorists who lose an appeal at tribunal on a trial basis.**
- ii. **Agrees that the cost of the pilot will be shared on a 50:50 basis with the DfT, estimated to be £3,140 per partner.**

G) ADDITIONAL LIBRARY - OPTIONS APPRAISAL

Members considered an options appraisal for the delivery of additional library services in the borough.

The Principal Member explained that the report requested the addition of a budget to the capital programme of up to £35,000 to fund feasibility studies into at least two of the options. The council had two manifesto commitments for libraries: to open a new library and to support a library for Sunningdale. Sunningdale was visited by the mobile library but it was a very busy stop and therefore needed a more permanent library. Some consultation had already been undertaken in preparation of the paper. Members noted that Furze Platt Senior Academy had supplied two feasibility studies for a library to be provided at the school.

The Principal Member suggested that two further feasibility studies would be needed in Holyport and Sunningdale. In Holyport a couple of potential sites had been identified. Consultation had taken place with ward councillors and the parish council

but she wished to update that consultation. In Sunningdale a preferred site had been identified close to the where the mobile library stopped; however another option had recently come to light. The Lead Member for Ascot & the Sunnings explained that a bank was closing down on Chobham Road in the heart of the village. The premises had two shop fronts so had sufficient space. Given the options, the Principal Member proposed to re-consult.

The Lead Member for Adult Services and Health commented that the potential site near the school in Holyport was in the centre of the village near the shops, doctors and Post Office. The alternative was a further away from the centre of the village and therefore more people would drive. There was congestion at the school in the morning and afternoon but Councillor Coppinger was of the view that extra traffic would only be an issue for 5% of the time so was not significant. A further benefit to the school location would be that the school would no longer need to be closed during elections.

The Lead Member for Ascot and the Sunnings commented that the preferred location for Sunningdale was near a recreation centre and playing field. The second site would result in a loss of car park spaces which could be a problem. The new town centre location was an exciting opportunity.

The Lead Member for Transformation and Performance commented that libraries were the bastion of civilisation. Libraries were evolving amenities; the council was seeking innovative uses to maintain their relevance to modern users.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) Approves a capital budget of up to £35k to conduct at least two feasibility studies into two of the three options for the provision of a new library in the Royal Borough.**
- ii) Delegates authority to the Principal Member for Culture and Communities and the Strategic Director of Operations and Customer Services to appoint an appropriate consultant to carry out the feasibility studies.**
- iii) Requires a report on the feasibility studies to be made to its meeting in July 2016.**

H) LIBRARY STOCK PURCHASE CONTRACT

Members considered the continuation of the Central Buying Consortium (CBC) contract, that the borough had been part of since August 2010, for two years from 1 April 2016 to 31 March 2018. The council had looked at other options but the proposal offered the best value for money.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) Notes the retender for the supply of library stock by the Central Buying Consortium under the OJEU compliant process.**
- ii) Approves the Council continuing to remain an Associate Member of the Central Buying Consortium and utilising the new framework contract for the supply of library stock until 31 March 2018.**
- iii) Delegates authority to the Strategic Director of Operations & Customer Services & the Corporate Management Team (CMT) in consultation with the Leader, the Lead Member for Finance and the Principal Member for Culture**

and Communities to award the tender and exercise the optional extension of the new contract for up to two more years, until 31 March 2020, if the Central Buying Consortium decides to pursue the extension.

I) FINANCIAL UPDATE

Members considered the latest financial update. The Deputy Lead Member presented the report. He highlighted that the council was in a reasonably strong position with healthy reserves. A projected underspend of £290,000 was reported. This was partly a result of substantially lower than budgeted energy costs resulting in an underspend of £33,000 and higher than expected enforcement activity resulting in an underspend of £203,000.

General Fund reserves stood at a healthy £6.032m

The Lead Member for Adult Services and Health commented that the saving in relation to energy was a result of both lower prices and the decision to fit solar panels to the roof of the Town Hall.

RESOLVED UNANIMOUSLY: That Cabinet notes the report and the projected outturn position.

The Chairman, on behalf of Cabinet, thanked Andrew Brooker, the Head of Finance, who was attending his last Cabinet meeting after many years of service at the council.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

The meeting, which began at 7.30 pm, finished at 9.19 pm

CHAIRMAN.....

DATE.....

CABINET PARTICIPATORY BUDGET SUB COMMITTEE

THURSDAY, 18 FEBRUARY 2016

PRESENT: Councillors David Burbage (Chairman), Christine Bateson and Geoff Hill,t

Principal Members also in attendance: Councillors Claire Stretton and George Bathurst

Officers: David Scott, Andrew Scott, Karen Shepherd, Russell O'Keefe, Richard Bunn and Kevin Mist

APOLOGIES FOR ABSENCE

None received

DECLARATIONS OF INTEREST

None received

MINUTES

RESOLVED UNANIMOUSLY: That the minutes of the meeting of the Sub Committee held on 16 December 2015 be approved.

NEIGHBOURHOOD PARTICIPATORY BUDGET SCHEME - FEBRUARY 2016 VOTING ROUND

Members considered the results of the Neighbourhood Participatory Budget (PB) scheme for projects voted for by the public during December 2015 and January and early February 2016. Members noted that extra marketing including via Twitter had increased the overall number of votes received in this round. The number of out of borough votes had reduced. The remaining budget totalled £9242.44. Members were reminded that £6000 of the current year's budget had been used to fund the final round of the 2014/15 scheme.

Councillor Stretton commented that the project 'Befriending Service for Carers and People with Dementia' ran from January to December 2015 and should therefore be removed from the list. The Interim Performance Manager agreed to contact the organisation to see if they had an alternative current project for inclusion.

It was confirmed that most schemes on the list had been included for 6-12 months; none had previously received an award. Members requested that future reports include details of when each scheme was first listed.

Councillor Mrs Bateson highlighted the refurbishment of Sunninghill Guide Hut project, as this was in the south of the borough.

It was confirmed that the scheme would be marketed in the next edition of *Around the Royal Borough*.

RESOLVED UNANIMOUSLY: That:

- i) Family Friends: providing support for families facing difficulties across the Royal Borough be awarded £2000**
- ii) Refurbishment of Sunninghill Guide Hut be awarded £2000**
- iii) Children's FunFest for those with disabilities and learning difficulties be awarded £2000**
- iv) No match funding be awarded**

MEMBER PARTICIPATORY BUDGETS

Members considered an update on how Members had allocated their £750 Participatory Budgeting Allowance for 2015/16. Updated figures showed that £27,500 had now been committed. All Members had been sent a reminder at the beginning of January 2016 and again in the last week. The latest email had highlighted those applicants that had been unsuccessful as part of the council's annual grants to voluntary organisations process.

It was noted that 18 councillors had yet to notify officers where they wished to commit their funding. Councillor Mrs Bateson commented that she was aware of a number that wished to carry forward their funding; it was important that they advised officers of this as soon as possible. It was confirmed that Members from Old Windsor and Furze Platt had advised officers they wished to carry forward their funding. The Interim Performance Manager agreed to provide the Chief Whip with an up to date list so that she could contact those councillors in her Group to remind them of the scheme.

It was confirmed that the Council budget for £2016/17 allowed for the Members Participatory budget scheme to continue with £750 per Member.

RESOLVED UNANIMOUSLY: That the Cabinet Participatory Budget Sub Committee notes the progress to date in implementing the Member Participatory budgets programme for 2015/16.

RE-ALLOCATION OF £25K WINDSOR LEGACY BRIDGE PARTICIPATORY BUDGET

Members recalled that in 2012 an award of £25,000 had been made to a project to build an Olympic Legacy bridge from Sutherland Grange in Clewer North to provide access to public footpaths in Buckinghamshire. The cost had been estimated at £1-2m and hence the £25,000 funding had yet to be used. The council would prefer for the funding to be utilised and the report therefore proposed three options:

Option 1 would provide improvement works to the car park and entrance of Sutherland Grange. The proposal would increase the number of car parking spaces available by 15. The park was very popular with dog walkers.

Option 2 would be to investment in new facilities in Broom Farm Park located in Clewer South ward, a 12 acre park adjacent to the Broom Farm housing estate. The land was owned by the Armed Forces and had limited use at present. The council had agreed Heads of Terms to lease the land and operate it as an open space for all residents. Councillor Stretton highlighted this as a legacy project. The project could later include an upgrade of the football pitch and multi-use games area. The project would also aid community cohesion

Option 3 would enable full community consultation on a range of potential projects with a defined Olympic Legacy for the wider Windsor community, as part of the PB consultation about to go out with *Around the Royal Borough*.

The Head of Communities and Economic Development explained that when the Army let the contract to maintain the housing estate the park was not included and hence it was currently in a poor condition. As a favour the council's contractor mowed the grass once a year before an event on the field. The council had been negotiating with the Army for the past two years after the issue had been raised as part of the Love Dedworth campaign. The council was very close to the signing of a ten-year lease for a peppercorn rent. Many of the local residents were army wives who used the park to walk dogs with their children. The park was very boggy and a ditch would need to be opened for better drainage. The park was not lit and there were no benches. Councillors in both Clewer North and Clewer South had been consulted on the proposals.

Members noted that the park was not currently in the council's portfolio therefore it had not attracted s106 funding. There was little flexibility in many of the agreements in the Windsor area. The Head of Communities and Economic Development agreed to look through all existing agreements to identify any s106 funding that could be used.

Councillor Stretton suggested any signage at the park could explain that the maintenance of the park was provided from Olympic legacy funding. It was suggested the park, once upgraded, could be opened by an Olympian. The Chairman suggested a 'Friends of Broom Park' group be established.

RESOLVED UNANIMOUSLY: That Option 2, investment in new facilities in Broom Farm Park, be selected as an alternative Olympic legacy project for the Windsor area.

The meeting, which began at 5.00 pm, finished at 5.28 pm

CHAIRMAN.....

DATE.....

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FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Draft Borough Local Plan	-	31/3/16	New Item
Recommendations for New Public Space Protection Orders (PSPOs)	-	31/3/16	New Item
Stafferton Way Link Road Update	-	31/3/16	New item – agreed by Chairman of Highways, Transport & Environment O&S Panel
S106 Financial Update 2015-2016	31/3/16	28/4/16	To allow for further work
Town Centre Wi-Fi	-	28/4/16	New Item
Economic Development Strategy	-	28/4/16	New item
Parking Strategy	31/3/16	26/5/16	To allow for further work
Frances Road, Windsor – Traffic Calming Petition	-	26/5/16	New Item
Delivering an Improved Adult Services	-	26/5/16	New Item
River Thames Scheme – Route Safeguarding	-	30/6/16	New Item
West Street Opportunity Area Supplementary Planning Document (SPD)	-	30/6/16	New Item
Wraysbury Bridge – New Footway (Petition)	-	30/6/16	New Item

Additional Library – Report of Consultation and Feasibility Study	28/7/16	25/8/16	To allow for full consultation
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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), Copping (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

27	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)
	S106 Financial Update 2015-2016	Open -	Update on the receipts and planned expenditure of S106 Developer Contributions	No	Lead Member for Planning (Councillor Derek Wilson)	Hilary Oliver	Internal process	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 28 Apr 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	
	St Cloud's Opportunity Area	Part exempt - 3,4	An update on the work by the DM Manger GL Hearn	Yes	Principal Member for Culture and	Chris Hilton	Proposed Stakeholder and Public	Corporate Services Overview and	Cabinet 28 Apr 2016	

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

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				Communities (Councillor Claire Stretton), Principal Member for Maidenhead Regeneration (Councillor Philip Love)		Consultations	Scrutiny Panel 21 Apr 2016		
Progress Report on Extending Grammar School Provision into the Royal Borough	Open -	Report on progress on investigations into opening a satellite site to Sir William Borlase's Grammar School in Maidenhead.	Yes	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	
Shared Lives Scheme – Business Case	Open -	To agree preferred option for a Shared Lives scheme in the Royal Borough	Yes	Lead Member for Adult Services and Health (Councillor David Coppinger)	Hilary Hall	Internal	Adult Services and Health Overview and Scrutiny Panel tbc	Cabinet 28 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	Cabinet 28 Apr 2016	
Town Centre Wi-Fi	Open -	The purpose of this report is to provide an update on the town centre wi-fi	No	Lead Member for Customer and Business Services (Councillor	Ben Smith	Internal process	Corporate Services Overview and Scrutiny Panel 21 Apr 2016	Cabinet 28 Apr 2016	

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		project and consider the appointment of a preferred supplier		Geoffrey Hill)					
Economic Development Strategy	Open -	To outline the council's economic development strategy for 2016-19	No	Principal Member for Maidenhead Regeneration (Councillor Philip Love)	Russell O'Keefe	Internal process	Corporate Services Overview and Scrutiny Panel 21 Apr 2016	Cabinet 28 Apr 2016	
New Primary School Places in Ascot	Open -	Report setting out options for new primary school places in Ascot, and seeking permission for public consultation	No	Lead Member for Education (Councillor Phillip Bicknell)	Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 19 Apr 2016	Cabinet 28 Apr 2016	
Increasing Home Ownership – Partnership and Investment Plan	Open -	A plan for increasing Home Ownership in RBWM through partnerships with developers and Housing associations and investment of S106 monies	Yes	Lead Member for Adult Services and Health (Councillor David Coppinger), Lead Member for Planning (Councillor Derek Wilson)	Chris Hilton, Hilary Hall	Discussions with Developers and Housing Associations	Planning & Housing Overview & Scrutiny Panel 18 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	David Scott	public vote	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee	

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				Stretton)				e 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)	David Scott	n/a	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 20 Apr 2016	
RBWM Participatory Budgeting Programme for 2016/17	Open -	To provide a brief overview of the Participatory Budgeting (PB) programme for the 2015/16 financial year and agree how the overall 2016/17 PB Capital Budget will be allocated to the various elements of the PB programme.	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	David Scott	Internal	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 20 Apr 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)	Hilary Hall	tbc	Adult Services and Health Overview and Scrutiny Panel 19 May 2016	Cabinet 26 May 2016	

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Parking Strategy	Fully exempt - 1	Strategic paper setting out the principles, priorities and approach to parking / parking enforcement across the Royal Borough.	Yes	Lead Member for Highways and Transport (Councillor Colin Rayner), Lead Member for Environmental Services (Councillor Carwyn Cox)	Simon Fletcher	Internal and external consultation	Highways, Transport and Environment Overview and Scrutiny Panel 18 May 2016	Cabinet 26 May 2016	
Integrated Performance Monitoring Report Q4 2015/16	Open -	Report detailing performance of the Council against the corporate scorecard for quarter 4 2015/16	No	Principal Member for Policy (Councillor George Bathurst), Chairman of Cabinet (Councillor David Burbage)	Karen Shepherd, David Scott	Internal process	Corporate Services Overview and Scrutiny Panel tbc; Culture and Communities Overview and Scrutiny Panel 17 May 2016	Cabinet 26 May 2016	
Flood Monitoring	Open -	Provides an update on national and local developments relating to flooding.	No	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith	Internal process	Highways, Transport and Environment Overview and Scrutiny Panel 18 May 2016	Cabinet 26 May 2016	
Frances Road, Windsor – Traffic Calming Petition	Open -	The following petition was presented to Council on 23rd February 2016 by Cllr Rankin:	No	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith	Public consultation	Highways, Transport and Environment Overview and Scrutiny Panel 18 May 2016	Cabinet 26 May 2016	

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32		<p>'We the undersigned ask the council of the Royal Borough of Windsor and Maidenhead to urgently review the traffic calming measures on Frances Road in consultation with the residents to ensure that effective controls are in place to reduce traffic speeds and the potentially damaging impact of heavy vehicles on house, caused by vibrations as they pass over the existing arrangements.'</p> <p>The Mayor ruled that the petition should be referred to Cabinet for consideration.</p>							

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Delivering an Improved Adult Services	Open -	Permission to explore ways to deliver Adult Social Care in a more resident focused way, creating value for money and adopting a flexible and agile approach	No	Lead Member for Adult Services and Health (Councillor David Coppinger)	Hilary Hall	Internal process	Adult Services and Health Overview and Scrutiny Panel 19 May 2016	Cabinet 26 May 2016	
Ofsted Improvement Plan 33	Open -	To provide a further update on progress against the Ofsted improvement plan and to report on the outcome of the Local Government Association safeguarding peer review	No	Lead Member for Youth Services and Safeguarding (Councillor Natasha Airey)	Hilary Hall	Internal process	Children's Services Overview and Scrutiny Panel tbc	Cabinet 26 May 2016	
Holyport College – Safe Route to School (Petition)	Open -	Council received a petition on 15th December 2015 and resolved the following: i) The council notes the petition, and recognises the need to create and maintain safe routes to school ii) The council notes that £80,000	No	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith	Public consultation	Highways, Transport and Environment Overview and Scrutiny Panel 18 May 2016	Cabinet 26 May 2016	

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34		<p>of highways developer contribution funding awaits a suitable scheme</p> <p>iii) The council recommends that a report be brought to Cabinet in Spring 2016 with potential options to utilise the funding and address the issues raised by the petition, including a full consultation process</p> <p>This report will respond to the Council resolution</p>							
Road Safety Improvements at School – Parking Policy & Practice	Open -	<p>Indiscriminate parking outside schools creates road safety hazards for children.</p> <p>This report will consider policies and initiatives to be introduced, or</p>	No	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith	Consultation with Headteachers / Ward Members and Parish Councils	Highways, Transport and Environment Overview and Scrutiny Panel 18 May 2016; Children's Services tbc	Cabinet 26 May 2016	

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		reinforced to improve road safety.							
Maidenhead Town Centre Conservation Area	Open -	Adoption of updated Conservation Area Appraisal for Maidenhead Town Centre	No	Lead Member for Planning (Councillor Derek Wilson)	Jenifer Jackson	Public consultation	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 26 May 2016	
Holyport Conservation Area	Open -	Adoption of updated and revised Conservation Area Appraisal for Holyport	No	Lead Member for Planning (Councillor Derek Wilson)	Jenifer Jackson	public consultation	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 26 May 2016	
Financial Update	Open -	Financial update	Yes	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 26 May 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)	David Scott	Internal process	n/a	Cabinet Local Authority Governors Appointments Subcommittee 26 May 2016	

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Appointments to Outside and Associated Bodies	Open -	To make appointments of Council representatives on Outside and Associated Bodies	No	Chairman of Cabinet (Councillor David Burbage)	Karen Shepherd	Internal	n/a	Cabinet 30 Jun 2016	
36 River Thames Scheme - Route Safeguarding	Open -	<p>The River Thames Scheme is a major flood alleviation scheme which seeks to reduce flooding and the impact of flooding on the section of the River Thames between Datchet and Teddington.</p> <p>The project is led by the Environment Agency and the Royal Borough is a strategic partner.</p> <p>The purpose of this report is to adopt a policy which safeguards the route of the scheme from development or installation of utility plant seeking to ensure future</p>	Yes	Lead Member for Highways and Transport (Councillor Colin Rayner)	Craig Miller	Key external stakeholder consultation	Highways, Transport and Environment Overview and Scrutiny Panel tbc	Cabinet 30 Jun 2016	

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		deliverability and minimising cost.							
37 Wraysbury Bridge – New Footway (Petition)	Open -	<p>The following petition was presented to Council on 24th January 2016 where it was requested by the lead petitioner that the petition be debated at a full Council meeting.:</p> <p>“We the undersigned petition The Royal Borough of Windsor and Maidenhead to provide immediate funding to enable work to commence at the earliest opportunity, within this financial year, on the agreed road safety proposal for Wraysbury Railway Station Bridge, Station Road’</p> <p>Council considered the report on 23rd</p>	No	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith	Public consultation	Highways, Transport and Environment Overview and Scrutiny Panel tbc	Cabinet 30 Jun 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)
38		February 2016 and resolved that: (i) The council welcomes the petition from Wraysbury and Horton residents, and recognises the need for safe pedestrian access to Wraysbury Station (ii) This council requests the Lead Member for Highways and Transport to report back to Cabinet with a fully costed proposal for the implementation of a footpath at Wraysbury Station.							
West Street Opportunity Area Supplementary Planning Document (SPD)	Open -	To seek approval for formal adoption of the SPD	Yes	Lead Member for Planning (Councillor Derek Wilson), Principal Member for Maidenhead Regeneration (Councillor Philip Love)	Chris Hilton, Ball	PROM (tbc June 2016); Public and stakeholder consultation over 6 week period from 3rd March to 14th April 2016 was	Planning & Housing Overview & Scrutiny Panel 28 Jun 2016	Cabinet 30 Jun 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)
						undertaken on the draft SPD.			
Financial Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor Simon Dudley)	Richard Bunn	Internal	Corporate Services Overview and Scrutiny Panel 15 June 2016	Cabinet 30 Jun 2016	
39 Member Participatory Budgets	Open -	To receive details of how Members propose to spend their PB allocation	No	Principal Member for Culture and Communities (Councillor Claire Stretton)	Andrew Scott	Internal	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 13 Jun 2016	
Neighbourhood Participatory Budget Scheme - Results of Public Vote	Open -	The results of the neighbourhood participatory budget scheme as voted for by the public	No	Principal Member for Culture and Communities (Councillor Claire Stretton)	Andrew Scott	Public vote	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 13 Jun 2016	
Participatory Budget consultation 2016 – Borough-wide and Geographic Areas – Results	Open -	This report will provide the results of the Participatory Budget 2016 consultation – borough-wide and geographic areas	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	Louisa Dean	Consultation carried out with residents via ATRB and Council Tax leaflet	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 13 Jun 2016	
Local Government Association Safeguarding Peer Review	Open -	To report on the outcome of the LGA safeguarding	No	Lead Member for Youth Services and Safeguarding	Alison Alexander	Internal process	Children's Services Overview and Scrutiny Panel	Cabinet 28 Jul 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)
		peer review of Children's Services		(Councillor Natasha Airey)			19 Jul 2016		
Shared Services Update	Open -	To provide an update to Cabinet on the progress of the corporate shared services initiative	No	Chairman of Cabinet (Councillor David Burbage)	Alison Alexander	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 28 Jul 2016	
Financial Update	Open -	To receive the latest financial update	No	Lead Member for Finance (Councillor Simon Dudley)	Richard Bunn	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 28 Jul 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	Governing bodies of relevant schools	n/a	Cabinet Local Authority Governor's Appointments Subcommittee 28 Jul 2016	

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

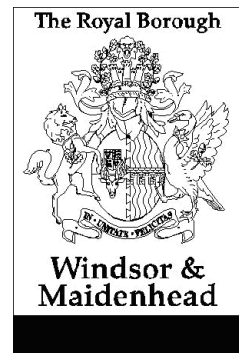
ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, 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)
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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: ACTION



Contains Confidential or Exempt Information	No - Part I
Title	Proposed Naming of Footbridge over Jubilee River Eton
Responsible Officer(s)	Simon Fletcher, Strategic Director Operations and Customer Services
Contact officer, job title and phone number	Anne Keohane Address Management Officer 01628 796278
Member reporting	Councillor Geoff Hill, Lead Member for Customer and Business Services, Including IT
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	Eton and Castle

REPORT SUMMARY.

This report deals with the proposal to name a footbridge owned by the Royal Borough of Windsor and Maidenhead and requests a decision on the matter.

The footbridge in question is over the Jubilee river in Eton College land. As a bridge, it forms part of the highway and also provides a Public Right of Way. It is therefore subject to Street Naming legislation adopted by the council and its policy.

The proposal is submitted by a Mr Scaife, a member of the public, who has applied to the council to name the bridge "Michael's Bridge" in memory of his son who died in a swimming accident in August 2015. The belief is that the name, if adopted, would also serve as a deterrent to other would-be swimmers.

This report provides:

- the legal and policy information that governs Street Naming and Numbering
- details on the process followed
- recommended action

The decision to name the bridge has become a matter of public interest and the council is keen to ensure a transparent approach to the decision.

If recommendations are adopted, how will residents benefit?	
The bridge will become a recognisable landmark which will help emergency services to locate it.	Installation date to be agreed following approval

1. DETAILS OF RECOMMENDATIONS

1.1 RECOMMENDATION: That Cabinet:

- i. **approves the footbridge over the Jubilee River in Eton be re-named “Michael’s Bridge” .**
- ii. **approves that details of the plaque with the bridge name, placement and wording be agreed by the Public Rights of Way team and the proposer.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 The Council owns a footbridge over the Jubilee River in Eton. It was transferred to Council ownership from the Environment Agency after construction. There is no evidence of a name being applied to the bridge.

2.2 The Council received a request from a Mr Scaife in November 2015 to name the footbridge after his son who died in an accident in the Jubilee River in August 2015. Michael Scaife entered the water to help his friends who had got into difficulties. Michael drowned whilst attempting to help his friends.

2.3 Foot and road bridges are part of the Highway and are therefore subject to the Street Naming and Numbering process. RBWM is the Street Naming and Numbering Authority for the area under two sets of legislation:

- Section 64 Town Improvement Clauses Act 1847 (for properties)
- Sections 17 to 19 Public Health Act 1925 (for streets)

2.4 This report deals with the naming of streets, therefore the Public Health Act 1925 (PHA) applies. S17 PHA concerns the council’s duty to deal with proposals to name a previously un-named street or part of street. The process is:

- The applicant proposes a name;
- The council has one month to object;
- That the calendar month has to elapse before the end of the notice period;
- Where the council objects, the applicant has a right of appeal. That appeal is to the Magistrates Court.

2.5 The council has a consultation policy to ensure the acceptability of such naming or re-naming proposals. This policy is available on- line on the RBWM website and in forms sent to the proposers, the relevant point of which is that on receipt of a proposal the council is required to...

“Liaise with the Ward and Parish Councillors in the provision of new street names in larger developments. Councillors have a right to refuse proposed street names and may suggest alternatives.”

- 2.6 Consultation on the proposal has been undertaken and no objections were received from:
- the land owner: Eton College
 - the structure owner; the council
 - the ward councillor for the area: Cllr Alexander
- 2.7 After some initial confusion over the Eton Town Council response to the consultation, the Town Council has now voted, by a majority, to withdraw their objection. Appendix A shows the agreement of the town council plus public support for the change in the form of two on-line petitions (hard copy only) and a letter of support from a member of Slough Fire Services.
- 2.8 The issue became a matter of considerable public interest following Eton Town Council's initial objection. Therefore, the decision to name the bridge has been escalated to Cabinet for transparency reasons. Appendix C includes a map of the location and photograph.
- 2.9 The Public Rights of Way team have suggested a similar plaque to one recently erected in the area be placed on the bridge, and have worked with the Scaife family regarding placement. Appendix C shows a sample plaque.
- 2.10 In conclusion, it is recommended to Cabinet that the bridge be re-named as proposed. The reasons for this recommendation are that existing street naming legislation and policy has been followed; the council has authority under s17 to accept this proposal to name an un-named length of street, and, in any case, Eton Town Council, on a majority vote, has withdrawn its original objection.
- 2.11 The Environment Agency and the Public Rights of Way team have been working together to improve safety by the bridge including; planting the river-bank to deter people from entering the water, placing a life-buoy and erecting warning signs on the bridge. The naming of the bridge will emphasise the dangers for anyone contemplating attempting to swim here.
- 2.12 In addition and as a consequence of initial confusion over this proposal, it has been agreed that reviews be undertaken to understand how a bridge's identity plays a part in safety during emergency incidents and that the street naming and numbering policy is reviewed and re-published to ensure that both the process and means of escalation is clarified for applicants, consultees and other interested parties.
- 2.13

Option	Comments
<p>To refuse the proposal to name the bridge "Michael's Bridge" and to advise Mr Scaife of his right of appeal to the Magistrates Court</p> <p>This is not recommended</p>	<p>Eton Town Council was the only objector to the proposal, and has, on a majority, withdrawn their objection.</p>
<p>To approve the footbridge be re-named "Michael's Bridge" as proposed by Mr Scaife and as permitted under s17 of the PHA 1925.</p>	<p>The naming proposal has followed the correct legal process and policy, and there are no objections to the proposal.</p>

Option	Comments
This is recommended	

3. KEY IMPLICATIONS

3.1

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
The plaque with the proposed bridge name is installed	The plaque will not be installed	The plaque will be installed	N/A	N/A	30 May 2016

4. FINANCIAL DETAILS

Financial impact on the budget

4.1 The one off cost of the plaque will be financed by Highways & Transport, which had already been agreed to, irrespective of the naming of the bridge. There will therefore be no additional cost associated with the naming. There will be no maintenance or replacement policy in the case of damage or removal of the plaque, so no ongoing costs.

4.2

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

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	N/A	N/A	N/A
Reduction	N/A	N/A	N/A

5. LEGAL IMPLICATIONS

5.1 RBWM is the Street Naming and Numbering Authority for the area under s 64 Town Improvement Clauses Act 1647 (for properties) and ss 17 to 19 Public Health Act 1925 (for streets). Under s17 of the Public Health Act, the council can accept or object to a proposal to name an un-named street.

6. VALUE FOR MONEY

6.1 No impact

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 No impact

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
That agreeing to the proposal sets a precedent for naming streets.	The council receives proposals to name or rename other bridges or streets in the borough.	This report recommends that council policy be amended. Policy will require a "grace period" after a person's death before accepting a proposal to name a street after that person. That period will be a minimum of 5 years to a maximum of 20 years.	Establishing a grace period ensures that the council treats all such requests consistently and transparently.

9. LINKS TO STRATEGIC OBJECTIVES

9.1 None

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 None

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 The report will be considered by Highways and Transport Overview and Scrutiny Panel on 23rd March 2016

- Details of consultation process prior to this report – see Appendix A and B for the consultation process prior to this report. Summary of responses: No objections from Cllr Alexander or Eton College. Eton Town Council retracted their initial objection. Highways team do not support but will not oppose the proposal.
- Summary of consultation methodology.
Email communications were sent to Cllr Alexander, Eton College, Eton Town Council and the Highways Team. Slough Council and the Environment Agency were copied for information only.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
31 st March 2016	Report presented to Cabinet for approval of naming.
End May 2016	Subject to Cabinet approval: commission and installation of plaque

16. APPENDICES

Appendix A: Process to Name the Footbridge

Appendix B: Support for the naming

- On-line petitions in support of proposal (hard copy can be made available on request).
- Email from Eton Town Council with majority vote that it approves the naming (electronic).
- Letter from Slough Fire and Rescue Services in support of the proposal (electronic).

Appendix C: Other Information

- Map showing the location of the footbridge
- Photograph of the bridge
- Sample plaque

17. BACKGROUND INFORMATION

Document	Format	Date
Council confirmation that the bridge belongs to RBWM.	Email	20/11/2015
Mr Scaife request to name the footbridge	Email	24/11/2015
Council acknowledgement of receipt of the proposal	Email	24/11/2015.
Responses from Cllr Alexander	Email	24/11/2015
Eton College	Email	27/11/2015
Eton Town Council initial response	Email	09/12/2015
Council request for clarification to Eton Town Council	Email	09/12/2015
Eton Town Council clarification of their response	Email	10/02/2015
Eton Town Council response of 24 th December with objection	Email	24/12/2015
Results of second Eton Town Council meeting.	Email	10/02/2016
Address Amendment document on the right to consult	pdf	

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	9/3/16		
Cllr Geoff Hill	Lead Member for Customer and Business Services, Including IT	4/3/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	9/3/16		
Russell O'Keefe	Strategic Director Corporate and Community Services	9/3/16		
Michael Llewelyn	Cabinet Policy Officer	9/3/16		

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:
Anne Keohane	Address Management Officer	01628 796278

Appendix A: Process to Name the Footbridge

24 November /2015 Receipt of Proposal

The council received a request to name a, previously un-named, footbridge over the Jubilee River on Eton College land. The request was to name the bridge “Michael’s Bridge” after a young man who died in a swimming accident in August 2015. The request came from Mr Scaife the victim’s father.

24 November 2015 Start of Consultation

The bridge is owned by RBWM and is part of the highway as well as being a Public Right of Way (PRoW). The request was processed by the Address Management team under s17 of the Public Health Act (PHA) 1925

24 November 2015 Consultation

Emails to the following were sent:

- Cllr Alexander
- Eton Town Council
- Eton College, the land owner
- Highways Team, as the bridge is owned by the council
- Slough Council – for information only as the bridge is near the borough boundary
- Environment Agency were copied for their information only

November – December 2015 Responses

Consultee	Date of Response	Response
Cllr Alexander	24/11/15	No objection
Eton Town Council	09/12/15	Does not support (the council requested clarification as to whether or not this amounted to an objection)
Eton Town Council	10/12/15	Does not support but will not stop the proposal
Eton College	27/11/15	No objection
RBWM Highways Team	21/12/15	Does not support but will not stop the proposal

24 December 2015 Close of Consultation

The council announced the close of the legal notice period. There were no objections to the naming and the proposal would go ahead. This was sent in emails to Mr Scaife and the consultees.

24 December 2015 Objection from Eton Town Council

Eton Town Council contacted the council to confirm that they had objected to the naming on the basis that acceptance sets a precedent to naming streets (or parts of streets after tragic incidents.)

A retraction and apology email was sent out to Mr Scaife and the consultees. Mr Scaife was not notified until 4th January of his right to appeal to the Magistrates Court.

January 2016

An on-line petition to change Eton Town Council's decision was made and produced a large number of signatures in support of the proposal. The proposal also garnered the support of a Slough Fire Crew member who wrote of the importance of names for locating incidents in an emergency (letter reproduced in Appendix C)

At a subsequent Eton Town Council meeting on 4/02/2016, a vote on the matter was passed on a majority of 8 to 3 in favour of supporting the proposal. The objectors refer to the possibility of precedent being set because of this proposal.

Appendix B: Public Support for Proposal

- i. Email from Eton Town Council with majority support in favour of the proposal.
 - ii. Letter from Slough Fire and Rescue Crew Member in support of proposal
 - iii. On-line petitions in support of proposal (Hard copy only)
-
- i. Email from Eton Town Council with majority support in favour of the proposal.

Page 1 of 1

Town Clerk

From: "Town Clerk" <etoncouncil@aol.com>
Date: 09 February 2016 09:46
To: <anne.keohane@rbwm.gov.uk>
Subject: Naming of the Myrke Footbridge

Good morning Anne,

This will advise that at the Eton Town Council meeting on Thursday 4th February, Members voted to withdraw their objection to the naming of what is known as the Myrke Bridge to Michael's Bridge. The actual vote was 8 to 3.

Mr Scaife was in attendance and he presented his petition to the Deputy Mayor, who was acting as Chairman at the meeting in the absence of the Mayor.

I shall be posting the petition off to you today as I understand that you will need to pass this on to Councillor Rayner.

Best regards,

Bob

Bob Austen
Town Clerk

Eton Town Council
Council Offices
ETON
Windsor
Berkshire
SL4 6AJ

Office Hours:
Tuesday - Friday 8.00am to 1.00pm
Tel: 01753 860377
email: etoncouncil@aol.com
web: www.etontowncouncil.org.uk

09/02/2016

ii. Letter from Slough Fire and Rescue Crew Member in support of proposal

ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE



Dear Sir or Madam,

My name is Seth Juby and I am a Crew Manager at Slough fire station. I was part of the first crew in attendance on the 7th August 2015 when Michael Scaife tragically lost his life in the Jubilee River. His father Mark came into the station today to speak about his efforts to have the bridge named in his memory. I do believe that this would not only be a fitting memorial but also a means of highlighting the dangers of swimming in the rivers. I know that as a teenager growing up in the area myself having a bridge named in someone's memory would have sent an emotive message and I would have caused me to think twice about the potential dangers.

I also feel that from an operational stand point, being able to give the bridge a name would be of a significant advantage. If a similar incident were to occur in that area then the person making the call to the emergency services has a landmark "Michael's Bridge" to which we can be directed again giving us an excellent reference point.

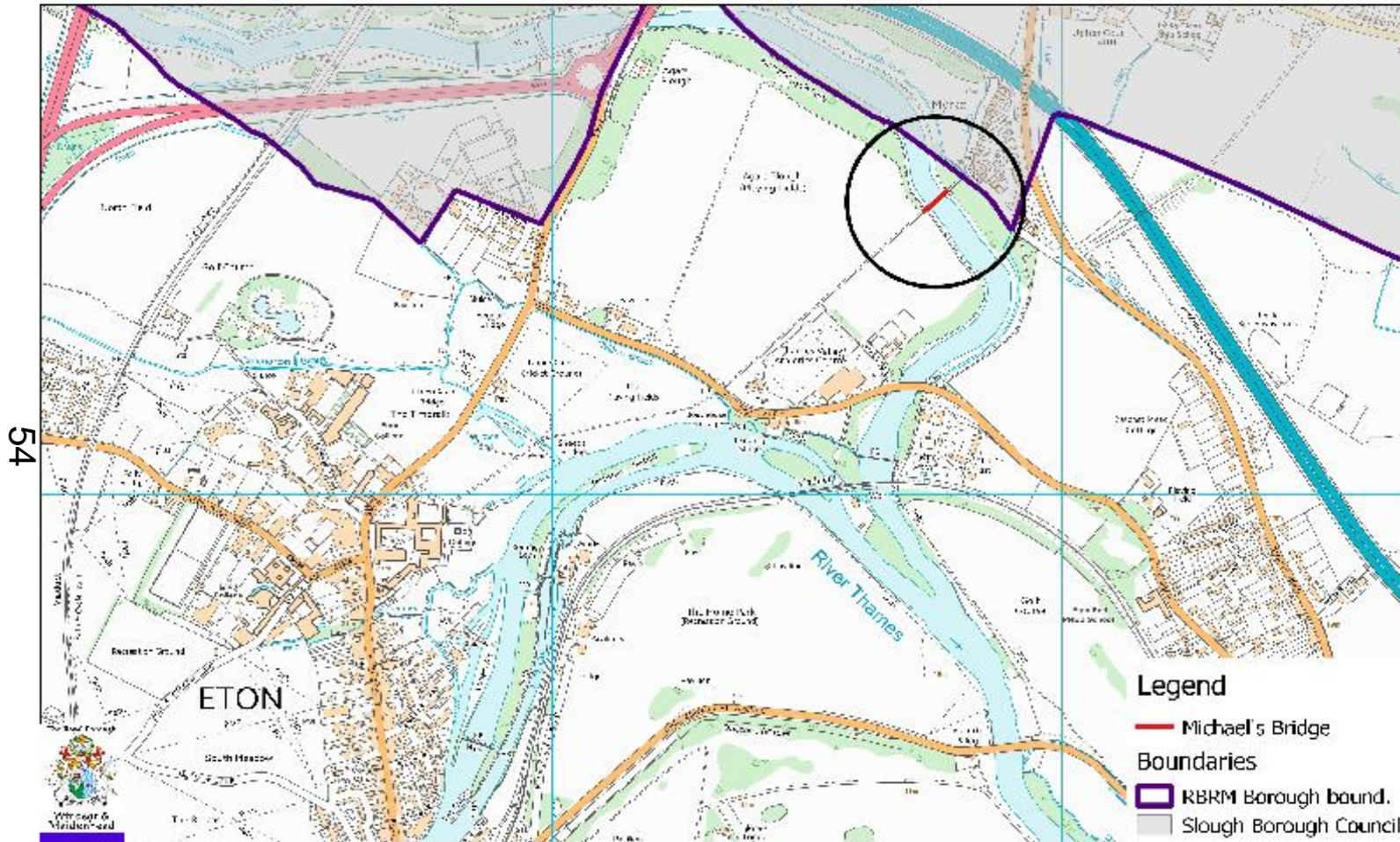
Yours Sincerely

CM Juby

Blue Watch

Slough Fire Station

Appendix C: Map and Pictures



54

Date: 18/03/2016

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Ordnance Survey 100016617

Footbridge over Jubilee River at Eton
proposed as Michael's Bridge



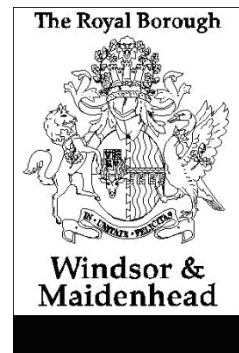
55

Looking from the Footbridge



Sample Plaque to be installed

Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Standards and Quality of Education in Royal Borough schools – A Review of the Academic Year 2014/15
Responsible Officer(s)	Alison Alexander Managing Director & Strategic Director of Adults, Children and Health.
Contact officer, job title and phone number	Kevin McDaniel Head of Schools and Education Services 01628 683592
Member reporting	Councillor Phillip Bicknell, Lead Member for Education
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	12 April 2016
Affected Wards	All

REPORT SUMMARY

1. The report presents a summary of the validated education performance data from academic year 2014-15 with analysis against national benchmarks and year on year performance. The report covers early years to post 16 phases of education across a range of state funded school and college settings. The RBWM Education Data pack, see Appendix 1, contains more detailed information and analysis.
2. The report makes a series of recommendations to further support schools to secure Good and Outstanding OfSTED judgements and to reduce the attainment gaps that continue to exist. Appendix 2 contains a draft action plan to deliver the recommendations.
3. The government has announced a series of consultations about the funding and responsibilities for Education, with changes due to come in from academic year 2017/18 and this report sets out the initial scope of the proposed changes.

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
The level of attainment of children and young people will rise, increasing their overall life chances.	July 2016

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Approve the six actions as key priorities of the Education Improvement Plan for 2016-17.**
 - 1. School improvement service works with the three-tier schools to identify best practice and barriers to success, including methods of working with larger cohorts of pupils to achieve higher levels of attainment at Key Stage 2.**
 - 2. Strengthen partnership working between the Local Authority, schools and the Elevate project to capture more comprehensive destination information and ask Governing Bodies to ensure that all young people are getting the appropriate and independent careers advice before and during 6th form studies.**
 - 3. Continue existing work and launch and lead a borough-wide Pupil Premium Champions network for all primary phase schools to ensure they have access to local and national best practice guidance, especially in schools with small FSM cohorts, which is reflected in plans published by all Governing Bodies.**
 - 4. Seek further collaboration with secondary schools to build on the overall high GCSE standards so Governing Bodies publish pupil premium plans which commit to reduce the attainment gap further every year.**
 - 5. For maintained schools seeking Good judgements, the school improvement service adopt a “Team Around the School” approach, bringing together the host school, local authority, other school and external professionals (such as the Diocese) as appropriate to deliver improvement. This includes formal reviews of progress each term, by the Head of Schools and the Chair of Governors to ensure the additional resource is driving educational outcomes.
For non-maintained schools, the Council will offer support to the Academy Trust and seek their commitment, along with the Regional School Commissioner, to a published improvement plan which will enable residents to see improvement in standards.**
 - 6. Work with secondary schools to share emerging best practice for securing progress for every pupil as measured by Progress 8.**
- ii. Request a further report on academic progress for the 2015-16 academic year on 23 March 2017 following the national publication of validated attainment data.**
- iii. Request a report on the revised roles and responsibilities in Education post Department for Education feedback on the initial consultation, which is currently expected to close on 17 April 2016.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 This report is the sixteenth annual report on the quality of education. It presents a comparative analysis of the performance of pupils in state funded schools located within The Royal Borough in the academic year 2014-15 against national and statistical neighbour and previous years. It is based on validated data published by the Department for Education, most recently in February 2016. A consolidation**

of a wide range of data is presented in Appendix 1: The Education Data Pack 2014-15, Version 2.

- 2.2 The Council has made a number of commitments to raise the overall standard of education in the borough. This includes a focus on supporting schools in provision of excellent education (5.2) and working together to close any attainment gaps (5.11).
- 2.3 In March 2015 Cabinet approved four outcomes, in relation to education standards, see table 1 for progress. In summary three of the four defined outcomes have not been met, and one outcome, which had two parts has been met and significant exceeded the outcome. Two of the three unmet outcomes relate to the volume of OfSTED inspections with insufficient inspections having taken place for the target to be reached. The final outcome relating to top A level grades has declined with fewer students in this cohort and more schools offering a wider mix including vocational subjects.

Table 1: Achievements against 2014 cabinet report outcomes

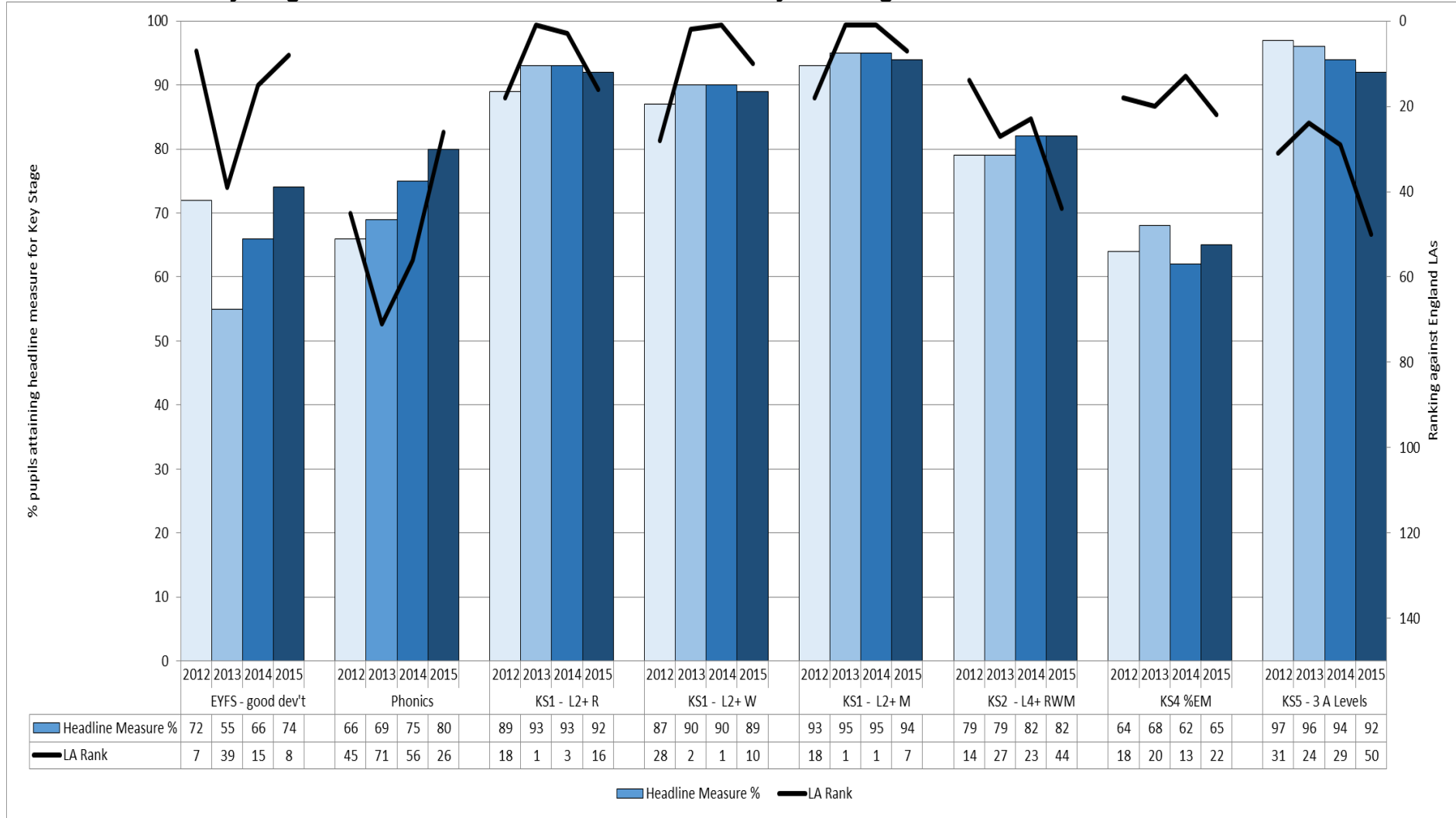
Defined Outcomes	Progress	Commentary
% increase of primary schools rated at least Good by Mar 16.	Unmet 4 inspections	Measure up to 82% at 1 March 2016 from 78% at 31 July 2015 against a Met target of 85-87%. Five schools have been inspected and three improved by one grade with two securing Good judgements. Two remained Good.
% increase of secondary schools graded at least good (including middle and upper deemed secondary) by Mar 16.	Unmet 1 inspection	Only one inspection has taken place. Churchmead School secured a Good judgement. Performance up to 62% from 54% against a Met target of 70-77%.
Reduce FSM gaps at EYFS and Key Stage 4.	EYFS - Sig Exceeded 32% fall in gap KS2 - Met 6.6% fall in gap	EFYS - 2014-15 gap reduced to 19 percentage points compared to 28 percentage points in previous year. KS2 - 2014-15 gap reduced to 28 percentage points compared to 30 percentage points in previous year.
% increase in pupils achieving AAB at A-level; including at least 2+ facilitating subjects.	Unmet Performance fell from 13% to 10%.	A reducing cohort of young people took three A level subjects and fewer of those who did achieved AAB grades. Instead more pupils chose a mixture of subjects including vocational courses and as a result proportionally more went to top universities as measured by the proportion securing places at 'top third Higher Education institutes'.

Overall levels of performance

- 2.4 The data in Appendix 1 sets out attainment and progress in great detail, covering all of the different measures that the Department for Education specifies for education. Overall the borough outperforms the national average level of attainment at all key stages and that performance is summarised in Appendix 1 at Chart 2a.
- 2.5 As a high performing local authority, a more meaningful performance comparison is against the top performing authorities in England. The Borough's performance at each key stage has been ranked out of the 150¹ education authorities in England and the consideration of both our absolute and relative performance over time is set out in Chart 1. The following observations can be made:
- In general, RBWM ranks in the top 20% of local authorities for attainment. The exceptions to this are: Key Stage 2 and Key Stage 5.
 - While the Key Stage 2 results for 2014-15 remained at the same level as last year, the ranking compared to other authorities has dropped to 44th.
 - Similarly, Key Stage 5 measure of 3+ A Levels have declined in absolute terms for the third successive year reducing our ranking from 31st to 50th nationally.

¹ There are 152 Local Authorities with education responsibilities however the Scilly Isles and City of Westminster are excluded as they have a very small number of schools.

Chart 1: RBWM Key stage attainment 2012-15 with Local Authority Ranking



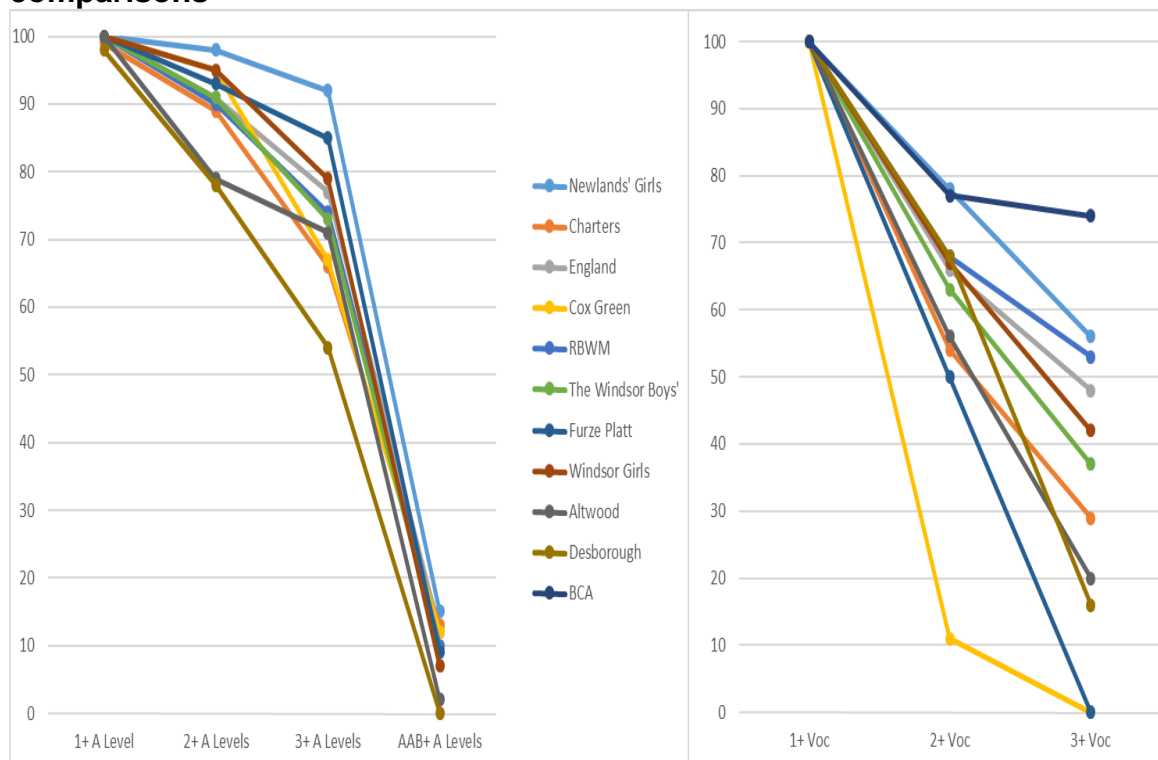
2.6 Further analysis of 2015 Key Stage 2 performance data in Appendix 1 reveals that, while the overall borough performance is 82% compared with 80% nationally, it masks a significant variation. In 2014-15, the overall attainment for those in the two-tier system is 84% ²and that of the three-tier system is 78%³. With just over 30% of pupils within the three tier system this is a significant weakness in the system.

Recommendation on under performance in Key stage 2: The school improvement service works with the schools within the Borough’s three-tier system to identify best practice and barriers to success, including methods of working with larger cohorts of pupils to achieve higher levels of attainment and specifically at Key Stage 2.

2.7 2015 KS5 data shows that the overall borough performance for the proportion of students attaining AAB+ at A level has fallen to 10% compared with 13% in 2015 and 12% nationally. Students opting for vocational subjects, however, are performing slightly above the national average based on those achieving passes in three subjects.

2.8 Chart 2 plots the level of success at A Level and Vocational courses for all state schools and includes national and RBWM performance. It demonstrates that the mixed curriculum deployed in most 6th forms in RBWM reduces the level of overall performance as measured by these two indicators. Newlands Girls performed best at A Level where only nine pupils took vocational courses whilst 74% of BCA’s students passed 3+ vocational subjects compared to the national average of 48%.

Chart 2: Per school A Level and Vocational course performance comparisons



² 802 pupils achieved the benchmark out of a cohort of 956 attending Junior and Primary schools in Yr6.

³ 328 pupils achieved the benchmark out of a cohort of 421 attending Middle schools in Yr6.

2.9 An alternative way to view the success of 6th form education is to consider what the students go on to do next. In the 2015 reporting period, the proportion of students going on to ‘top third higher education institutes’ jumped from 16% to 21% ahead of the national average of 17%. It should be noted, however, that this figure is based on only 82% of the young people in the cohort, compared to 87% nationally. The data used for this measure is assembled from a range of schools, colleges and services.

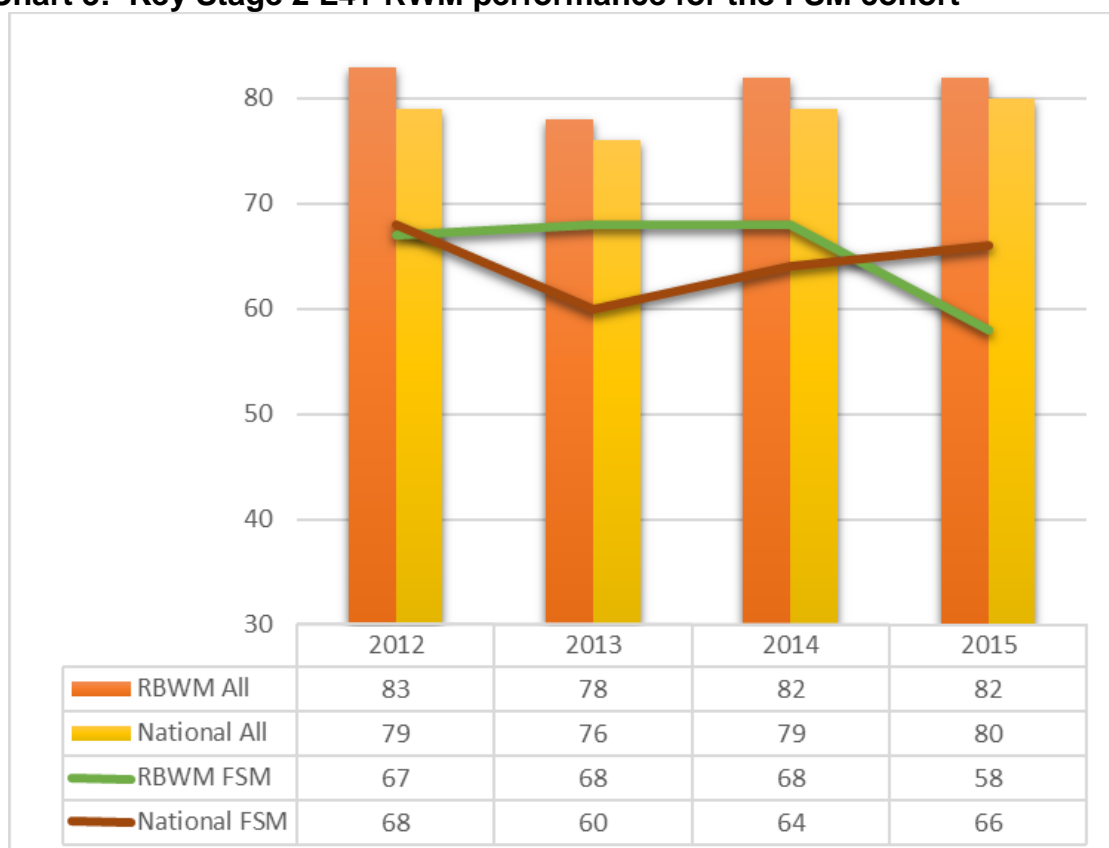
Recommendation on under performance at destination data: Further work is required to strengthen partnership working between the Local Authority, schools and the Elevate project to capture more comprehensive destination information and Governing bodies will be asked to ensure that all young people are getting appropriate and independent careers advice before and during 6th form studies.

Disadvantaged pupils

2.10 There is nationally comparable data for disadvantaged pupils, which includes the Free School Meals, FSM, cohort, at Key Stage 2 and Key Stage 4. Over recent years there has been a national focus on this group of students, underpinned by the Pupil Premium payments to schools.

2.11 Chart 3 demonstrates that, nationally since 2013, attainment of pupils in receipt of FSM at Key Stage 2, Level 4+ for reading, writing and mathematics has been increasing more rapidly than attainment of pupils overall. This pattern is not mirrored in RBWM with the gap widening to 24 percentage points compared to 14 percentage points nationally.

Chart 3: Key Stage 2 L4+ RWM performance for the FSM cohort



2.12 Chart 4 demonstrates that nationally at Key Stage 4, attainment for FSM pupils has been falling as has the attainment for all pupils following significant changes in the way performance is measured. Results in the borough show positive increases in attainment for all pupils, including the FSM cohort; up 3 and 5 percentage points respectively from 2014

Chart 4: Key Stage 4 5+ A*-C English & Maths performance for the FSM cohort

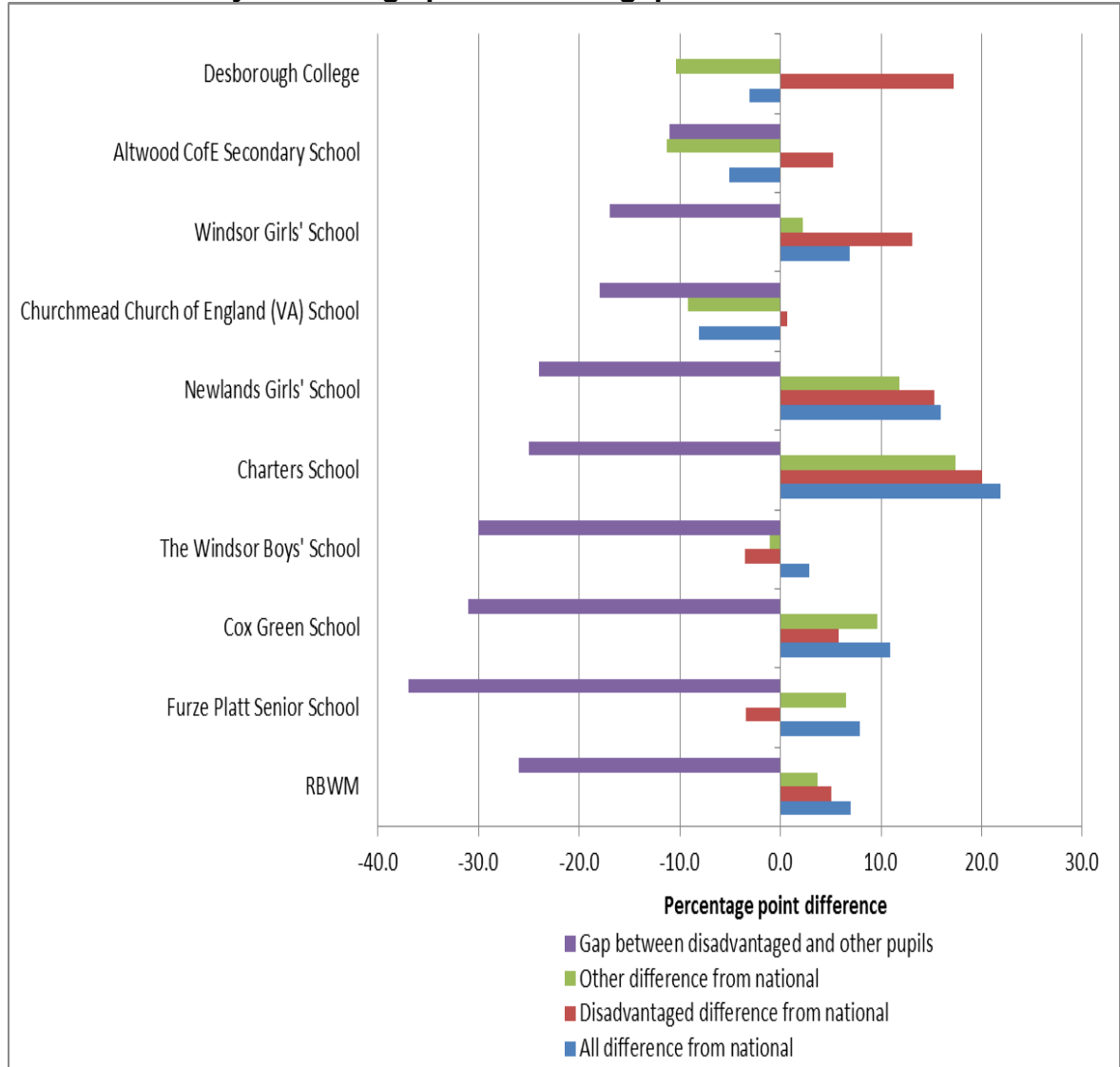


2.13 A borough-wide Pupil Premium conference was delivered with the national Pupil Premium Champion, Sir John Dunsford, in July 2015. All schools were asked to review their plans to narrow the attainment gap. The School Improvement Team continues to work with the schools with the largest cohorts of FSM pupils to share best practice and drive improved outcomes.

Recommendation on under performance of disadvantaged pupils at Key Stage 2: Continue existing work and launch and lead a borough-wide Pupil Premium Champions network for all primary phase schools to ensure they have access to local and national best practice guidance, especially in schools with small FSM cohorts which informs plans published by Governing Bodies

2.14 In the latest statistical release, the Department for Education have published three year average information for GCSE performance. Chart 5 presents results at secondary school level for the cohorts achieving 5+ A*-C GCSEs including English and Maths.

Chart 5: Three year average performance gaps for GCSE benchmark



2.15 This chart shows that, while RBWM GCSE pupils achieve at a higher level than those nationally, there is a 26 percentage point attainment gap between disadvantaged pupils and their peers. The graph also highlights significant differences between schools, notably that there is no attainment gap evident at Desborough College with disadvantaged pupils achieving 17 percentage points higher than similar pupils nationally.

Recommendation on under performance at Key Stage 4: Seek further collaboration with secondary schools to build on the overall high GCSE standards so Governing Bodies publish pupil premium plans which commit to reduce the attainment gap further every year so that all disadvantaged cohorts outperform the national average in line with the best locally.

OfSTED Judgments

2.16 There were 14 Ofsted inspections of schools in the Borough during academic year 2014/15. With two improving and three declining in grade, the proportion of Good or Outstanding schools fell to 74%, compared to the national average of 84%, see Appendix 1, data table 1a for a break down by school type and education phase.

2.17 The Council has committed additional school improvement resources to support all schools to attain or retain a Good judgement. So far in academic year 2015-

16, OfSTED have inspected four school and all have increased their rating. The resource is yielding results and 79% of schools in the Borough are currently judged to be Good or Outstanding.

- 2.18 All relevant schools have an improvement plan to secure a Good judgement from OfSTED. There is an increasing pool of expertise in schools across the Borough, including within nationally established Teaching Schools. This wider expertise can be harnessed to accelerate improvement for children.

Recommendation on under performance on Good/Outstanding school: For maintained schools, the school improvement service adopt a “Team Around the School” approach, bringing together the host school, local authority and other school and external professionals such as the Diocese (as appropriate) to deliver improvement. This includes formal reviews of progress each term, by the Head of Schools and the Chair of Governors to ensure the additional resource is driving educational outcomes.

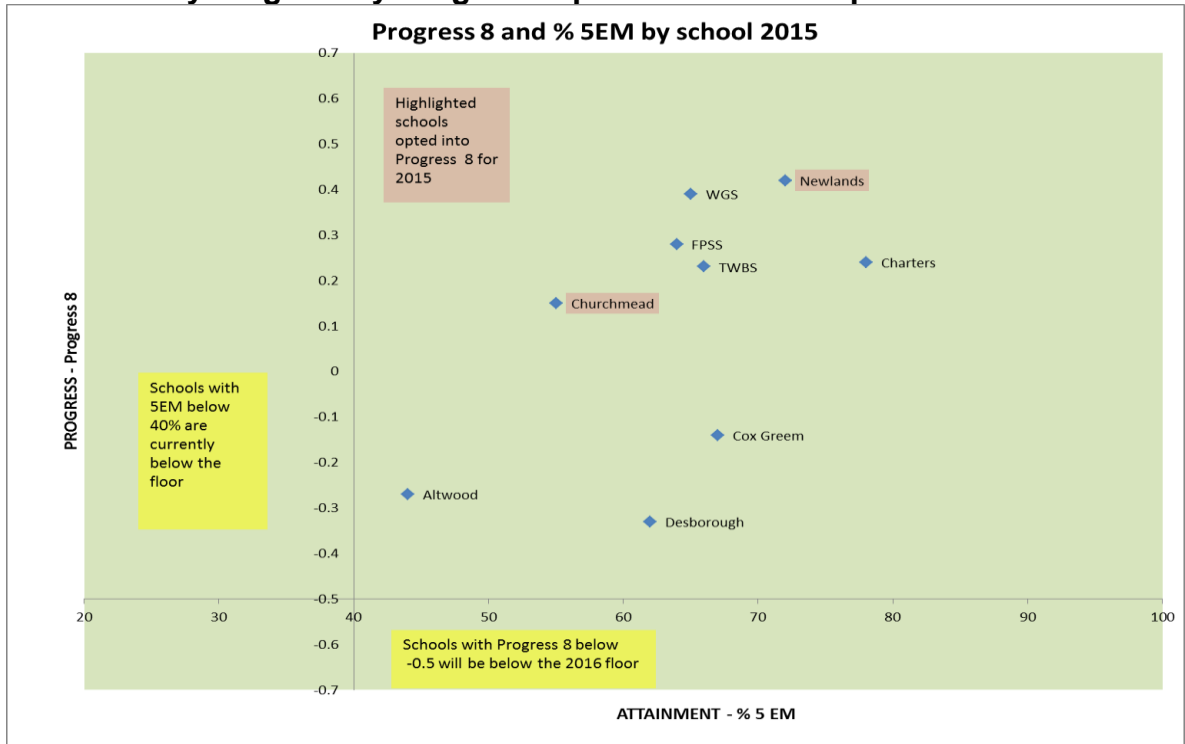
For non-maintained schools, the Council will offer support to the Academy Trust and seek their commitment, along with the Regional School Commissioner, to a published improvement plan which will enable residents to see improvement in standards.

Changes in assessment of secondary performance

- 2.19 The key performance measures for secondary performance will be changing from academic year 2015-16. In particular, a measure called Progress 8, described in Appendix 1, section 4.7, will replace the 5 A*-C including English and Maths measure. Many schools have welcomed this change as it focusses more on the impact schools have had on the progress of a pupil rather than absolute attainment. A Progress 8 result of 0 means that the pupils are achieving in line with the national average. The floor standard will be set at -0.5 which means that, on average, pupils have made half a grade less progress than the national cohort.
- 2.20 The change has been phased in over a couple of years to allow schools time to make curriculum and teaching changes. Some schools in the Borough opted to be measured on this performance indicator in 2014-15, including Newlands and Churchmead. Both schools have performed above the floor standard and above average national outcomes.
- 2.21 Chart 6 is based on data provided by the Department for Education about the Progress 8 performance of all schools in 2014-15. The chart plots Progress 8 against the 2014-15 5+ A*-C inc English and Maths performance on a four quadrant graph. It demonstrates that two schools with better than the 58% national average attainment performance as measured by the current 5 A*-C inc English and Maths are lower than the national average against the new progress measure. This may be due to a number of factors such as the mix of curriculum on offer and the standard of the pupils on entry to the school. All schools should ensure that their school development plan is focussed on improvements in the progress of each and every pupil to secure strong outcomes.

Recommendation on success measures: Work with secondary schools to share emerging best practice for securing progress for every pupil through the school improvement service and in partnership with Teaching Schools.

Chart 6: Key Stage 4 key Progress 8 performance comparison



Proposed changes to education responsibilities and funding

2.22 The Secretary of State for Education announced a two phase consultation to revise the funding of the education system on the 7 March 2016. The first phase has two elements: the role of the local authority and the principles of core school funding.

2.23 It is proposed to remove some responsibilities from local authorities, including school improvement leaving three areas of focus, described by the Department for Education as:

- Securing that sufficient school places are available, ensuring fair access through admissions and working with schools to develop local transport policies, and taking a lead in crisis management and emergency planning.
- Ensuring the needs of vulnerable pupils are met: identifying, assessing and making provision for all children with SEN and disabilities; promoting attendance; and making sure that alternative provision is available for children and young people excluded from school or otherwise unable to attend a mainstream school; leading on safeguarding for those pupils in un-regulated settings, educated at home, tracking children missing education as well as those at risk of extremism; working with schools to ensure they understand and discharge their safeguarding duties; acting as a corporate parent for looked-after children and those adopted from care.
- Acting as champions for all parents and families: listening and promoting the needs of parents children and the local community; supporting parents in navigating the system and ensuring children do not fall through the gaps; supporting children, young people and parents to navigate local SEND arrangements (such as providing information, advice and support); and championing high standards locally.

2.24 The consultation proposes that the following factors are considered as part of allocating core schools funding:

- basic per pupil funding - ensuring a core allocation for the costs of teaching all pupils
- funding for additional needs - including deprivation, low prior attainment and English as an additional language
- school costs - including fixed costs and those related to schools serving rural communities
- area costs - ensuring more funding goes to areas that face the highest costs

2.25 Local authorities will continue to play a role in the distribution of high-needs funding and there is a parallel consultation about changes to the way the funding is calculated and distributed for these pupils.

2.26 The second stage of consultation, later in 2016, will set out illustrations of the impacts of the funding formulae across schools and local authorities. The government will phase the changes in over time so that there is a smooth transition period, including retaining the local authority role in school funding until 2019 to 2020 - although the national funding formula will begin in 2017 to 2018.

3. KEY IMPLICATIONS

3.1 The recommendations throughout section 1 are aimed at improving the attainment of all pupils.

Table 3: Defined outcomes

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
% schools inspected during in the next twelve months secure at least Good*	< 85%	85-87%	88-90%	>90%	Mar 17
Reduce FSM gap at Key Stage 2 by	<4%	4-11%	12-15%	>15%	Aug 16
Reduce FSM gap at Key Stage 4 by	<4%	4-11%	12-15%	>15%	Aug 16
Every school has a published Pupil Premium Plan	<100%	100%	N/A	N/A	Dec 16
% increase in pupils going to 'top third Higher Education Institutions'	<5%	5-15%	16-25%	>25%	Aug 16

* Note: Ofsted targets are based on likely inspection dates and current frequency of inspections. The target does not include schools that are unlikely to receive inspections within the defined period such as: schools which are in their first year following academy conversion, schools with a Requires Improvement judgement which are still within the two year HMI monitoring process and those schools which currently have an outstanding judgement where an inspection is possible but not likely. It is suggested that the maximum number of inspections is 20, with only five taken place at the end of February 2016.

4. FINANCIAL DETAILS

4.1 The consultation on changes to the way education is funded will have implications for the local authority. It is expected that the Education Support Grant will be reduced to just £15 per pupil. This was included as income in the medium term financial plan over a longer time scale as set out below in table 4.

Table 4: Education Support Grant in the medium term financial plan

Line	Description	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
58	Education Services Grant	-1,031	-786	-541	-300

4.2 This reduction is expected to be implemented more quickly, resulting in £486k less grant in 2017/18 and £241k less income in 2018/19 which will be need to be reflected in the medium term financial plan.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report.

6. VALUE FOR MONEY

6.1 Residents will benefit through improved standards in RBWM schools.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None.

8. RISK MANAGEMENT

8.1 None.

9. LINKS TO STRATEGIC OBJECTIVES

9.1 This report on the Standards and Quality of Education in the Royal Borough links to the strategic objectives of:

- Residents First – Support Children and Young People
- Value for Money – Invest in the future
- Delivering Together – Deliver Effective Services
- Equipping Ourselves for the Future – Changing Our Culture.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 This report identifies pupil groups who underperform in national tests. The key underperforming group identified is pupils eligible for free school meals (FSM). The performance of Special Educational Needs pupils (SEN) and Ethnic groups is also analysed.

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 The report will be considered by Corporate Services Overview and Scrutiny Panel on 22 March 2016.

14.2 The data pack version 1 was circulated to schools in December 2015.

15. TIMETABLE FOR IMPLEMENTATION

15.1 The data presented relates to attainment in the past academic year 2014-15. Actions to address priorities for improvement are being implemented during the current academic year, 2015-16.

16. APPENDICES

16.1 Appendix 1: The RBWM Education Data Pack. Academic Year 2014-15, Ver 2.

16.2 Appendix 2: Action plan.

17. BACKGROUND INFORMATION

17.1 None

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	4/3/2016	7/3/2016 11/3/16	
Cllr Bicknell	Lead Member		7/3/2016	
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	24/2/2016	29/2/2016 6/3/16 10/3/2016	Various
Simon Fletcher	Strategic Director Operations and Customer Services			
Russell O'Keefe	Strategic	70		

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
	Director Corporate and Community Services			
Michaela Rizou	Cabinet Policy Assistant	29/02/16	2/3/2016	Various
External				

REPORT HISTORY

Decision type:	Urgency item?
For action	No

Full name of report author	Job title	Full contact no:
Kevin McDaniel	Head of Schools and Education Services	01628 683592

Appendix 1: The RBWM Education Data Pack. Academic Year 2014-15, Ver 2

A1.1 This document has been distributed electronically as it consists of 70 pages of containing several graphs and charts.

Appendix 2: Outline Action Plan

A2.1 This following table outlines the proposed actions to be taken in response to the recommendations in section 2 of the report.

<p>School improvement service works with the three-tier schools to identify best practice and barriers to success, including methods of working with larger cohorts of pupils to achieve higher levels of attainment at Key Stage 2.</p>	<p>Key stage 1 results indicate that all first schools achieved above the national average benchmark (L2+) in Maths and Writing and only one fell below that measure for Reading. Key stage 2 shows the L4+ St Edwards Middle 88% St Peters 82% Trevelyan 79% Dedworth 66%</p> <p>Approach: Bring First and Middle schools together for Active Learning Workshop facilitated by School Improvement, led by National Leader in 3 tier systems (to be identified through national college for school leadership) and have WLP teaching school in attendance. Agenda includes: Myth Busting (eg “First school mark too easily”, “Middle schools expect too much independence at expense of academic progress”) Best practice case studies (St Edwards and external schools recommended by facilitator) Removing barriers exercise (“we could do more if ...”) to identify what is in the way. Joint action planning (1 term, 1 year, 2 year impact targets) for the sector.</p> <p>Project steering group to meet and review progress termly with potential LA investment into CPD stream of work. Encourage to use the Agile approach to the work stream so this is not seen as a “big bang” change.</p>
<p>Strengthen partnership working between the Local Authority, schools and the Elevate project to capture more comprehensive destination information and ask Governing Bodies to ensure that all young people are getting the appropriate and independent careers advice before and during 6th form studies.</p>	<p>Background: Accountability for Independent Careers Advice and Guidance was moved from LA to schools in September 2013. LA retains responsibility for knowing about those who are not in education, employment or training while schools have “destination” measures. There is a fragmentation of systems which track young people post 16.</p> <p>Approach: Re-establish the data sharing network and agreement between Secondary and Upper Schools to maximise the use of a single shared system (that the LA already pays for) which will</p>

	<p>enable the capture of more data at all age groups with operational target of reducing the proportion not captured in the data (after A Levels) to less than 15% (national average regardless of where pupils studied). LA officers meeting on 15 March to move this forward.</p> <p>From the current and updated data, have the network make recommendations how to improve two outcomes:</p> <ol style="list-style-type: none"> 1) Why 12% of disadvantaged students did not sustain (7%) or became NEET (5%) in the year after GCSE's in order to improve the year 10 and 11 careers advice and guidance. 2) What is required to ensure that more that 69% of the cohort leaving 6th form and college are able to successfully secure education or employment/training outcomes. <p>We will need to repurpose and existing post, to lead this and report back on the action plan.</p> <p>All governing bodies will be asked to review the arrangements in place to meet the schools statutory duty to provide independent careers advice and report their findings back to the Council. Governor services to run survey from mid April and report back findings to DMT in June 2016.</p>
<p>Continue existing work and launch and lead a borough-wide Pupil Premium Champions network for all primary phase schools to ensure they have access to local and national best practice guidance, especially in schools with small FSM cohorts, which is reflected in plans published by all Governing Bodies.</p>	<p>Continue the targeted work with 13 schools which have the largest cohorts of FSM pupils, being led by school improvement. Has resulted in focussed plans for each school and first indications of impact will be seen in 2016 results. Next group meeting planned for 25th April and invitation to be made to national award winning secondary school Head to share their best practice.</p> <p>Network of PP champions from every primary school to be led by School Improvement Advisor to raise expectations of every single PP child:</p> <ul style="list-style-type: none"> • Effective PP plans at a school level • Effective differentiation in lessons for each pupil • Cohort progress tracking (how are they doing, how do know, what next?) • PP plan communication to parents and other stakeholders.

	<p>To resource this we will use existing Heads to support School Improvement with our Good / Outstanding schools, freeing up staff to run this network.</p> <p>Governing bodies are required to publish Pupil Premium plans and the Council will audit those plans against the best practise guides, promoting the best for local and national recognition and challenging those that fall short. This will take place in the first half of the summer term 2016.</p>
<p>Seek further collaboration with secondary schools to build on the overall high GCSE standards so Governing Bodies publish pupil premium plans which commit to reduce the attainment gap further every year.</p>	<p>Using secondary specialist resources from nearby Teaching Schools we will commission a task and finish group to learn from those with no or small gaps (Desborough) and those where the FSM significantly out perform the national average (Charters, Newlands, WGS and Desborough). The group will be asked to develop a shared view of the yr9 cohort starting GCSE course in Sept 16 and follow them for two years with an action plan of interventions.</p> <p>In addition to providing resource to lead the group we would expect the work to result in an improved CPD specification that the Teaching schools can take forward for all schools.</p> <p>Secondary schools will be included in the Pupil Premium plan audit described above.</p>
<p>For maintained schools seeking Good judgements, the school improvement service adopt a “Team Around the School” approach, bringing together the host school, local authority, other school and external professionals (such as the Diocese) as appropriate to deliver improvement. This includes formal reviews of progress each term, by the Head of Schools and the Chair of Governors to ensure the additional resource is driving educational outcomes.</p>	<p>When schools are not securely judged Good or Outstanding our commitment remains to invest school improvement capacity, over and above that which the school and Academy Trust in line with our core offer.</p> <p>By creating or joining the Team Around the School we can add:</p> <ul style="list-style-type: none"> • critical challenge to the process of identifying what needs to change • broad knowledge of expertise to assist with making the change • external validation that the change has happened <p>The Head of Service, with the Chair of Governors, would expect to review progress of the action plan each half-term with the team to ensure that the actions are having impact and that the right resources are deployed. For faith schools, the Diocesan teams will be expected to contribute to these plans.</p>

<p>For non-maintained schools, the Council will offer support to the Academy Trust and seek their commitment, along with the Regional School Commissioner, to a published improvement plan which will enable residents to see improvement in standards.</p>	<p>We would seek to use the expertise and skills of education professionals across the borough whenever possible to provide career development opportunities for valuable teachers and keep the money within the education system. We should commission relevant training for this work in order that we can grow the capacity of leaders within the system.</p> <p>Non-maintained schools will be asked to publish their school improvement plans and commitments so that parents are able understand what commitments are being made in those schools that are not under local authority leadership but fall instead under a Trust and the Regional Schools commissioner.</p>
<p>Work with secondary schools to share emerging best practice for securing progress for every pupil as measured by Progress 8.</p>	<p>Run a Progress 8 lessons learnt review from those schools which opted to be measured by Progress 8 in 2015 (Newlands and Churchmead) with all schools and commission relevant paid-for training through Teaching school networks. Approach schools to take part after Easter break.</p>

Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Council Manifesto Tracker
Responsible Officer(s)	Russell O'Keefe, Strategic Director of Corporate & Community Services
Contact officer, job title and phone number	David Scott, Head of Governance, Partnerships, Performance and Policy 01628 79 6748
Member reporting	Cllr Burbage, Leader of the Council & Chairman of Cabinet
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. This report provides the details of progress that has been made against the Council's Manifesto Commitments. This is the second Cabinet report tracking process against each of the commitments since the May 2015 election.
2. The report recommends that Members note the progress in delivering the Manifesto Commitments and that Strategic Directors, in consultation with Lead Members, continue to work on each manifesto commitment to ensure successful delivery.
3. Progress for all 137 commitments is in line with targets after 9 months.

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 fulfilling its manifesto commitments.	On publication of the report
2. Assurance that each commitment is being reviewed regularly and is progressing to timetable set.	On publication of the report

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION:

That Cabinet notes the progress in delivering the Council Manifesto Commitments.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The Manifesto Tracker has been updated by each Directorate within the Council to provide the latest progress on the current position for the delivery of the Administration's manifesto commitments.

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

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Fulfil all manifesto commitments	Less than 100% fulfilled.	100% fulfilled.	N/A	N/A	31 March 2019
Over-deliver against manifesto commitments	0% over-delivered against.	1-5% over-delivered against.	6-10% over-delivered against.	11-15% over-delivered against.	31 March 2019

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 None arising from the monitoring report.

5. LEGAL IMPLICATIONS

- 5.1 Certain manifesto commitments will have legal implications but the purpose of this report is to give a summary of progress and actions for each manifesto

commitment. Specific legal advice will be provided in the individual commitment at the appropriate stage where required.

6. VALUE FOR MONEY

6.1 Specific manifesto commitments are concerned with value for money although the need to ensure efficiency and effectiveness of limited resources is a consistent part of the commitments made throughout the document.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None.

8. RISK MANAGEMENT

8.1 This recommendation requires no additional risks to be managed.

9. LINKS TO STRATEGIC OBJECTIVES

9.1 Each of the 137 manifesto commitments supports the following Council's strategic objectives.

Residents First

- Support Children and Young People
- Encourage Healthy People and Lifestyles
- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

Value for Money

- Deliver Economic Services
- Improve the use of technology
- Increase non-Council Tax Revenue
- Invest in the future

Delivering Together

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

Equipping Ourselves for the Future

- Equipping Our Workforce
- Developing Our systems and Structures
- Changing Our Culture

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 None.

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 Lead Officers have identified expected outcome and action plans with Lead Members.

15. TIMETABLE FOR IMPLEMENTATION

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

16. APPENDICES

16.1 Appendix A: Council Manifesto Tracker.

17. BACKGROUND INFORMATION

17.1 This report summarises progress towards all 137 Manifesto Commitments.

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

17.3 Table 1 shows an overview of performance as of end March 2016:

Table 1 – Overview Summary

Status	March 2016		September 2015	
	Number	Percentage	Number	Percentage
Fulfilled	0	0%	0	0%
On Target	136	99%	137	100
Just Short	1	1%	0	0%
Off Target	0	0%	0	0%
Not Available	0	0%	0	0%
TOTAL	137	100%	137	100%

17.4 Table 2 provides a status update for each of the commitments grouped by Directorate:

Table 2 – Summary by Directorate

Directorates	Status					Total
	Fulfilled	On Target	Just Short	Off Target	Not Available	
Adult, Children & Health Services	0	36	0	0	0	36
Corporate &	0	54	1	0	0	55

Community Services						
Operations & Customer Services	0	46	0	0	0	46
Total	0	137	1	0	0	137

A number of commitments are shared between Directorates.

- 17.5 There is only one manifesto commitment that is Just Short – Ref 6.4 Extend the “Love Dedworth” scheme to other areas of the Borough. The current action is currently showing as amber but it is expected to be back on target by next update.
- 17.6 The following principles have been used to underpin the work undertaken to deliver the commitments:
- Always put outcomes before processes.
 - Put Residents First.
 - Find best practice rather than invent a new wheel.
 - Consult local councillors before significant events occur in an area.
 - Plan and deliver projects and budgets properly.
 - Never forget whose money it is.
- 17.7 The Council is committed to improving the Borough and the services provided for residents and those who work, learn or visit the Borough. The Council is ambitious in its plan and the tracker sets out the progress and the significant next actions for the 137 commitments. Officers are working closely with Lead Members to progress the initiatives that will improve the borough and the services provided.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Russell O'Keefe	Strategic Director of Corporate Services	24 February 2016	01 March 2016	
Alison Alexander	Manging Director	24 February 2016		
Simon Fletcher	Strategic Director Operations and Customer Services	24 February 2016	26 February 2016	
Cllr Burbage	Leader of the Council	4 March 2016		
External				

REPORT HISTORY

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
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Appendix One: Council Manifesto Tracker

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
1.1	Limit council tax rises, at or below the rate of inflation, whilst further improving services	Finance	Council tax will be set at or below September RPI (Retail Prices Index) at each annual Council Budget meeting.	The Cabinet meeting in September 2016 to receive initial savings proposals for 2017/18 Budget.	01-Feb-17	On Target	Corporate & Community Services	Finance	Cllr Dudley	Andrew Brooker	The Council Budget Meeting in February 2016 will receive a set of proposals which will enable this commitment to be met.
1.2	Share more services with other councils to improve efficiency	Finance	Options for sharing services fully considered as verified through the Fundamental Service Review (FSR) process. This will align with the key implications from the shared service Cabinet reports (January 2016 latest report).	Implementation of new delivery models for Children's Services and Operations & Customer Services following Cabinet approval and due diligence. A full business case and proposed implementation plan for a cross Berkshire Finance service. Next phase of FSRs will be completed by September 2016. This will set out further options for sharing services that can be implemented.	31-Mar-17 01-May-16 30 Sept-16	On Target	Corporate & Community Services	Corporate Services	Cllr Burbage	Russell O'Keefe	FSR process being rolled out across all directorates - specifically mentions shared services as a future option to be considered. A business case for a cross Berkshire Finance service is in development. A shared HR service with Wokingham is being explored.
1.3	Continue support to Berkshire Credit Union	Finance	The Council will continue to support Berkshire Credit Union (BCU) and will explore additional providers to enhance the offer to residents.	Agree an action plan of local activity that will be developed to establish a revised BCU service for local residents to be in place by 1 May 2016.	01-May-16	On Target	Corporate & Community Services	Partnership	Cllr Dudley	Kevin Mist / Harjit Hunjan	The Council continues to work with the Credit Union and a meeting has been arranged for 16 February 2016 to explore options to improving services for local residents. BCU have now been refinanced and restructured to become a long term self sustaining (without grants) member focused credit union and continue to support Borough residents and are working with a major employer in Maidenhead to launch a "Save as you Earn" scheme for employees. Further discussions are to take place with M4Money to finalise details of how a new service is to be extended within RBWM following successful submission to the PRA/FCA (Prudential Regulation Authority / Financial Conduct Authority). It has been agreed to extend a common bond to allow credit union to operate in RBWM.
1.4	Progress further council developments with a Private Rented Sector income goal	Finance	Development of alternative revenue streams to mitigate impact of Government funding reductions. A realistic and achievable income goal will be developed for this commitment.	Report on refurbishment tenders for 18a Hampden Road, Maidenhead (3 bed maisonette) and 5a Bell Lane, Eton Wick (3 bed maisonette) received February 2016 and within budget. Refurbishment works instructed and due to complete July 2016. 99 Vansittart (former Windsor Boys School caretakers house) and the House (16 Ray Mill Road East) awaiting transfer to Two5Nine Limited - 30 September 2016.	31-Jul-16 30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Dudley	Chris Hilton / Mark Shepherd	Transfer property 99 Vansittart (former Windsor Boys School caretakers house) and 18a Hampden Road (3 bed maisonette) to Two5Nine Limited.
1.5	Seek to avoid over-inflationary increases in fees and charges	Finance	The Council Annual Budget Meeting in February will receive a set of proposals which will enable this commitment to be met. September RPI (Retail Prices Index) will be used as a baseline.	The 2016/17 budget will be implemented in line with this commitment. The Council Budget Meeting in February 2017 will receive a set of proposals for 2017/18 which will enable this commitment to be met.	01-Feb-17	On Target	Corporate & Community Services	Finance	Cllr Dudley	Andrew Brooker	Budget proposals submitted to Overview & Scrutiny in January 2016. Proposals approved by Cabinet and Council at their meetings held in February 2016.
1.6	Increase spending on grants to voluntary organisations	Finance	Increase amount of grant funding available to local voluntary and community groups.	Any remaining underspend in 2016/17 will be added to grants to voluntary organisations once the amount is confirmed.	Ongoing	On Target	Corporate & Community Services	Partnership	Cllr Dudley	Kevin Mist / Harjit Hunjan	Additional funding has been allocated from savings available via the Crisis Support and Community Care Grant budget, to the Grants Panel to support deserving causes over the three years, £50k in 2014/15, £50k in 2015/16 and any remaining underspend in 2016/17. £36k was added to for grants to voluntary organisations as part of the 2015/16 budget build.
1.7	Invest in technology to improve services to residents	Finance	All Directorates within the Council to invest in the use of modern technology to make tangible improvements for residents	An ICT service improvement plan is being developed based on feedback from the ICT Survey and staff/member feedback. The main points of this plan is to tackle the following: 1) VDI Performance 2) Updating the VDI platform with new software 3) Mobile devices 4) Telephony services 5) WiFi provision 6) Mobile reception improvements. All of these improvements will help us provide a fit for purpose ICT platform which is reliable and secure.	01-Apr-16	On Target	Operations & Customer Services	Technology & Change Delivery	Cllr Hill (Cllr Dudley)	Simon Fletcher	There are 60 projects from all directorates recorded on Verto that have or will involve investment in technology. A review of projects is taking place. Numerous projects will enhance the functionality to existing self-service systems such as Revenue and Benefits, Payment integrations, Residents account as part of the CRM replacement.
1.8	Encourage and support pop up shops	Finance	Increase and support pop up shops in town centres within the Borough, as well as opportunities through market places and other retailing space, e.g. farmers markets and parks.	Work will be done with the Nicholsons Shopping Centre and other landlords to launch a campaign to attract more pop-ups in empty spaces in the town centre. The guide will be formally launched by July as part of Independents Day supporting independent retailers.	31-Jul-16	On Target	Corporate & Community Services	Community Services	Cllr Dudley	Kevin Mist / Steph James / Paul Roach	Pop-up shops continue to be popular in the Nicholsons Shopping Centre and support is being offered to individuals/ organisations who enquire. The possibility of using the Housing Association New Market space is being investigated.
1.9	Consider further business rate relief to enhance & promote new businesses	Finance	An increased number of businesses making use of the revised empty shop relief initiative. Numbers will be kept under review and appropriate policy changes developed if needed.	If Cabinet approves the new policy its success will be monitored, along with the other business rate relief policies, over the next six months.	30-Sep-16	On Target	Corporate & Community Services (Operations)	Finance	Cllr Dudley	Andrew Brooker / Kevin Mist / Andy Jeffs	The Governments Retail Re-occupation Relief scheme offering 50% off Business Rates for 18-months on retail premises that have been empty for more than 12-months ceases on 31 March 2016, although those applications approved before that date will continue to receive the relief until the end of their 18-month period. A paper will be presented to the March 2016 Cabinet proposing the introduction of a new discretionary scheme from 1 April 2016, under its available powers, offering Businesses up to 100% discretionary relief if they occupy empty retail premises that have been empty for 12-months or more.
1.10	Maintain our strong stance against benefit fraud	Finance	Corporate Investigations work is now carried out by the Shared Service hosted by Wokingham. Significant part of the focus of their pro active work is around fraudulent/erroneous claiming of discounts on Council Tax and Business Rates. Outcome will be reviewed as the shared service develops.	Report to Audit Panel May 2016 on the activity of the shared service team.	30-May-16	On Target	Corporate & Community Services	Finance	Cllr Dudley	Andrew Brooker	Responsibility for Housing Benefit Fraud transferred to the Department of Works & Pensions from December 2014 so the Borough now operates largely in a support role.
1.11	Support the "Pub Loan Fund" policy locally	Finance	A local scheme in place to support local communities to retain local pubs.	To write to the minister to find out more details of the central government scheme announced. Contact will be made with local CAMRA (Campaign for Real Ale) to explore on how the Council can support local campaigns.	30-Apr-16	On Target	Corporate & Community Services	Partnership	Cllr Dudley	Kevin Mist	Pub Loan Scheme has been launched but the Government has not yet released details of how it will operate. A meeting has been held with the local CAMRA branch to support their campaign to list local pubs as Assets of Community Value.
2.1	Maintain increases in locally funded spending on roads and pavements	Highways & Transport	Maintain locally funded spending on roads and pavements by April 2019 (2011-2015 spend as baseline).	Assessment and prioritisation of roads and pavements for works in 2016/17 completed and work programme presented to Cabinet/ CPSC for approval.	30-Apr-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Dudley (Cllr Rayner)	Ben Smith	(i) Delivered the approved capital programme (including participatory budget allocation) on roads and pavements. (ii) Highway Asset Management Plan prepared and approved by Cabinet Jan 2016, including Investment Strategy for Roads and Pavements. (iii) Funding agreed by Cabinet 11/02/16, subject to Council approval 23/02/16.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
2.2	Develop and maintain cycle routes	Highways & Transport	Minimum 3 new cycle routes opened / extended by April 2017.	Prepare Cycling Strategy (to include prioritised area based work-programme) for consultation.	30-Apr-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	(i) A4 (Maidenhead to Slough cycle route) deferred to 2017/18 due to competing financial priorities. (ii) Develop scheme and submit business case to Thames Valley Berkshire Transport Body (Thames Valley Berkshire Local Enterprise Partnership) for the Ascot to Windsor cycle route. (iii) Develop a prioritised area based on work-programme in conjunction with the Cycle Forum.
2.3	Seek improvements (e.g. extensions and frequency of services) to bus routes across the Borough	Highways & Transport	Improvements to 3 bus routes by April 2018. 5% increase in satisfaction levels with bus services by April 2019.	Develop a range of options, in consultation with bus service providers, for consideration by the Lead Member for Highways and Transport.	31-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	Proposals to alter commercial routes received from operators - Lead Member briefed accordingly to minimise impact on residents. This activity has delayed / impacted upon developing options to improve bus routes. National Highways & Transport Benchmarking survey indicates increased satisfaction with local bus services.
2.4	Provide additional car parking in town centres	Highways & Transport	Deliver 800 additional parking spaces across Windsor and Maidenhead town centres.	(i) Parking Strategy options to be considered by Cabinet. We will seek support from commercial providers to assess the additional parking provision requirements for the borough and options for delivery. (ii) Prepare options on increase on-street and off-street parking in Windsor for consideration by the Lead Member for Highways and Transport. (iii) Implement agreed additional on-street parking for Maidenhead.	(i) 26-May-16 (ii) 26-May-16 (iii) 30-Jun-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	(i) Prepared options on increase on-street parking in Maidenhead for consideration by the Lead Member for Highways and Transport. (ii) Extension of Meadow Lane car park, Eton - substantially complete.
2.5	Work with utility companies to improve the quality of road and pavement repairs	Highways & Transport	Reduced over running road works by 10% and reduce the number of complaints relating to the quality of utility company repairs by 10%.	Consult with utility companies and stakeholders; prepare decision report for September Cabinet.	29-Sep-16	On Target	Operations & Customer Services	Neighbourhood & Streetscene	Cllr Rayner	Ben Smith	Conference chaired by the Lead Member to be held to set RBWM's expectations of quality and timeliness of utility works being undertaken in the Borough - delayed to form part of the consultation on the Streetworks Permit Scheme Develop business case for Streetworks Permit Scheme and report to Cabinet in March 2016.
2.6	Continue to review and reduce unnecessary traffic lights	Highways & Transport	A minimum of 4 unnecessary traffic signals removed by April 2019.	(i) Go out to public consultation on agreed options for Arthur Road subject to feedback from Ward Members. (ii) Deliver Cabinet resolution on Imperial Road/ Winkfield Road junctions consultation and proposals. Phase 1 by 30 June 2016. (iii) Send list of all sites for potential traffic light removal to all Ward Members. Comments received.	30-Apr-16 30-Jun-16 30-Apr-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	(i) Consulted Ward Members on options to remove traffic signals from the Arthur Road corridor in Windsor. (ii) Public consultation carried out for Imperial Rd/ Winkfield Rd junctions. Reported to Cabinet Feb 2016. (iii) List of all sites for potential traffic signal reviews sent to all Ward Members for comment - Feb 2016.
2.7	Continue to improve bus stops and work for accurate real time arrival information	Highways & Transport	45 bus shelters supplied with real time information displays by April 2017. Bus information available in a minimum of 4 new formats by April 2019 (for example: new mobile phone applications / town centre information screens / railway station information screens / web based information).	Procure and secure supplier for implementation of real time displays at bus shelters.	01-Sep-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	Ensure that 90% of vehicles are equipped with real-time information trackers - work in progress to achieve 90% coverage (currently at 80%). Significant progress dependant upon approval of capital funding 2016/17.
2.8	Work with schools to keep them open during adverse weather	Highways & Transport	100% of Borough schools (who have requested them) supplied with grit bins by October 2016. Improved communication and operational plans developed with schools to reduce the number of days lost due to bad weather closures.	Continue to ensure salt stock and operations on standby until Winter season ends - April 2016. Review Winter Service Policy and plans and prepare report for Lead Member.	30-Jun-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Bicknell (Cllr Rayner)	Ben Smith	All schools were contacted; grit bins checked and refilled in advance of Winter 2015. Salt stock is at maximum capacity.
2.9	Ensure flood schemes and maintenance are delivered on time to better protect homes and highways	Highways & Transport	95% of flood schemes and maintenance delivered on time.	Prepare 2016/17 works programme for approval by Members.	31-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	(i) Progress report presented to Cabinet (November 2015). Schemes completed include; School Lane, Cookham, Junction Broadmoor Road / The Street Waltham St Lawrence, Major river bank repairs at Hurley (ii) 14 of the 15 schemes to be completed by 31 Mar 16 (to achieve 95% of approved flood related capital schemes).
2.10	Plan for the arrival of Cross Rail to deliver more integrated rail, taxi and bus services	Highways & Transport	Bus / rail interchange with new taxi facilities opened by April 2019, including combined customer information.	Area 'masterplan' being prepared by development manager (Lambert, Smith, Hampton) to be approved and implementation phase commenced. Funding agreed by Cabinet 11 February 2016 and Council 23 February 2016.	01-Jun-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	Options prepared for Station Interchange by development manager (Lambert, Smith, Hampton).
3.1	Protect the Green Belt	Planning & Housing	Up to date Borough Plan that ensures green belt policies are robust and that growth is managed without overall detriment to the green belt. In addition that development management resists development in the Green Belt.	Consultation elements completed and submission of draft borough plan in line with September deadline.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Wilson	Chris Hilton	Development of the emerging draft plan.
3.2	Deliver home ownership through shared equity and other models where the resident has a stake in their property	Planning & Housing	Phase I: A new shared equity model is developed by April 2016. Phase II: An increase in home ownership for 40 homes per year by April 2019.	Agree a delivery plan and investment programme (Section 106 funding) with Members at Cabinet in April and commence implementation.	28-Apr-16	On Target	Adult, Children & Health Services	Housing & Commissioning	Cllr Coppinger (Cllrs Dudley & Wilson)	Nick Davies	Members workshop and Policy committee in January considered how to develop new home ownership models. Ongoing discussions and proposals invited from Housing Associations and developers. Starter Homes discussions underway with HCA and Associations.
3.3	Support innovative funding options for Right To Buy schemes	Planning & Housing	Residents have access to right to buy schemes by April 2017.	Review the results of the voluntary right to buy pilots with housing associations to consider local application.	01-Sep-16	On Target	Adult, Children & Health Services	Housing & Commissioning	Cllr Coppinger (Cllr Dudley)	Nick Davies	Discussions with key Housing Associations in RBWM in January established that voluntary right to buy roll out will be subject to the results of the pilot areas. Plans agreed with Planning and Housing Associations.
3.4	Enhance and support our conservation areas	Planning & Housing	Appraisal and review of current conservation areas.	Maidenhead Town Centre and Holyport conservation areas consultation results reported back to Cabinet in May 2016.	31-May-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Wilson	Chris Hilton	Assess responses to Inner Windsor and Trinity Place/Clerence Crescent appraisal consultation undertaken Feb/March 2016.
3.5	Continue to carry out rigorous planning enforcement activities	Planning & Housing	React and action infringement of planning legislation.	Implementation of recommendations from planning service review of enforcement following member approval. This will include a proposed new enforcement charter. Day to day work enforcement work ongoing.	01-Jul-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Wilson	Chris Hilton	Introduction of new performance targets in Q1 2015. Review of Enforcement Policy to take place to ensure effective use of resources.
3.6	Reward deserving tenants with higher nomination rights e.g. for contributions to the community	Planning & Housing	A scheme to reward deserving tenants is built into local letting plans on new builds by 2016.	Provide reports on negotiations with Radian to adopt the approach. Explore potential of this being provided by non stock transfer associations.	01-Apr-16	On Target	Adult, Children & Health Services	Housing & Commissioning	Cllr Coppinger	Nick Davies	HSL have agreed to adopt a scheme to reward deserving tenants built into the local lettings plans. Finalise pipeline of local lettings opportunities and agree schemes with Registered Providers.

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3.7	Support ex-Forces personnel with access to housing through local policies	Planning & Housing	Bespoke housing options advice is provided or the appropriate housing option for example Private rented sector to 100% of ex-Forces personnel who elect to stay in the local area. 100% of ex-Forces personnel who elect to stay in the area are supported to access shared ownership.	Use the Mayor's focus session on Housing for ex service personnel in March to establish further opportunities to support personnel.	01-Apr-16	On Target	Adult, Children & Health Services	Housing & Commissioning	Cllr Coppinger	Nick Davies	Confirmed that the allocations policy does allow access to ex forces personnel. Ongoing contact from Housing Options with families through Army Welfare Service. Mayor held a session focussing on ex services housing with Haig Homes in February 2016 follow up session to agree actions in March 2016 Roll out with Army Welfare Service, Housing Solutions and Haig Homes. Counter offer Forces needs e.g. RAF. Explore nomination rights and Heatherwood site redevelopment.
3.8	Protect the essential character of urban areas	Planning & Housing	Protect and enhance the identity of the Borough's urban areas.	Consultation elements completed and submission of draft Borough plan in line with September deadline.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Wilson	Chris Hilton	Ensure the emerging Borough Local Plan includes a design element. Encourage Neighbourhood Plan groups to consider this aspect in their plans. Ensure schemes for the AAP (Area Action Plan) area are considered by the Design Panel.
3.9	Continue to support the regeneration of our towns	Planning & Housing	Support all regenerations within the Borough.	See 10.1 and 12.1.	31-May-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Dudley (Cllrs Bicknell, Wilson & Love)	Chris Hilton	Please also see ref 12.1 (Support Ascot High Street regeneration). Progress with Maidenhead Regeneration with the use of development frameworks: Ryger application to be considered by Development Control Panel September 2015. York Road /Stafferton Way / St Clouds December 2015. Plans for Windsor Regeneration to be formulated once the Neighbourhood Plan has been adopted.
3.10	Support local decision making for planning applications where appropriate	Planning & Housing	Decisions on agreed planning applications made at local level.	Progress work with the next four parish councils who have expressed an interest in determining planning applications and continue to promote to other potentially interested parties.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Burbage (Cllrs Wilson & Bateson)	Chris Hilton	Establishment of pilot with Bray Parish Council. Ongoing discussions with Bray on details of pilot scheme. Bray Parish Council to make final decision on pilot once Memorandum of Understanding and all details resolved - 31 May 2016.
4.1	Keep the weekly bin collection	Environment	Weekly bin collection maintained throughout the period of the current administration.	Review collection system ahead of the procurement of a new waste and recycling collection contract to start in April 2019, to ensure weekly bin collection.	01-Apr-17	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Weekly bin collections have been maintained during this period.
4.2	Improve the incentives for recycling e.g. through better Greenreedeem rewards	Environment	Provide incentives from a minimum of 5 national brands and retailers to residents at all times and a range of a minimum of 5 new local rewards to residents each month. By the end of the administration over 120 reward partners should be linked to the scheme.	Conclude review of the Greenreedeem contract with a view to determining whether or not an extension will be pursued. Options for the Greenreedeem contract to have been considered and discussed with Lead Member.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Greenreedeem introduced £5 gift vouchers as a reward, with no additional spend needed for residents in October 2015. These rewards have been very popular with residents. Gift cards have been available for a range of retailers including Marks and Spencers, Sainsbury's and other high street retailers. The partnership between Greenreedeem and Unilever also continues, with a range of different vouchers available for everyday household products. Popular local rewards have included money off a gym and swim at The Magnet and Windsor Leisure Centre, money off at Rush Hair, Buy one Combo, get one free at The Cattle Grid restaurant and a meal and drinks offer at The Duchess of Cambridge. Contract discussions began with Greenreedeem in October 2015.
4.3	Recruit and promote recycling through local champions	Environment	4 local Community Champions a year will be recruited to help promote recycling within the Royal Borough. A team of 20 active Community Champions will be working in the area by the end of the administration. The champions will help at community events, and will promote recycling within their own local community. Each champion will be involved in at least one promotional activity a year, to encourage other residents to recycle more.	Local champions to have supported at least 5 community recycling events. Events planned so far include; 25/02/16 – Energy from waste tour & talk, Ardley 03/05/16 – Compost giveaway 18/06/16 – Cookham Festival 23/07/16 – Maidenhead Carnival 11/09/16 – Sunningdale Carnival.	30-Sep-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox (Cllr Stretton)	Craig Miller	29 community champions have now been recruited in total, undertaking actions in their communities such as monitoring recycling sites, encouraging their neighbours to recycle and helping with stalls at community events. A visit to Ardley Energy from Waste plant took place on the 25th February 2016, to educate community champions about the process for recovering energy from waste, so they are able to talk to residents in their local community about what happens. Community Champions meeting was held in October 2015 to review summer events and actions and plan future engagement activities.
4.4	Double the number of community wardens from 18 to 36	Environment	Establishment of a pool of 36 multi skilled officers delivering community and enforcement services across a broad range of functions.	Undertake an options appraisal for delivery of 18 additional Community Wardens.	30-Sep-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	The restructure of the Community Protection & Enforcement Service is on track to be fully implemented on 01 April 2016. This lays the foundations for multi skilled officers and the opportunity to commence delivery of this commitment. Officers have commenced an appraisal of all options pertaining to this commitment for review with the Lead Member of Environmental Services.
4.5	Continue to support the fight against anti social behaviour through our community wardens	Environment	Implement a phased programme to increase the number of Community Wardens to 36 (head count) resulting in at least ten additional enforcement functions being undertaken by Wardens (either new functions or those transferred from other departments realising efficiency savings).	Based on the prepared briefing regarding accreditation by Thames Valley Police a strategic decision over the additional functions will be considered in conjunction with the Lead Member. If it is agreed that accreditation should be sought at this time this process will commence in April 2016. As part of agreeing to undertake the accreditation scheme we will confirm how many of the ten additional enforcement functions can be achieved through this route.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Produce a briefing note for consideration by the Lead Member of Environmental Services on Thames Valley Police accreditation for Community Wardens and associated increased low level enforcement capability e.g. bicycles riding on footpaths etc. Briefing note prepared but not yet discussed with Lead Member.
4.6	Encourage more community groups to join Greenreedeem and receive donations	Environment	Encourage a minimum of 30 community groups to register for the new Greenreedeem scheme each year, and distribute £20,000 a year to the most popular projects, based on the number of Green Redeem points allocated by residents to each project on a quarterly basis.	Agree a marketing programme with the Community Partnership team and Communications targeted at Community Groups to raise awareness of the Greenreedeem scheme.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Stretton (Cllr Cox)	Craig Miller	Greenreedeem launched as a stand alone scheme, distinct from the Neighbourhood Participatory Budgeting Initiative on 1 July 2015. Community Groups are invited to apply online to be part of the scheme. Residents can allocate points to their preferred community group project and the top five projects in each quarter receive £1000. Unsuccessful projects are moved forward into the next quarter. Each community group is eligible to be awarded a maximum of £2000 in a year period, with a maximum of twenty projects receiving a reward of £1000 during a one year period. The following projects received funding at the end of December: Alexander Devine Children's Hospice; Cox Green School Community Garden; The Windsor Boy's School Boat Club; Thames Hospice; Waltham St Lawrence Primary School
4.7	Implement a collective energy switching programme	Environment	A collective energy switching programme is implemented for Borough residents.	Scheme partner agreed and contracts signed with a view to implementing the Council's first energy switching auction in mid October.	31-Oct-16	On Target	Corporate & Community Services	Performance	Cllr Coppinger (Cllr Cox)	David Scott	Conduct initial research into existing schemes in other local authorities and develop a scheme outline.
4.8	Continue enforcement of litter and dog fouling	Environment	100% of Community Wardens have the ability to enforce dog fouling and littering cases.	Now that 100% of Community Wardens have the ability to enforce dog fouling and littering cases, three specific operations to target dog fouling in "hot-spot" areas will be carried out.	31-Jul-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Development of restructure of Community Protection & Enforcement Services (CPES) unit for consideration and approval by Lead Member and CMT (Corporate Management Team). Restructure approved and to be implemented on 1st April. The restructure refers to the broadening of the warden role. 128 Fixed Penalty Notices have been issued combined for littering and dog fouling.
4.9	Lobby for continuing external funding for the River Thames Scheme	Environment	The Borough to continue to work with local partners and other agencies to secure more external funding.	Continue to influence project through attendance at Sponsoring Group and Programme Board.	11-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Dudley (Cllr Rayner)	Ben Smith	Active participation in Programme Board and Sponsoring Group - ongoing. Additional funding secured from the Thames Valley LEP during this period (£500k). Funding agreed by Cabinet 11/02/16, and Council 23/02/16.

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4.10	Maintain lobby against Heathrow expansion	Environment	RBWM's position on expansion at Heathrow is submitted to Government for consideration within future decisions regarding runway capacity in South East England.	RBWM to work alongside 2M Authorities to determine whether legal challenge of any future decision or the work of the Aviation Commission is viable. SNA depends on response yet to be received from the PM but discussions with Lead Member will continue throughout April 2016.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Previous SNA was to develop an RBWM strategy and campaign to lobby Central Government and relevant departments to ensure RBWM's position on expansion at Heathrow was considered within future decisions regarding runway capacity in South East England. This was done - and media coverage of SoS statement now suggests that runway decision could be deferred past the summer period in view of potential EU referendum. Joint letter to be sent to the PM setting out that the 2M Authorities are considering their position, should Heathrow be the favoured option.
4.11	Work with local communities to manage flood risk	Environment	Well informed communities with an increased ability to manage flood risk and respond to flood events. Four new initiatives implemented by December 2017. Local Flood Risk Guide in place by April 2017.	Work with Parish Councils / local communities to develop and adopt Local Flood Plans. Undertake a review to determine how the four new initiatives will be identified and delivered by December 2017.	01-Oct-16	On Target	Operations & Customer Services	Neighbourhood & Streetscene	Cllr Rayner (Cllr Cox)	Ben Smith	Development of a guidance document for Riparian Owners to help them understand and execute their responsibilities for watercourses routed through their land. Flood Plan updated. Borough Flood Group meetings. Met with Cllr Bateson to agree strategy and understand issues. Research to be undertaken as part of the Borough Local Plan process.
4.12	Support the rural economy and agriculture by adopting policies that have worked elsewhere	Environment	An robust rural economy.	Economic Development Manager to liaise with Cllr Bateson and prepare a draft paper for discussion.	30-Jun-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Bateson	Chris Hilton	Met with Cllr Bateson to agree strategy and understand issues. Research to be undertaken as part of the Borough Local Plan process.
4.13	Explore further deployment of PV cells	Environment	Additional solar panels are installed at Council owned/managed sites.	Following further investigations it was determined that the solar installation at Tinkers Lane Depot would not be possible due to the age of the roof. Central government have also announced a large reduction in the solar subsidy (feed in tariff) which has detrimentally affected the business case for future installations. Market testing is being carried out on a regular basis to highlight when conditions are once again suitable for a new solar installation.	31-Dec-16	On Target	Corporate & Community Services	Performance	Cllr Coppinger	David Scott	Issue invitation to tender for the installation of solar panels on the roof at Tinkers Lane.
4.14	Continue planting trees	Environment	More trees planted each year.	The tree planting season is November to March annually. To support this, the Council will be assessing more sites for planting as part of an overall strategic review, both highways, cemeteries, parks and open spaces. The Council will also continue to encourage suggestions from residents, Councillors and Parishes.	30-Nov-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton	Kevin Mist	2015/16 tree planting schedule has been implemented with 280 standard trees planted in parks and highway, 400 trees are to be planted by volunteers in the new reserves in Eton wick and Maidenhead. Launch of free Trees for Residents scheme in Autumn 2015. Tree planting season on highways and parks commence in November 2015. Trees will be planted by the community in new nature reserves planned in Eton Wick and Sherlock Row.
5.1	Promote school choice through support for free schools and satellite grammars, national legislation permitting	Education & Children's Services	Increased choice of schools available for residents in RBWM included more free schools and a new satellite grammar subject to DfE (Department for Education) and SoS (Secretary of State) approvals.	Cabinet report in April 2016 to provide further details about options to open a satellite Grammar in 2019/20.	30-Apr-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Cabinet report authorised budget for further exploration of satellite grammar in light of Secretary of State's decision to approve such a scheme in Kent. Detailed discussions with preferred school have taken place to outline the key requirements for a successful project. Cabinet report in September 2015 to provide progress updates on Secondary expansions, satellite Grammar and Education Trust.
5.2	Support existing schools in provision of excellent education	Education & Children's Services	All schools in RBWM will be at least Good as judged by Ofsted Inspection. Schools at risk of not achieving (or retaining) Good or Better judgements to be supported to secure better outcomes. Based on current projections, the number of schools rated Good or Outstanding is anticipated to have increased to 78% by December 2015 and 84% by July 2016.	Formal development of a "Team around the School" approach with schools which is led by RBWM officers and utilising the skills of teachers and school leaders from all types of school in the Borough.	01-Jul-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Head of Schools and Education Services appointed from mid November. Education Leadership Forum with 70+ school leaders in January endorsed the school to school support approach and teaching schools approached to provide skills to support the process. Four inspections have taken place and all have seen improvement in grading including 3 up to a Good judgement. Revised Children's Services structure with a new Head of Schools and Education Services to be implemented in Autumn 2015 to support a more systems based approach to school improvement.
5.3	Reward and recognise teachers for going the extra mile through a local scheme	Education & Children's Services	Develop a local reward scheme for teachers in collaboration with Head Teachers that recognises the work of those teachers who going the extra mile.	Use March cluster meetings with Head Teachers to identify key features of a local scheme which will recognise and promote the value and quality of teaching across the Borough. Timetable to consult on the scheme during the first half of the summer term with first awards in Autumn Term 2016.	01-Jul-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Initial discussions with Head Teachers indicate a concern about identifying individuals in a predominately team-based environment. There is more interest in promoting the value of good teaching across the borough to counter national stories which impact negatively on the profession as a whole. Investigate with Head Teachers how a local reward scheme might operate and what criteria would be appropriate to recognise the extra contributions.
5.4	Start a service for volunteers to add value to local schools at all levels	Education & Children's Services	Increased use of volunteers in schools to support a range of school activities, in line with individual school plans.	Work with Head Teachers to identify additional opportunities for volunteers which will be promoted by "WAM Get Involved" volunteer matching service as an education-specific offer.	01-Aug-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell (Cllr Stretton)	Kevin McDaniel	Initial intelligence gathering suggests that while many schools use volunteers in various ways, those volunteers are normally directly recruited and managed by the school leadership to meet Ofsted's stringent safeguarding requirements. Review the current use and recruitment of volunteers in schools with Head Teachers to identify additional areas where volunteers could be deployed to support school at different levels.
5.5	Support broadening the vocational student offer and apprenticeship opportunities	Education & Children's Services	An increased range of apprenticeships and other vocational qualifications are available as an alternative to Higher Education for RBWM schools leavers.	Take part in the Thames Valley Post 16 Area review led by central government, to shape recommendations for Further Education providers and observations about 6th forms which will enhance the opportunities for local young people to secure a wide range of career options.	01-Jul-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Consider the vocational and apprenticeships offer as part of the Education Trust options.
5.6	To ensure a fully functional safeguarding hub is in operation for Borough residents	Education & Children's Services	To establish a fully functioning MASH (Multi Agency Safeguarding Hub), as part of the integrated front door to social care to ensure a fully informed and effective Safeguarding Service.	To confirm end-to-end processes for the MASH and review its operation through the Local Government Association safeguarding peer review - May 2016, with report to Cabinet in July 2016.	01-Jul-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Airey	Elaine Redding	MASH went live on 25 January 2016. Full partner engagement with health and police input. To secure adequate health input into the MASH to supplement the police provision now secured from Thames Valley Police. Discussions are taking place with the CCG (Clinical Commissioning Groups) and Berkshire Health Foundation Trust. Update report to Cabinet in December 2015. Cabinet report was well received and progress made to date noted. Further MASH developments to include the integration of the Child Sexual Exploitation pathway including children missing. This needs to be tested against Ofsted targeted inspection framework. Internal Audit have been commissioned to undertake an audit of this pathway in September 2016.
5.7	Continue to improve the intensive family support programme	Education & Children's Services	The Intensive Family Support Programme will continue to deliver a high level of family support at a preventative level, meeting the needs of families earlier and reducing the need for them to receive support from statutory safeguarding services.	To review the destination of every family worked with in the Project over the last 12 months.	31-Jul-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Airey	Elaine Redding	One of the Key Workers undertook Psychological Wellbeing training via the University of Reading and qualified at the end of December. This has further enhanced the emotional support available to families. In addition, there is a full Employment Adviser seconded to the team from DWP who provides adults with support and guidance to enable them to get back into employment or training. Early indications are that the integration of this specialist support within the PODs is offering value to Social Workers by assisting them in the early identification of need.
5.8	Continue to invest money in school expansion, focussed on the best schools	Education & Children's Services	Successful and popular schools which are in demand are expanded and improved to increase capacity.	Reports to April 2016 cabinet to update on progress of five secondary expansion schemes and to outline options for primary capacity in Ascot.	28-Apr-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Cabinet Report October 2015 on Secondary School expansions.

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5.9	Promote fostering and adoption	Education & Children's Services	To recruit 20 additional in house foster carers. To reduce the time taken to place children for adoption and ensure that targets for the assessment of adopters are met.	Explore the option of broadening the foster recruitment to incorporate a surrounding Borough/boroughs. Continue to monitor the effectiveness of Adopt Berkshire through the Steering Group with performance reported in June 2016.	30-Jun-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Airey	Elaine Redding	Fostering information evenings were held on 14 September and 15 October 2015. There have been three formal approvals of new foster carers through the Fostering Panel. The service is currently working with a further six potential foster carers and they have all passed the first stage of recruitment process. It is anticipated that there will be 10 new foster carers approved in this financial year. Confirmation that this is still the correct information. Work will need to begin to ensure early identification of our foster children that can move to in-house placements from residential and/or IFA's. Adopt Berkshire is continuing to improve the timeliness of assessments. The main barrier is the wait for DBS checks, this has been addressed with the police and all that have waited over 60 days are followed up. Tracking notes the reason for delays and in the main these have been adopted led.
5.10	Seek increases in volunteer participation in our youth services both at the Council and outside	Education & Children's Services	Delivery of youth service provision including Outdoor Education and Duke of Edinburgh award, where volunteers account for 50% of all delivery. Increase use of volunteers supporting delivery of evening sessions in local youth and community centres and delivery of wider community projects such as Summer Activity Programme.	Ongoing recruitment, training and retention of volunteers. Ensure volunteers have the necessary skills to enable them to lead rather than assist with session delivery. Promote volunteering opportunities through RBWM website, local volunteering organisations and social media. Develop volunteering opportunities for young people to enable them to volunteer in all areas of service delivery. Include volunteer targets in all staff appraisal objectives for 2015/16.	Ongoing	On Target	Adult, Children & Health Services	Children's Services	Cllr Airey (Cllr Stretton)	Elaine Redding	Celebration event held at the end of January 2016 recognising the adult and young volunteers in the youth service. There are currently 33 young volunteers and 26 adult volunteers and since April 2015, the financial benefit to the service alone has been nearly £28,000.
5.11	Work with schools to close any attainment gaps for poor pupils	Education & Children's Services	Raise the attainment and reduce the gap of those children from lower demographic groups. Improve the performance of children on Free School Meals (FSM) to enable them to achieve on a par with their Non Free School Meal (Non FSM) peers from within RBWM.	Maintain support and challenge to identified group of schools to develop good practice while broadening sharing of best practice across all schools through the establishment of a borough-wide PP Champions network working on a cluster-wide basis.	31-May-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Following review of attainment and progress of FSM and Non FSM children from the 2015 results at all Key Stages, identify specific schools to target in 2015/16 academic year and roll out the strategies shared by the DfE Pupil Premium Champion and Ofsted Senior HMI and identified at the conference in July 2015 for Pupil Premium pupils. Share good practise from other schools who have been successful at reducing the gaps, and support schools to implement their individual action plans.
5.12	Use key worker housing policies to support teacher recruitment	Education & Children's Services	Local Key Worker Housing policy and scheme established focused on Teachers (and potentially other key workers) to reduce the barrier housing can present to attracting and retaining new outstanding teachers into the Borough.	Further progress to develop a portfolio of properties across tenures to benefit keyworkers through the council; housing associations and developers.	01-Jun-16	On Target	Adult, Children & Health Services	Children's Services / Adult Services	Cllr Coppinger (Cllr Bicknell)	Kevin McDaniel / Nick Davies	There is flexibility with Key worker definition to ensure that teachers social workers and nurses can benefit from the availability of key worker housing. Development of a portfolio of properties that can be offered to teachers to provide lower cost short term rental option is underway through Operations directorate.
6.1	Continue to work with local employers to provide work placements and apprenticeships	Community	Increase in the number of young people able to secure apprenticeships and work experience locally to be on par with national levels for take up.	An application has been made via Reading Borough Council/ TVLEP (Thames Valley Berkshire Local Enterprise Partnership) for additional funding to extend the Council's City Deal/Elevate Me offer for young people. Awaiting confirmation of successful award of further funding. The Council has allocated £40k to continue to offer apprenticeship place for the 2016/17.	30-Apr-16	On Target	Corporate & Community Services	Partnership	Cllr Bateson	Kevin Mist	City Deal hub available for young people - Windsor & Maidenhead. Elevate me Website launched promoting apprenticeship opportunities to young people. Reading Borough Council is leading an EU bid to provide funding to extend the City Deal Work with local partners and employers to promote RBWM City Deal and 'Elevate Me' website to highlight local opportunities in time for release of GCSEs & A-levels results (August 2015). Pan Berkshire European Social Fund (ESF) bid submitted for Round 2 City Deal Funding - RBWM will find out if they are successful in November 2015.
6.2	Provide easy-to-access projects for people and businesses to help with through a volunteer matching scheme	Community	Phase I: Promote Volunteer matching scheme locally to increase number of registrations to 200 opportunities by January 2016. Phase II: 300 registrations to the scheme by January 2017.	Conduct a year end review with WAM Get involved and agree objectives/activities to promote the Website and increase number of volunteering groups, businesses and employers using the website by 30 April 2016. Hold an employers CSR (Corporate Social Responsibility) event to be held in November 2016 to encourage more businesses to register and promote CSR opportunities. Host an annual Volunteer of the Year awards to be held in September 2016.	30-Apr-16 November 2016 September 2016	On Target	Corporate & Community Services	Partnership	Cllr Stretton (Cllr Bateson)	Kevin Mist	WAM Get Involved web site improved to include an employers section. Big Society event held in Maidenhead in to enable volunteer recruitment. There are currently 4125 volunteers supporting Council services – so the 2015/16 target has been met. As February there are: • There are currently 167 opportunities from 88 different organisations advertised on the WAM Get Involved website. 12 of the opportunities listed relate to Council services. • 256 groups are currently listed on the web site.
6.3	Use member individual budgets to continue spending on very local deserving causes	Community	100% of member individual budgets spent annually.	To continue to assist Members, particularly those that have carried forward their budget to the following financial year, to identify a project/initiative to which to allocate their budget.	30-Apr-16	On Target	Corporate & Community Services	Performance	Cllr Stretton	David Scott	Send a reminder to those Members that have yet to identify a project/initiative to which to allocate their budget.
6.4	Extend the "Love Dedworth" scheme to other areas of the Borough	Community	Phase I: Other area for 'Love Dedworth' scheme to be identified by November 2015. Phase II: At least one area to be included in scheme by January 2016. Phase III: Improvements identified and 50 % of improvements made by January 2017.	Ward Members consulted to identify local areas to be included within an extended project by 30 March. At least one new area for local improvement to be identified by 1 April 2016 with residents consulted and local improvements agreed by 1 June 2016 for implementation. Action currently showing as amber but expected to be back to green by next update.	01-Jun-16	Just Short	Corporate & Community Services	Partnership	Cllr Stretton	Kevin Mist	Ward Councillors will be consulted to identify new areas for local improvement (by end February). Cabinet paper presented November 2015.
6.5	Encourage more people to volunteer in their community	Community	Increase in the number of people able to volunteer in their local communities as and when they wish to do so. Increase number of volunteers recorded by 20% by March 2016.	Increase the number volunteer supporting Council services by 20% over 2016/17 by 1 May 2016. 150 volunteering opportunities listed, 70 organisations registered and 1,800 residents using the WAM Get involved volunteering website by December 2016.	01-May-16 01-Dec-16	On Target	Corporate & Community Services	Partnership	Cllr Stretton (Cllr Bateson)	Kevin Mist	Continue to work with the voluntary sector and local media to promote volunteering and volunteering opportunities through local events such as the annual volunteer of the year awards, Big Society Day, employer's corporate social responsibility network event. There are currently 131 volunteering opportunities from 57 organisations advertised on the WAM Website, 462 residents are on volunteering mailing list, 1,500 people using website to search for volunteer opportunities and 23,460 page views since it was launched. Currently, 3200 volunteers are supporting Council services.
6.6	Provide publicly funded publicity space e.g. in Around the Royal Borough for local charities and groups to promote their work	Community	165 local charities and groups promoted within Borough publications by April 2018.	Past two issues have included 'Community Classifieds'. It has been taken up by a number of local groups. The Council will continue to provide space in ATRB for community groups. Three community notice boards are to be installed in the Furze Platt area, which will help promote local events.	08-Jun-16	On Target	Corporate & Community Services	Communications	Cllr Stretton (Cllr Bateson)	David Scott / Louisa Dean	In the September issue there was an article - agreed by Lead Members - advising charities and community groups that they can submit brief information for inclusion in ATRB (Around the Royal Borough). All residents received a copy of the ARTB by end of September 2015.
6.7	Continue to fund the Social Enterprise scheme, and the Bright Ideas competition	Community	100% of funding maintained for Social Enterprise scheme and Bright Ideas competition.	Four new applications received for social enterprise funding by December 2016. 2016/17 Bright Ideas scheme launched by September 2016. Two All 2015/16 Bright ideas delivered by December 2016.	01-Dec-16 01-Sep-16 01-Dec-16	On Target	Corporate & Community Services	Partnership	Cllr Bateson (Cllr Stretton)	Kevin Mist	The 2016/17 budget for social enterprise funding is £100,000. The scheme will be promoted in ATRB magazine. The Council funded a solar energy co-operative and will be considering 4 further applications for social enterprise funding in February. Bright Idea Awards evening which will take place at 6.30pm on 10th March at the Windsor Guildhall.
6.8	Promote closer working with Parish councils, devolving powers by mutual agreement	Community	A wide range of services devolved to Parish Councils by April 2017 via a range of incentivised opportunities.	Delivering Differently project report currently being prepared for submission to Lead Member.	01-May-16	On Target	Operations & Customer Services (Corporate & Community Services)	Neighbourhood & Streetscene (Partnership)	Cllr Burbage (Cllrs Bateson & Stretton)	Ben Smith (Kevin Mist)	Develop devolved delivery model proposals for consultation with Parish Councils. Consult with Parish Councils and proof of concept partners on the proposals.

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6.9	Launch a good neighbour scheme	Community	An easily accessible local volunteering scheme in place, volunteers recruited across the Borough & residents supported. Schemes to be launched at Silver Sunday (4 October 2015).	Local scheme launched, 10 volunteers in place by end of June 2016.	30-Jun-16	On Target	Corporate & Community Services	Partnership	Cllr Stretton	Kevin Mist	Meeting held with Royal Voluntary Service (RVS) in February 16 and an easy to access scheme has been established to be launched by the 1 March 16 on the Councils/RVS website. A key target agreed by the Loneliness forum & added to the action plan. Progress of Action plan reviewed quarterly. Meeting held with RVS (1/02/16) established a local scheme using of the RBWM website as a referral pathway for CareBank. Research is being undertaken to explore examples of similar schemes in place. Meeting with CareBank to explore options to develop and administer a local scheme.
7.1	Ensure residents who receive council care are covered by a care plan	Adult Services	100% of residents who receive council care are covered by a care plan.	Implement an QA (Quality Assurance) system to ensure the quality of care plans are of a high standard.	01-Apr-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	Have a care plan audit by March 2016, which will look at: was the care plan delivered in a timely manner to local residents and does it address all the residents needs?
7.2	Improve the availability of technology solutions to assist people to live in their own homes	Adult Services	Increase the range of technology products on offer in our assistive catalogue by 3 products per year. 5% increase in the uptake of telecare by April 2019.	Assistive Technology Strategy (ATS) action plan agreed.	01-Apr-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	ATS (Assistive Technology Strategy) strategy developed, continued progress on delivering more telecare.
7.3	Proactively support programmes that tackle loneliness in our communities	Adult Services	Three anti-loneliness programmes proactively supported by April 2019. An anti-loneliness strategy, to work alongside 2 partner organisations, agreed in the Royal Borough by April 2017.	Have an agreed strategy - work with two organisations and have a strategy in place by April 2016 to include an action plan with Housing Association and have dementia friendly systems. To engage with GP's to identify loneliness and raise awareness of the anti-loneliness programme.	01-Sep-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger (Cllr Stretton)	Angela Morris	3 new programmes to be introduced by September 2016. Marianne Hiley, Better Care Fund Project Manager WAM CCG / RBWM is working with Harjit Hunjan to broaden the opportunity with the CCG and voluntary sector projects.
7.4	Work with local organisations and homes to improve services for residents with dementia problems e.g. Alzheimers	Adult Services	A dementia strategy and smart action plan agreed by September 2016.	Work with two organisations such as Alzheimers Dementia Support (ADS) and have a strategy in place by April 2016 including a smart action plan.	01-Apr-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	Draft Dementia Strategy completed. Final review with OPMH on 25th January 2016. Action Plan is in place and being reviewed by the Mental Health Commissioning Board. Regular updates will be reported to the Health and Social Care Joint Commissioning Board.
7.5	Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse	Adult Services	100% of all Adult Social Care staff fully trained to recognise symptoms of abuse by April 2016.	Ensure robust training programme for health, voluntary and independent providers and commissioners.	01-Sep-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	The Learning & Development Team provide a programme of Adult Safeguarding training at all levels. The courses and e-learning is available to all staff in the Royal Borough of Windsor & Maidenhead as well as the private, voluntary and independent sector (PVI). The training is accessible on Quality Matters, the borough's learning management system and are advertised in flyers via emails to managers and email group for the PVI. 151 people undertook courses in 2014/15.
7.6	Support improved mental health services in the Borough	Adult Services	More effective use of existing resources to support a pathway to recognise dual diagnosis, chaotic lifestyles and suicide prevention is agreed and implemented by December 2016.	Partnership work evidences outcomes. To agree with our partners the Berkshire Health Foundation Trust and the Police and CCG how to support local residents who have mental health needs.	01-Sep-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	Senior management attendance at the Berkshire Crisis Concordat Group which works in partnership with all key agencies i.e. Health, Police, BHFT. Themes from the Berkshire Crisis Concordat Group are then prioritised and agreed at the Joint Commissioning Mental Health Board which is chaired by Nick Davies. The Mental Health Partnership Board has a robust action plan and is making good progress on key elements of improving mental health services in the Borough.
7.7	Ensure a falls prevention strategy is developed and is effective	Adult Services	Maintain current 20% reduction in non-elective admissions for falls.	This will be monitored and reviewed by the Royal Borough and the CCG at the Integrated Commissioning Board.	01-Mar-17	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	Use the falls delivery group to sustain performance.
7.8	Use collaboration and influence with GPs and hospitals to keep health facilities as local as possible	Adult Services	Maintain effective engagement with our Clinical Commissioning Groups to ensure health facilities are kept as local as possible.	Ensure that the views of the Council are used to influence discussions regarding this.	Ongoing	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Alison Alexander	
7.8	Campaign against hospital parking charges	Adult Services	Publicly support 3 campaigns against hospital parking charges by April 2019.	Represent the Council views at health meetings.	Ongoing	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Alison Alexander	
8.1	Maintain through contract our high quality leisure centres at competitive prices	Leisure and Culture	5% increase in the Borough's leisure centres attendances by March 2017.	Easter Holiday Activity Programme. May Half Term Holiday Activity Programme.	01-Apr-16 23-May-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Dudley)	Kevin Mist	Furze Platt Leisure Centre opened on 17 September 2015.
8.2	Open at least one new library	Leisure and Culture	Identify at least three options for new libraries/Service Hubs.	Conclude feasibility study to provide options for future consideration by Cabinet.	31-Jul-16	On Target	Operations & Customer Services	Libraries, Arts & Heritage	Cllr Stretton	Mark Taylor	Consult with Ward Members regarding potential options for locations and style of provision. Consult with Parishes and other potential partners at three Borough locations.
8.3	Maintain and improve our parks and open spaces, including public art	Leisure and Culture	3% increased resident satisfaction with Borough parks and open spaces by March 2017 (2014/15 baseline of 83%). 3 pieces of new public art infrastructure installed in our parks and open spaces by March 2017.	Car park extension for Ockwells Park. Design and Installation of Sir Nicholas Winton Memorial Garden at Oaken Grove.	30-Apr-16 22-May-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton	Kevin Mist	* Band stand opened in Alexandra Garden at end of September 2015. * Play area installed at Evenlode in Maidenhead - October 2015.
8.4	Increase the number of litter and dog bins, and empty them regularly	Leisure and Culture	20 more litter / dog bins installed in parks.	Review of potential dog bin/litter bin sites at Parks & Open Spaces Group in April 2016, and at park user groups.	30-Apr-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Cox)	Kevin Mist	New dog bins at Allens Field and Evenlode in Maidenhead.
8.5	Further enhance our parks and open spaces through drinking fountains and other fountains / water features	Leisure and Culture	Three more water fountains and 2 public fountains installed by September 2017.	Clarence Road roundabout fountain opens in May 2016.	30-May-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Cox)	Kevin Mist	Planning application for Heatherwood fountain in Ascot - November 2015. Planning approved to install fountain at Clarence Road Gardens.
8.6	More computing facilities in libraries, including new technology e.g. tablets and extra free Wi-Fi time	Leisure and Culture	• 32% increase in public access computing devices by April 2017. • 40 tablets available in libraries by December 2016 (subject to capital bid approval). • 63 additional hours of free WiFi time per week available by April 2016.	Complete installations and provide WiFi for residents using Eton, Old Windsor, Sunninghill & the Container Libraries using approved Borough capital and Treasury Grant in Aid/ACE funding. Order/roll out tablet computers for use in libraries with approved capital funding.	31-Jul-16	On Target	Operations & Customer Services	Libraries, Arts & Heritage	Cllr Stretton (Cllr Hill)	Mark Taylor	Ensure roll out timetable for new PCs & scanners is adhered to for completion on 31 August 2015. Bid for Capital funds for tablets and additional WiFi provision not covered by Treasury Grant in Aid /ACE (Arts Council England) WiFi in Public Libraries project. Bid for enhanced bandwidth at Maidenhead & Windsor libraries and new installations at Eton, Old Windsor, Sunninghill & the Container Libraries and the Windsor & Royal Borough Museum.
8.7	Provide more cycle racks at our parks and other places to encourage cycling	Leisure and Culture	Fifteen cycle racks spaces installed within the Borough.	New locations to be discussed at Parks & Open Spaces Group.	05-Apr-16	On Target	Corporate & Community Services	Community Services	Cllr Rayner	Kevin Mist	Cycle rack to be installed along Thames Promenade.

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8.8	Increase further the range of council services available at libraries	Leisure and Culture	Phase I: Scope out a list of what additional services could be delivered from our libraries by March 2016. Phase II: 5 additional council services available at libraries by April 2019.	Phase I: * Survey residents to indicate which other Council services they would like to access through their libraries. Phase II: * Pilot delivery of some Council Services at Eton Wick Library. * Provide kiosk payment facilities at Ascot Library for Council invoices. * Transfer issue of Advantage Cards & Bus Passes to Ascot, Maidenhead & Windsor Libraries. * Transfer response to general email enquiries to libraries for 7 day per week service of triage and initial response to residents contacting the Council by email.	30-Apr-16 30-Jun-16 30-Sep-16 30-Apr-16	On Target	Operations & Customer Services	Libraries, Arts & Heritage	Cllr Stretton	Mark Taylor (Jacqui Hurd)	Explore opportunities for benchmark learning from other public library authorities who already use this delivery model. Delivered a workshop on opportunities for learning from other authorities funded by Society of Chief Librarians in South East England. Devised survey for residents to indicate which Council services they would like to access through their libraries.
8.9	Continue to support the Borough's arts centres	Leisure and Culture	Service Level Agreements (SLAs) with our Arts Centres agreed by April 2016.	Conclude negotiation of SLA with Norden Farm. Tender and Award service contract for Arts Services in Windsor.	31-Mar-16 31-May-16	On Target	Operations & Customer Services	Libraries, Arts & Heritage	Cllr Stretton	Mark Taylor	Consider relevant issue with Principal Member prior to commencing discussions regarding new SLA. Commence negotiations for revised SLA with both Arts Centres. Include in the discussion the requirements to deliver Advantage Card Discounts, programmes for local schools and events to tackle loneliness.
9.1	Work with leisure providers, GPs to provide facilities for people to get fitter and healthier	Public Health	Three more leisure facilities provided for residents by April 2019. 5% increase in leisure centre attendances by April 2017.	Construction of new outdoor gym area in Ockwells Park, Maidenhead. Launch of new GP referral scheme. Delivery of dementia support projects at day centres.	30-Apr-16 31-Dec-16	On Target	Adult, Children & Health Services / Corporate & Community Services	Public Health / Community Services	Cllr Coppinger	Hilary Hall/ Kevin Mist	* Furze Platt Leisure Centre opened in September 2015. * Finalise process and get sign off at CCG (Clinical Commissioning Groups) - expected November 2015.
9.2	Continue to promote health checks in the Borough	Public Health	25% increased uptake in public health checks by April 2019. Health checks delivered from 20% more locations by April 2019.	Additional health checks to be promoted through the Fit for Life Week in May 2016. Targeted campaigns linked to the new national healthier lives campaign, One You, to be developed for implementation from May 2016.	01-Jun-16	On Target	Adult, Children & Health Services	Public Health	Cllr Coppinger	Hilary Hall	Five community clinics were offered to residents from July 2015 with a further one due to open in March 2016. Quarter 2 performance for health checks was 942 and Quarter 3 was 1,022 which exceeded the quarterly target of 875. The total figure year to date is 2,894, against the profiled target of 3,146 for the year.
9.3	Use the Borough's publications to promote public health issues and awareness campaigns	Public Health	Eight public health awareness campaigns promoted per annum.	Support the new national healthier lives campaign, One You, to be launched on 7 March 2016.	01-Apr-16	On Target	Adult, Children & Health Services	Public Health	Cllr Bateson (Cllr Coppinger)	Hilary Hall	Seven campaigns have been promoted since April 2015: Carers week (June 2015). Falls prevention week (September 2015). Self care week (November 2015). Alcohol awareness week (November 2015). Seasonal flu (December 2015). Fit for life (January 2016). Dry January (January 2016). Promotion has predominantly been through RBWM Twitter, Around the Royal Borough and targeted delivery with groups of residents. Liaise with Corporate Communications Team to plan for Winter edition of ATRB (Around the Royal Borough).
9.4	Identify young carers and help provide support	Public Health	Increase the number of young carers identified based on 2014/15 baseline and increase the range of services provided.	Campaign to promote the identification of young carers through schools. New targeted service to be commissioned for 1 October 2016, with additional services provided by in-house early help services.	01-Oct-16	On Target	Adult, Children & Health Services	Public Health	Cllr Airey (Cllr Coppinger)	Hilary Hall	Just under 200 young carers have engaged with the Young Carers Service since April 2015, with 79 young carers active with the Project at any one time. The Project delivers regular respite activities and family interventions with some young carers in need of specific support. Support is also provided through the family workers in the Children and Young People Disabilities Service. Existing Young Carers contract has been redefined for 2016/2017 to ensure a more targeted service is delivered, with additional services provided through early help services.
9.5	Continue to raise awareness of mental health issues especially for children	Public Health	Run 4 awareness campaigns per annum promoting mental health issues amongst children and young people.	Review effectiveness of the Emotional Literacy Support Assistant Project. Deliver the East Berkshire CAMHS transformation plan in conjunction with Bracknell Forest and Slough. Evaluate the effectiveness of Wellbeing Officers operating in schools.	01-Jul-16 31-Dec-16 31-Aug-16	On Target	Adult, Children & Health Services	Public Health	Cllr Airey (Cllr Coppinger)	Hilary Hall	In April 2015, a needs analysis was undertaken to determine the level of need in relation to young people with mental health issues. As a result, funding was secured through the Schools Forum for three wellbeing practitioners to work in schools over the next three years. The opportunity was then taken to align all the emotional and mental health support services provided to young people in one service area, including education psychology, wellbeing practitioners, behaviour outreach workers and youth counselling. In addition, the Emotional Literacy Support Assistant project was launched in schools from September 2015. Nurture Groups have continued in schools building on the success of the previous year. Additional funding has also been secured from the Department of Health through the East Berkshire Transforming CAMHS bid. Further emotional wellbeing social media campaign scheduled for Christmas and holiday season. Launch of ELSA (Emotional Literacy Support Assistant) project in collaboration with Children's Services.
9.6	Support the SMILE programme through our leisure centres	Public Health	100% of SMILE hours maintained (against April 2015 baseline). 5% increase in SMILE attendances by April 2017.	New website being launched by SMILE Charity.	30-Apr-16	On Target	Corporate & Community Services	Community Services	Cllr Coppinger (Cllr Stretton)	Kevin Mist	Xmas dinner held for 150 smilers at the Town hall. New brochure published in partnership with Legacy Leisure advertising Smile sessions. Brochure circulated to all GP surgeries. New rehabilitation session opens at Windsor Leisure Centre (WLC). A new leaflet will be released to doctors surgeries and libraries from September and web site relaunched in October 2015.
9.7	Better deploy public health funds through objective assessment of effect and necessity	Public Health	Royal Borough Joint Health and Wellbeing Strategy agreed by April 2016 setting out the Borough's vision for public health and providing the mechanism for ensuring public health funds are deployed in a better way based on need identified through the Joint Strategic Needs Assessment.	Refreshed Joint Health and Wellbeing Strategy launched setting out the strategic themes and priorities for the next four years which will secure more targeted deployment of public health funds. New microsite for the up to date Joint Strategic Needs Assessment operational which will provide objective assessment of need across the Borough. Use the existing evaluation framework to evaluate bids for public health funding to ensure that they meet the needs of residents in the Borough.	01-Apr-16 01-Jul-16 01-Aug-16	On Target	Adult, Children & Health Services	Public Health	Cllr Coppinger	Hilary Hall	Refresh of the Joint Health and Wellbeing Strategy underway, from December 2015, including key stakeholder events. Refreshed Strategy on schedule for completion by April 2015. Ensure all Public Health services/contracts coming up for tender/renewal are subject to Strategic Priorities framework to ensure resident needs are adequately addressed and value for money secured.

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Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
9.8	Use best practise from overseas and other local authorities to greatest effect in the Royal Borough	Public Health	Four best practice Public Health ideas to be investigated per annum.	Chlamydia online testing operational from 1 April 2016 - mini review to be undertaken in July 2016.	01-Jul-16	On Target	Adult, Children & Health Services	Public Health	Cllr Coppinger	Hilary Hall	Best practice from other local authorities has been used to inform projects over the last year, including: Outcomes based commissioning. Drug and Alcohol task and finish group. Nudge theory in relation to smoking cessation. Chlamydia online testing which has proved to be successful in other areas of the country offering an accessible, young person-friendly service. The 16 Days of Activism in relation to Domestic Abuse was held in December 2015 which used best practice from South Africa.
10.1	Continue with the relentless commitment to deliver regeneration of the town	Maidenhead	Vibrant town centre.	West Street development framework being prepared. Options for St Clouds Way to be presented to Cabinet Regeneration Sub-Committee May 2016.	31-May-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Love	Chris Hilton / Mark Shepherd	* Developer selection being undertaken for York Road and West Street. Consultants to be appointed by end February 2016 following selection process. * Deliver agreed Regeneration programme milestones for the Landing, York Road, Stafferton Way, West Street, St Clouds and Reform Road. * Collaborate with Network Rail/Crossrail on station improvements.
10.2	Improve parking arrangements near Maidenhead station	Maidenhead	Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.	Prepare design and proposals for Stafferton Way Multi-storey Car Park in line with business case. Parking Strategy options to be considered by Cabinet. The Council will seek support from commercial providers to assess the additional parking provision requirements for the Borough and options for delivery.	26-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Love)	Ben Smith	New car park business case submitted to Members for consideration and way forward agreed.
10.3	Review and revise as necessary Maidenhead's masterplan, the Area Action Plan	Maidenhead	Up-to-date Area Action Plan (APP).	The Borough Local Plan (BLP) will reconsider the content of the Area Action Plan (APP) area in terms of development and density. As part of completing and submitting the BLP, the Council will complete a review to consider whether additional design guidance or master planning work is required.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Wilson (Cllr Love)	Chris Hilton	Review current AAP and assess any adjustments required.
10.4	Keep the Town Hall	Maidenhead	Town Hall maintained.	None required to meet commitment.	30-Jun-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Dudley	Chris Hilton / Mark Shepherd	Investigate maximising the floor space. Consider if further internal layout changes could be made to increase meeting room space. Support the Desborough Suite initiative.
10.5	Keep free on-street parking	Maidenhead	On-street parking in Maidenhead will continue to be provided free of charge with additional spaces created.	Ensure Fees & Charges for 2017/18 continue to support this policy.	30-Sep-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Love)	Ben Smith	Current Policy = free on-street parking in Maidenhead - 2016/17 Fees & Charges recommend no change to policy. Approved at Cabinet 11/02/16 subject to Council approval 23/02/16.
10.6	Support "shared space" arrangements to bring life to parts of the town centre	Maidenhead	St Ives Road, Queen Street and High Street to become shared space zones.	Build Shared space requirement for St Ives Road into Design Brief for York Road Opportunity Area.	30-Apr-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Love (Cllr Rayner)	Chris Hilton	Ensure this is considered with all plans for the AAP (Area Action Plan) sites.
10.7	Continue to offer more extended markets and events in the town centre, with improved advertising	Maidenhead	18 additional events held in Maidenhead Town Centre by December 2017 (compared to 2014/15 baseline of 168).	The Town Partnership will be making use of the 50 panels of 4mm LED screen that was purchased in 2015 to enhance the Maidenhead event programme and also to generate income. New events planned include - 'Summer of Culture', 'Summer of Sport', events on Ray Mill Island, further outdoor cinema screenings in different locations around the town centre. Market trading will continue every Thursday, Friday and Saturday and monthly vintage and street food markets are being established on Sundays to support Sunday trading.	31-Jul-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Love)	Kevin Mist / Steph James	* Maidenhead & Me Exhibition (26 September) * Halloween events (31 October) * Christmas lights switch on - November 2015 * Market trading every Thursday, Friday and Saturday on the High Street in Maidenhead. * capital bid to install 12 x 55" electronic message screens in the public highway has been submitted for 2016/17
10.8	Create a vibrant and lively town centre with space for community facilities and entertainment offers	Maidenhead	4% increased overall footfall through Maidenhead town centre by 31/3/2017 (compared to 2014/15 baseline).	Deliver events programme for the town centre including Easter events, "Love your Local Market" and Queen's birthday celebrations.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Stretton (Cllr Love)	Kevin Mist (Chris Hilton)	Ensure this is appraised with all plans for the AAP (Area Action Plan) sites, in particular the York Road development framework to include options for Desborough Suite in the Town Hall.
10.9	Bring in Town Centre WiFi	Maidenhead	WiFi should be available in Maidenhead Town Centre – wherever anyone may wish to access online resources (see ref 13.11).	Appoint supplier and commence implementation. Phase 1 to go live 1 October 2016.	01-Oct-16	On Target	Operations & Customer Services	Technology & Change Delivery	Cllr Hill (Cllr Love)	Ben Smith	New project team formed / bid secured from InTechnology Wi-Fi / Supplier presentation to Members undertaken.
10.10	Smarten up street furniture to improve appearance	Maidenhead	Deliver the Maidenhead Public Realm Strategy.	Work on Market Street focal point including remodelling entrance and new street furniture.	31-Dec-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Love	Chris Hilton	* Bid to be made for funds 2015-16 (revenue/capital) for maintenance of street furniture installed in 2014-15. * Public Realm Delivery and Management Strategy to be developed to be aligned with regeneration projects. * Town Centre Bins replaced.
10.11	Continue to support Maidenhead Waterways	Maidenhead	Restore the historical Maidenhead Waterways.	Work on Stage 1 progressing and additional £3,000,000 committed to deliver stage 2 A & B to follow straight on for completion of stage 1.	30-Dec-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Love (Cllr Wilson)	Chris Hilton	Work on Stage 1 to commenced at end of July 2015. Stage 1 will be completed by 31 March 2016.
10.12	Explore extensions including mezzanine parking to existing surface car parks	Maidenhead	Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.	Parking Strategy options to be considered by Cabinet. The Council will seek support from commercial providers to assess the additional parking provision requirements for the Borough and options for delivery.	26-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Love)	Ben Smith	Refresh of 'Access & Movement' Strategy with updated parking strategy substantially developed pre-Cabinet March 2016.
10.13	Improve access into the town centre for pedestrians	Maidenhead	10% increase in Maidenhead town centre footfall by April 2019 (compared to April 2015 baseline).	Access & Movement Strategy to be refreshed and submitted to Members for consideration. Funding bid submitted to the Local Enterprise Partnership.	01-Jun-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Love)	Ben Smith	Refresh of 'Access & Movement' Strategy with updated walking strategy submitted to Lead Members for consideration.
11.1	Review and increase parking provision in Windsor - including Meadow Lane car park in Eton	Windsor	Minimum of 200 additional car parking spaces in Windsor and Eton by April 2019.	Parking Strategy options to be considered by Cabinet. The Council will seek support from commercial providers to assess the additional parking provision requirements for the Borough and options for delivery.	26-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Bicknell)	Ben Smith	Extension of Meadow Lane car park, Eton - substantially complete. Opening in March 2016, including new payment machines.
11.2	Introduce 'pay on exit' parking in RBWM controlled car parks	Windsor	Pay on exit parking installed in 3 Windsor car parks by April 2019.	Install new parking equipment in Meadow Lane Car Park Eton.	01-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Bicknell)	Ben Smith	New parking equipment installed in Nicholsons and River Street car park - as per agreed programme with Lead Member.
11.3	Enhance and restore Alexandra Gardens	Windsor	Alexandra Gardens restoration works completed by December 2017. 10% increased resident satisfaction with Alexandra Gardens by April 2018.	Work to replace the Depot in Alexandra Gardens, Windsor.	29-May-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Bicknell)	Kevin Mist	Band stand opened in September 2015. Plans for replacement of Depot developed - November 2015.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
11.4	Pursue options to promote a safe night time economy, maintaining residential amenity	Windsor	Implementation of an action plan resulting in a reduction of 10-15% of complaints regarding anti social behaviour in the Night Time Economy.	A Night Time Economy Tasking (NTE) and action plan for 2016/17 will be developed with the relevant service areas and agreed with the Lead Member. A scoping meeting to be completed with Thames Valley Police on facilitating work with NTE premises as to how they can be engaged in managing egress from their premises and the NTE wider locations. (both actions are subject to Cabinet approving the permanent continuation of the service at its meeting of 25 February 2016).	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox (Cllr Bicknell)	Craig Miller	Report to be submitted to November Cabinet providing a progress report and update on the success of the Night Time Economy Pilot. This pilot has been completed. A 3-month review of the scheme was reported to Cabinet which agreed the scheme should run until the financial year-end.
11.5	Campaign to keep Windsor police station open and accessible to the public	Windsor	Ensure accessibility to police services in Windsor.	Preparation of planning application with TVP (Thames Valley Police) of York House as agreed at Cabinet in January 2016 and report back in September 2016.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Bicknell	Mark Shepherd	Complete negotiations with the police to ensure accessibility to police services in Windsor. Complete negotiations to agree terms for them to be accommodated in York House.
11.6	Continue to support the taxi marshalling scheme	Windsor	Improved resident feedback.	Service still operating in Goswell Hill and William Street in Windsor. Currently reviewing service with a view to changing the location of the Goswell Hill Unit to Empty Archway to free up more space in the service road.	30-Apr-16	On Target	Corporate & Community Services	Community Services	Cllr Bicknell	Kevin Mist / Paul Roach	
11.7	Work with the Crown Estate to enhance local sports and leisure facilities	Windsor	Four local sports and leisure facilities enhanced by September 2017.	Work with all Clubs located in Home Park to improve their facilities.	04-Jul-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Bicknell)	Kevin Mist	New gates at Home Park in Windsor. Work with Archery club for new pavilion.
11.8	Ensure Windsor has a well maintained and high quality public realm for both residents and visitors alike, e.g. from the Coach Park to the town centre	Windsor	Realising Windsor potential.	Demolition of site compound in Alexander Gardens, Windsor and replace with improved access from coach park.	30-Sep-16	On Target	Corporate & Community Services (Operations)	Development & Regeneration	Cllr Bicknell (Cllrs Rayner & Stretton)	Chris Hilton (Kevin Mist / David Perkins)	Installation of phase II obelisks and finger posts.
11.9	Continue the campaign against Heathrow expansion, and to protect Windsor from night flights and more aeroplanes	Windsor	RBWM's position on expansion at Heathrow is submitted to 100% of all formal consultations and submitted to Government as part of a robust campaign intended to influence future decisions regarding runway capacity in South East England.	RBWM to work alongside 2M Authorities to determine whether legal challenge of any future decision or the work of the Aviation Commission is viable. The next action depends on response yet to be received from the Prime Minister but discussions with Lead Member will continue throughout April 2016. No consultations are currently pending.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox (Cllr Bicknell)	Craig Miller	Development of an RBWM strategy and campaign to lobby Central Government and relevant departments to ensure RBWM's position on expansion at Heathrow are considered within future decisions regarding runway capacity in South East England.
11.10	Work to alleviate congestion and parking problems on Thames Street	Windsor	Implementation of a robust enforcement programme including specific operations to address parking problems during daytime and night time hours.	Complete at least four specific enforcement operations focussing on parking and taxi related matters. e.g. compliance checks on use of loading bays, compliance checks on taxi ranks, compliance checks on licence requirements, cross agency collaboration on moving traffic offences.	31-Aug-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox (Cllr Rayner)	Craig Miller	Amendments to the loading bays in High Street/Thames Street Windsor to provide more spaces for limited waiting (30 minutes) public car parking were active from 1 June 2015. The Night Time Economy Enforcement Service pilot was launched at the end of July and includes capability to investigate and deal with parking problems including those evidenced on Thames Street. The scheme continues to run until the end of March and February Cabinet will decide how the scheme is to be operated after that. Report submitted to November Cabinet providing a progress report and update on the success of the Night Time Economy Pilot.
11.11	Use Borough licensing and enforcement powers to combat issues in central Windsor	Windsor	At least 12 operations are undertaken each year focussing on licensing issues both in the daytime and night time economy hours.	Continuation of the work done this year by planning the annual programme of licensing compliance and enforcement operations to be programmed for implementation across the Borough in 2016/17.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Over 60 operations will have been undertaken by the end of 2015/16 with external agencies such as Thames Valley Police. A similar programme of operations will be undertaken in 2016/17.
11.12	Monitor and seek solutions to air quality problems, e.g. planting trees	Windsor	Implementation of at least two innovative and alternative air quality improvement schemes (if proven to be viable and provide tangible benefits).	Cross directorate working group to consider alternative/innovative solution for air quality improvements. Briefing paper to be developed for consideration by the Lead Member and subsequently the Council's Policy Committee.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Previous SNA not achieved - to be completed as shown.
12.1	Support Ascot High Street regeneration	Ascot & The Sunnings	Influence Land owners to bring forward a co-ordinated development brief for the Ascot High Street regeneration proposal.	Draft Terms of Reference for Steering Group. Landowners to progress Development Brief to next stage.	01-Apr-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Bateson	Chris Hilton	Liaison with landowner to ascertain whether a consultant has been appointed to lead the project. Planning will assess the progress by end of September 2015. Discussions took place in February 2016 between landowner, councillors and Planning, Development & Regeneration.
12.2	Work with Frimley Park Hospital Trust to ensure and encourage extended facilities at the Heatherwood site	Ascot & The Sunnings	Maintain ongoing formal and informal meetings with Frimley Park Hospital and the Clinical Commissioning Groups.	Ensure that the views of the Council are used to influence discussions regarding this.	31-Mar-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger (Cllr Bateson)	Alison Alexander	
12.3	Work with local GPs to secure appropriate facilities for all local residents	Ascot & The Sunnings	All local residents in Ascot & the Sunnings have access to local health facilities.	Support the Bracknell Forest Council review of GP provision specifically in the Ascot area and use the outcomes to influence discussions regarding future provision.	01-Jun-16	On Target	Adult, Children & Health Services	Public Health	Cllr Coppinger (Cllr Bateson)	Hilary Hall	Bracknell Forest Council Health Overview and Scrutiny Panel has commenced a review to explore the range of concerns indicating that there may be insufficient General Practitioner capacity to meet the needs of Bracknell Forest residents, in the future. As part of that review, two practices in the Ascot area will be contacted to contribute to that review. Ensure that the views of the Council are used to influence discussions regarding this.
12.4	Support better sports and leisure facilities in Ascot and the Sunnings	Ascot & The Sunnings	Three more leisure facilities in Ascot and the Sunnings by September 2017.	Install Dog Agility Area at Allen Field. Working with Parish on Fundraising with Charters School in Ascot for extension throughout year.	01-Dec-16	On Target	Corporate & Community Services	Community Services	Cllr Bateson (Cllr Stretton)	Kevin Mist	Agreed location for Dog Agility area at Allens Field with Parish. Working with local Trust to lease additional land. Implement Allens Field consultation. Fund raise with Charters School in Ascot for extension.
12.5	Build a roundabout at the junction of the A329 and B383	Ascot & The Sunnings	Roundabout constructed by April 2018.	Outline design options prepared and submitted to Members for consideration (Design work commenced January 2016).	01-Jun-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Bateson)	Ben Smith	Design work commenced in January 2016.
12.6	Consult and consider traffic calming measures in the area e.g. in Sunningdale at Chobham Road	Ascot & The Sunnings	Traffic calming measures consulted on and installed (if requested) by April 2017.	Scheme design agreed by Ward Members and Lead Member.	31-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Bateson)	Ben Smith	Proposed scheme for raised zebra crossing in Chobham Road agreed for consultation with Ward Members; Parish Council and Lead Member.
12.7	Support a library for Sunningdale	Ascot & The Sunnings	A new library in Sunningdale open by April 2018.	Conclude feasibility study to provide options for future consideration by Cabinet.	31-Jul-16	On Target	Operations & Customer Services	Libraries, Arts & Heritage	Cllr Stretton (Cllr Bateson)	Mark Taylor	Consult with Ward Members regarding potential options for locations and style of provision. Conclude discussions with Sunningdale Parish Council, or other delivery partners, to provide options for future consideration by Cabinet.
12.8	Support the provision of Christmas Lights for Ascot, Sunninghill and Sunningdale	Ascot & The Sunnings	New Christmas lights installed in three locations - Ascot, Sunninghill and Sunningdale.	Work with Parishes towards Christmas Lights installation in 2016.	November 2016	On Target	Corporate & Community Services	Community Services	Cllr Bateson (Cllr Dudley)	Kevin Mist	Christmas lights installed in Ascot, Sunninghill and Sunningdale - November 2015.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
12.9	Campaign for additional opening hours at Ascot Police Station	Ascot & The Sunnings	Opening Hours extended to meet the needs of the local community.	Opening hours have been extended through the recruitment of local volunteers. Continue to recruit volunteers as required. Number of volunteers and additional opening hours to be confirmed.	Ongoing	On Target	Corporate & Community Services	Partnership	Cllr Bateson	Harjit Hunjan	Local campaign initiated to engage with local residents and media to raise awareness and galvanise support for extending opening hours.
13.1	Keep finding good practice and implementing it	Council Transformation	Five examples of best practice from elsewhere, implemented in RBWM.	Next phase of fast Fundamental Saving Reviews (FSRs) will be completed by September 2016 covering areas including safeguarding, schools improvement, adoption, quality assurance, council complaints, licensing, trading standards and winter services. This will set out further options for where redesigned services can be implemented drawing on innovation and best practice. Policy committee will review best practice elsewhere and recommend implementation in RBWM where appropriate. A work programme has been developed for 2016/17 of detailed areas for review including crowd funding, transparency and data sharing, tackling loneliness, free school meal pupil achievement and alternative models for services.	30 Sept 16 30 Sept 16	On Target	Corporate & Community Services	Corporate Services	Cllr Brimacombe	Russell O'Keefe	Fundamental Saving Review (FSR) process will continue to consider alternative delivery models. Policy committee will review best practice elsewhere and recommend implementation in RBWM where appropriate.
13.2	Remove bureaucracy and red tape	Council Transformation	List of evidence where bureaucracy has been reduced/removed.	Range of practical examples being taken forward including devolving planning decisions to parish councils, enabling additional hour of telephone response to residents by transferring phones to open neighbourhood libraries, streamlining the process for parking refunds and redesigning the planning information and processes on the website to make it more customer focused and assist people with the planning processes and self serving where they wish to. Develop improvement plan for providing better management information to inform decision making drawing on learning from the Children's Services pilot. Next phase of fast FSRs will be completed by September 2016. This will set out further options for where redesigned services can be implemented drawing on innovation and best practice.	30-Jun-16 30-Jun-16 30-Sep-16	On Target	Corporate & Community Services (Operations)	Corporate Services	Cllr Brimacombe	Russell O'Keefe (Simon Fletcher)	FSR (Fundamental Service Review) process being rolled out to across all directorates. New ideas staff suggestion scheme to be launched. Run performance pilot in Children's Services to provide better management information to inform decision making.
13.3	Involve councillors at all levels in decision making where it affects their communities	Council Transformation	Processes and systems in place to include councillor input to decisions on local matters.	Processes and decisions to be scoped and opportunities to utilise new technology identified including new Jadu system.	30-Sep-16	On Target	Corporate & Community Services	Corporate Services	Cllr Brimacombe	Russell O'Keefe	Set up Task & Finish group to identify processes and decisions that Councillors should contribute to, and then define the best (automated) way of enabling this to happen.
13.4	Increase multi-skilling of council officers to better enable change and diversify jobs	Council Transformation	<ul style="list-style-type: none"> Development of additional skills across all teams, including the ability to manage change more efficiently. Greater cross skilling across RBWM. Review of the content of job accountabilities. Shared Legal Services (SLS) review of employment contracts. Create a centralised training team, budget and assets. Standardise equality of opportunity to promote a common language and baseline competencies within RBWM to support flexible working and co-operative endeavours. 	Recruit Organisational Development Manager to lead in the delivery of this manifesto commitment. Undertake training needs analysis in all four Directorates.	Ongoing	On Target	Adult, Children and Health	HR	Cllr Brimacombe	Terry Baldwin	This is the outstanding piece of work and opportunity for Change Agent (CT).
13.5	Introduce a proper feedback "tell us once" Customer Relationship Management system so chasing progress is a thing of the past	Council Transformation	By April 2018 a CRM system will be implemented and customers will be able to: A) Set up a Digital Account and 'do business with the Royal Borough online as services are digitally transformed'. B) Receive notifications of progress so they do not need to chase progress. C) Have access to their contact history with the Council. D) Opt in for notification about various service information.	A) Will have in place a 'My Account' (digital account) providing access to a limited range of services for customers, starting with the Green Waste Service (the first of 14 services to be rolled out). B) As services are rolled out (A above) they will include the ability for residents to receive notifications detailing progress. C) Contact history for services rolled out will be stored within the My Account function. D) The Council will review options to enable us to provide specific customer relevant information.	31-May-16 31-May-16 31-May-16 30-Sep-16	On Target	Operations & Customer Services	Customer Services	Cllr Hill (Cllr Brimacombe)	Jacqui Hurd	A) System development partner will be selected. COMPLETED. B) Scope and price will be agreed. COMPLETED C) Digital solution will be installed. D) Digital offering for Waste & Recycling will be improved ('Service Improvement Phase 1' will be implemented).
13.6	Implement effective learning for customer service excellence	Council Transformation	By April 2018: A) There will be a corporate customer service training programme delivered by Learning and Development (HR). B) Processes will be re-designed within the transformation program to ensure they are better and simpler. C) Customer Satisfaction will be greater than 80%. D) Staff Satisfaction will be greater than 80%. E) First Time resolution of customer enquires received will be greater than 80%. F) Avoidable contact will be lower than 20% (2 in 10). G) There will be evidence of Continual Improvement.	A) Customer service programme is currently being developed to upskill staff at all levels as part of the corporate 'stretch' training programme. To begin delivery by Sept 2016. B) Phase 1 has now started with Jadu. Due to be live for customers by the end of May 2016. C) Use the 15/16 Residents Survey return to develop an action plan to further improve services and customer satisfaction. E) Work to reduce avoidable contacts is ongoing to minimise the effect of this on first time resolution rates (as below). F) Analysis on a service-by-service basis will be completed and action plans drawn up with service leads with a view to reducing avoidable contact by 10% by Apr 16 which should support greater customer satisfaction. G) The Council will determine how to trap and record continual improvements.	31-Sep-16 31-May-16 30-Apr-16 30-Apr-16 30-Apr-16	On Target	Operations & Customer Services (Corporate Services)	Customer Services	Cllr Brimacombe (Cllr Hill)	Jacqui Hurd (Terry Baldwin)	A) Training material being developed by HR and draft proposal to be submitted to CMT (Corporate Management Team). B) Training programme to be implemented - current timescale is to deliver courses over 6 months, commencing from October and to be completed by 31 March 2016. C) Service Improvement phase 1 to commence following implementation of CRM (Customer Relationship Management) system. E) First time resolution rate at the end of Q3 was 89.3%, however this takes into account contacts received chasing progress (avoidable contacts). G) Improvements are being made on a regular basis as part of feedback received from customers. e.g. customers receive parking overpayment refunds by BACS rather than by cheque.

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Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
13.7	Continue channel shift to bring in more 24/7 council services	Council Transformation	By April 2018, the replacement CRM (Customer Relationship Management) and Telephony systems will provide the infrastructure for a 24/7 Council. In addition, the transformation programme is addressing simpler process, website content and increasing places where and how advice can be obtained. A) 70% of customer interactions will be via Digital Channels. B) The cost per transaction will be cheaper by 40%. C) There will be an increased range of customer service advice available in Libraries and other public buildings in line with ref 8.8.	A) 14 Digital Services (beginning with the Green Waste service) will be rolled out, enabling customer interactions to be digital. The Council will measure and track the percentage of interactions which become available through digital channels as these services are rolled out. B) Phase 2 of the website will have started and procurement of the telephony system will be completed (for Council decision). These systems, along with the CRM Lite, once implemented, will allow us to drive down cost per transaction. C) Delivery of first tranche of customer services from within libraries (some of which are now open 7 days a week). This includes issuing of bus passes (in Maidenhead & Windsor instead of CSC), Advantage Cards and other general Council enquiries. Ref 13.8.	31-Mar-17 31-May-16 30-Apr-16	On Target	Operations & Customer Services	Customer Services	Cllr Hill (Cllr Brimacombe)	Simon Fletcher	A) CRM system will be installed. B) Transformation Programme project 'Service Improvement Phase 1' will be implemented. C) A new Telephony System will be procured (subject to submission and award of a capital bid for the required funds).
13.8	Use libraries and other community facilities e.g. Parish offices and children's centres to enable greater access to council functions	Council Transformation	By April 2018, customers will be able to use a public building local to where they live to access a wider range of council services face to face and digitally.	A) Delivery of Bus Pass and Advantage Card services from at least three libraries. B) Training of selected Library staff to handle enquiries relating to a wide range of council services. These staff to handle generic customer enquiry emails. C) These staff to handle general telephone enquiries from 5.15pm to the later time of 7pm. This extends opening times for telephone enquiries beyond existing 6pm.	30-Apr-16 30-Apr-16 30-Apr-16	On Target	Adult, Children & Health Services / Operations & Customer Services	Adult Services / Children's Services / Customer Services	Cllr Stretton (Cllrs Brimacombe & Hill)	Alison Alexander / Simon Fletcher	A high level scope of what the options for implementation will be developed for review at CMT (Corporate Management Team).
13.9	Use benchmarking to compare our services with others	Council Transformation	Ensure that (Integrated Performance Monitoring Reports) IPMR Indicators are benchmarked against primarily similar authorities.	Introduce benchmarking information in Q4, May 2016 IPMR report to Cabinet to support setting 2016/17 targets at appropriate levels. The top 3 KPIs by service area also being identified.	26-May-16	On Target	Corporate & Community Services	Performance	Cllr Brimacombe (Cllr Hill)	David Scott	Using the South East Strategic Leaders (SESL) benchmarking group explore the possibility of benchmarking the Royal Borough's CIPFA family Group across IPMR indicators. Establish which IPMR indicators are currently comparable and then work with the benchmarking group to ensure that all IPMR apex indicators can be compared thereafter.
13.10	Introduce a residents champion - a local ombudsman - to further improve our response to complaints	Council Transformation	A 'Local Ombudsman' is appointed by July 2016.	Job accountabilities and grade being agreed currently. Once agreed, the role will go out to recruitment.	30-Apr-16	On Target	Corporate & Community Services	Corporate Services	Cllr Hill (Cllr Brimacombe)	Russell O'Keefe	Job description and role defined. Complaints Policy updated.
13.11	Create widespread WiFi coverage for residents and visitors	Council Transformation	WiFi should be available where residents and visitors are, including parks, open spaces, all Council and Parish buildings, and car parks – wherever anyone may wish to access online resources.	Improving WiFi provision in Council buildings including Libraries, Town Hall and York House. The Council will create an agile project to map a prioritised list of parks, open spaces, parish buildings and car parks with a view to developing proposals for the roll out of further WiFi services.	30-Jun-16 30-Jun-16	On Target	Operations & Customer Services	Technology & Change Delivery	Cllr Hill (Cllr Brimacombe)	David Wright	The WiFi concession was awarded to Purple WiFi in July 2015.

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Report for: ACTION



Contains Confidential or Exempt Information	No - Part I
Title	Road and Streetworks Permit Scheme
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations, 01628 796484
Contact officer, job title and phone number	Ben Smith, Head of Highways & Transport, 01628 796147
Member reporting	Cllr Rayner, Lead Member for Highways & Transport
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All
Key Words	Streetworks; permit; roads; utility companies

REPORT SUMMARY

This report is designed to give the Council more powers to manage utilities damaging and disrupting our highway network.

Residents will benefit from less disruption as roadworks should be completed more quickly; at the least disruptive times with high quality first time permanent reinstatements.

1. This report provides an update on the potential introduction of a Road and Streetworks Permit Scheme which supports the manifesto commitment '*...Work with utility companies to improve the quality of road and pavement repairs...*'.
2. The report seeks approval in principle to this positive initiative and to consult with utility companies and stakeholders on the proposed scheme (attached as Appendix A).
3. The report recommends that Cabinet:
 - approve in principle the development of a Roads and Streetworks Permit scheme and endorse the approach being taken.
 - approves commencement of the consultation process with utility companies and other stakeholders.
 - approves a budget of £120k in 2016/17 for scheme development; consultation and implementation.
 - receives a report in September 2016 to consider the outcome of the

consultation and business case.

4. The financial implications of this report are:

- scheme development; consultation and implementation costs of £120k.
- development and implementation costs are recoverable through permit fees to be charged following implementation.

5. Additional points to note are:

- a primary benefit of a permit scheme is the increased capacity to coordinate and control activities on the highway minimising the impact on residents, business and visitors.
- implementation of a permit scheme fully supports delivery of the manifesto commitment '*...to work with utility companies to improve the quality of road and pavement repairs...*'
- scheme to 'go live' in November 2016, subject to approval by Cabinet in September 2016

- the permit scheme does not cover emergency situations

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.
Residents will benefit from improved journey times, reduced congestion and improved condition of the road infrastructure.	With effect from the implementation of the Road and Streetworks Permit Scheme from November 2016.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDED: That Cabinet:

- i) **Approve in principle the development of a Roads and Streetworks Permit scheme and endorses the approach being taken.**
- ii) **Approves commencement of the consultation process with utility companies and other stakeholders.**
- iii) **Approves a budget of £120,000 in 2016/17 for scheme development; consultation and implementation.**
- iv) **Receives a report in September 2016 to consider the outcome of the consultation.**

2. REASON FOR DECISION AND OPTIONS CONSIDERED

Background

2.1 The primary objective of the permit scheme is to improve the strategic and operational management of the highway network through better planning, scheduling and management of activities to minimise disruption to any road user and to improve the quality of repairs undertaken by utility companies, including first time permanent reinstatements.

2.2 Key scheme objectives and benefits:

- reduced disruption on the road network
- improvements to overall network management

- reduction in delays to the travelling public
- reduction in costs to businesses caused by delays
- creating a safer environment
- reduced carbon emissions
- Improve quality of repairs and focus on first time permanent reinstatements
- coordinate utility works on our highway network

2.3 Scheme objectives will be delivered by improving performance in the following areas:

- enhanced coordination and cooperation
- encouragement of partnership working between the Royal Borough, scheme promoters and key stakeholders.
- provision of more accurate and timely information to be communicated between all stakeholders including residents, visitors and businesses
- promotion and encouragement of collaborative working
- improvement in timing and duration of activities particularly in relation to the busiest streets within the network
- promotion of dialogue with regard to the way activities are to be carried out
- enhanced programming of activities and better forward planning by all works promoters
- give us more powers to fine utility companies that break the rules

Additionally, financial penalties may be imposed for works promoters who do not complete works on time; for working without a permit or who breach the conditions of a permit (for example: working at peak times on main routes).

2.4 With respect to improving the quality of road and pavement repairs, the current system allows works promoters to undertake a temporary reinstatement and to return within a maximum period of 2 years to undertake a permanent and high quality reinstatement. The proposed permit scheme will focus on utilities undertaking first time permanent repairs.

2.5 With consideration to the benefits and improvements which can be delivered by developing and implementing a permit scheme, this approach is recommended from a quality perspective.

2.6 Balanced against the quality improvements it is essential that the business case is financially viable. A detailed business case will be developed for consideration in parallel with the consultation on the proposed permit scheme.

This business case will be based upon:

- Chargeable permits on all roads with a sliding scale of charges depending on location and nature of the works.
- One system in operation across the borough with full permit powers (controls to force coordination, time and duration of works).
- Scheme targeted to reduce the number of works on the road network seeking to reduce disruption.
- Full cost recovery in relation to statutory undertakers permits.
- Maximum control to coordinate works and ensure robust communications to road users.

- 2.7 It is recommended that the principle of developing and adopting a permit scheme be endorsed to deliver improvement to residents, visitors and business in a financially efficient manner.
- 2.8 The first stage of this process is consulting with utility companies and key stakeholders.

This will be undertaken in parallel with development of the business case which will be reported to Cabinet in September 2016 for consideration.

Subject to Cabinet approval, implementation in November 2016 is targeted or earlier subject to completing formal notification and communication.

- 2.9 During scheme development, and post-implementation, a proactive communication plan will be delivered which engages with residents and business to ensure that the benefits of the permit scheme are fully realised and delivered. This will include actively encouraging reporting of issues / concerns

Options

Option	Comments
(a) develop and implement a road and streetworks permit scheme subject to the outcome of the consultation and full business case.	(a) This option is recommended . A permit scheme would increase the Council's ability to coordinate and control activities on the highway therefore minimising the congestion and improving the condition of road infrastructure and give us more powers to fine utility companies that break the rules
(b) continue the existing approach based on a notice system under the New Roads and Streetworks Act	(b) This option is not recommended. The current situation would remain and opportunities to improve control and co-ordination of works benefitting residents, business and visitors would not be realised
(c) Create a shared service to deliver a permit scheme.	(c) This option is not recommended at this time It is recommended that this option be explored in future as part of developing the longer-term business case
(d) Outsource and create a managed service.	(d) This option is not recommended at this time Control over roadworks and financial viability may be reduced. This option should be considered following development; consultation and implementation as a longer term solution, potentially bundled with other services

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be deliver by
Implement Road and Streetworks	Not achieved	30 November	31 October 2016	1 October 2016	30 November

Permit scheme by:		2016			2016
Over-running road works reduced*	< 5%	5-10%	11-20%	> 20%	30 November 2017
Complaints relating to the quality of utility company repairs reduced*	< 5%	5-10%	11-20%	> 20%	30 November 2017

* BASELINE TO BE ESTABLISHED

4. FINANCIAL DETAILS

4.1 Revenue Funding

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

4.2 Capital Funding

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	£120	£0
Reduction	£0	£0	£0

4.3 Costs associated with the development; consultation and implementation of the permit scheme are projected at £120,000 which includes specialist support for scheme development and implementation; system software and hardware; training and communications

4.4 All costs associated with operating a scheme are recoverable through permit fees and charges over a 3-year period which include:

* Specialist Consultants	50K
* Staffing	20K
* Finance / HR	10K
* ICT System	40K
TOTAL	£120K

5. LEGAL

Part 3 of the Traffic Management Act 2004 (TMA) and associated regulations (2007) allow a highway authority to introduce a permit scheme to deliver their duty to coordinate works of all kinds on the highway including temporary occupation and use of the highway by Promoters e.g. utility companies.

6. VALUE FOR MONEY

Efficient movement on the Boroughs road network is essential for creating a successful local economy. As the scheme is projected to be cost neutral it optimises

value for money by delivering financial and non financial benefits to residents, businesses and visitors to the Borough. We hope to increase income by fining utility companies that break the rules.

7. SUSTAINABILITY IMPACT APPRAISAL

A permit scheme will reduce the levels of congestion and will support and promote sustainable transport and integrate with air quality policies.

8. RISK MANAGEMENT

Risk	Uncontrolled Risk	Controls	Controlled Risk
Financial projections embedded in the full business case with respect to income / expenditure are not achieved	High	Use of specialist consultants and sufficient internal scrutiny arrangements in place via use of corporate project management tools.	Low
Failure to comply with the legislative requirements or delays or prohibits scheme implementation, thereby benefits not realised	Medium	Use of specialist consultants and sufficient internal scrutiny arrangements in place via use of corporate project management tools.	Low
Utility companies will be required to comply with the scheme may challenge the validity of the scheme if it has not been extensively assessed and shown to be compliant.	High	External consultancy endorsement of the proposed scheme prior to statutory consultation with utility companies.	Low
System requirements not in place to enable delivery of permit scheme	High	Project team established with specialist ICT resource	Low

9. LINKS TO STRATEGIC OBJECTIVES

The recommendations of this report and the anticipated outcomes are wholly consistent with the Borough’s strategic objectives, in particular the following:

Residents First

- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

Value for Money

- Deliver Economic Services
- Improve the use of technology
- Invest in the future

Delivering Together

- Deliver Effective Services
- Strengthen Partnerships

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

An improved highway network benefits all road users.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS:

The detailed business plan will consider the levels of resource required to operate the permit scheme together with the most efficient and effective business model (for example: in-house; shared service or managed service).

12. PROPERTY AND ASSETS

The approach set out within this report seeks to improve the Highway Network and maintain the highway asset in accordance with good practice.

13. ANY OTHER IMPLICATIONS:

N/A

14. CONSULTATION

The report will be considered at the Highways, Transport & Environment Overview & Scrutiny Panel meeting on 24 March 2016 with comments reported to Cabinet for consideration.

The draft scheme, attached as Appendix A, will form the basis of consultation with utility companies and key stakeholders. The outcome of the consultation will be reported to Cabinet in September 2016 for consideration.

15. TIMETABLE FOR IMPLEMENTATION

Jan 2015 (Complete)	Permit Scheme Project commencement including engaging services of specialist consultants.
Jan to March 2016 (In Progress)	Develop draft scheme for consultation (Appendix A)
Jan to May 2016 (In Progress)	Business case
24 March 2016	Cabinet report
April to May 2016	Engagement with Statutory Undertakers and other interested parties
April to July 2016	Commence formal consultation (12 weeks duration)
July 2016	Review consultee comments and prepare report including any modifications to permit scheme documents
September 2016	Cabinet report (Consultation outcome and business case)
October 2016	Formal notification to consultees that permit order has been issued (Subject to Cabinet approval)
30 November 2016	Permit scheme goes live

16. APPENDICES

Appendix A – Draft Permit Scheme – *available electronically*

Appendix B – Case Study (Brighton & Hove City Council)

17. BACKGROUND INFORMATION

17.1 It is recommended that the draft scheme, attached as Appendix A, be adopted as the basis of consultation which will be undertaken in parallel with the development of a full business case.

17.2 The full business case and the consultation outcome will be reported to Cabinet in September 2016 for consideration. However, set out below are a series of statements for information at this stage:

- A permit scheme allows the Council, as a Permit Authority, to charge Statutory Undertakers (utility companies) a fee for processing a permit application or permit-variation
- A permit scheme cannot be used to generate surplus income but will be self-funding, including the recovery of set up costs
- Maximum charges are set by statute (indicative charges are included in Appendix B – Brighton and Hove City Council case study)
- It is anticipated that RBWM would process around 14,000 utility permits each year
- The Brighton & Hove City Council case study, attached as Appendix B, offers contextual and background information with respect to volume of permits and indicative charges.
- An initial outline business case has been prepared which will be developed into a full business case and reported to Cabinet for consideration in September 2016 (subject to approval)

18. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	08/03/16	11/03/16	Report approved
Cllr Rayner	Lead Member for Highways & Transport	29/02/16	08/03/16	Comments included throughout report which focus on increased control of utility companies
Simon Fletcher	Strategic Director of Operations	26/02/16	29/02/16	Comments with respect to Appendix A / addition of case study
Michael Llewelyn	Cabinet Policy Office	26/02/16	29/02/16	Comments regarding timescales / addition of case study

Shared Legal Services (Contact to be advised)	Shared Legal Solutions / Monitoring Officer	26/02/16	08/03/16	Report approved with no additional comments
Mark Lampard	Finance Partner	26/02/16	08/03/16	Comments added with respect to business case and indicative permit volumes and charges
Tony Robinson	Streetcare Service	26/02/15	04/03/16	Appendix B added

REPORT HISTORY

Decision type:	Urgency item?
For information	No

Report author	Job title	Full contact no:
Ben Smith	Head of Highways & Transport	01628 796147

Appendix B: Brighton & Hove City Council - Permit Scheme (Case Study):

During the development stage of this project the Royal Borough has worked in partnership with other local authorities, including Brighton & Hove City Council, to share best practice.

Brighton & Hove City Council (BHCC) is broadly comparable in terms of the size and nature of the highway network and are seen as a useful comparative partner.

This case study sets out the key points from their scheme as contextual, background information only.

The stated main benefit of introducing a permit scheme is the increased capacity to coordinate and control activities on the highway and therefore minimise the impact of badly controlled works.

The BHCC scheme took around 18 months to deliver. However, as the process is now more familiar to subsequent authorities it is anticipated that the time period from for scheme delivery can be reduced.

Based on the previous 3-year average, BHCC estimated processing approximately 16,000 permits annually with approximately 850 permit variations.

Permit costs differ dependant upon the highway category and activity type and are set at the maximum permissible level, generating projected annual income of approximately £800,000

Table 1 offers an indication of permit numbers; costs and breakdown by activity type which was submitted to the Department of Transport (DfT)* as part of the overall business case (* DfT was the approving body at the time of scheme development)

The business case submitted to the DfT proposed the equivalent of 15 FTEs managing and administering the permit scheme at an approximate cost of £580,000.

Additional operating costs (for example: management system) of approximately £207,000 were projected.

Therefore, the total annual scheme costs were £787,000

The BHCC business case projects a decrease in permit applications; income and operating costs in early years as utility companies manage their noticing activities more proactively.

Table 1: BHCC Business Case Cost Matrix Data

Category 0-2 and Traffic Sensitive Streets					
Activity Type	Estimated No. of Permits	Cost per Permit	Estimated No. of Permit Variations	Cost per Permit Variation	Total Cost per Activity Type
Provisional Advance Authorisation	42	£158	N/A	N/A	£6,645
Major	41	£316	8	£45	£13,254
Standard	241	£182	24	£45	£44,949
Minor	1742	£88	87	£45	£157,960
Immediate	526	£63	26	£45	£34,363
Sub Total	2592	N/A	146	£45	£257,172

Category 3-4 Non-Traffic Sensitive Streets					
Activity Type	Estimated No. of Permits	Cost per Permit	Estimated No. of Permit Variations	Cost per Permit Variation	Total Cost per Activity Type
Provisional Advance Authorisation	122	£90	N/A	N/A	£10,970
Major	115	£157	23	£35	£18,937
Standard	740	£71	74	£35	£55,528
Minor	10384	£34	519	£35	£374,754
Immediate	2010	£40	101	£35	£83,261
Sub Total	13372	N/A	717	£35	£543,451

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Report for: INFORMATION



Contains Confidential or Exempt Information	NO - Part I
Title	RBWM Transformation Programme 2015-18: An Agile Council
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations and Customer Services
Contact officer, job title and phone number	Simon Fletcher, Strategic Director of Operations and Customer Services
Member reporting	Cllr Paul Brimacombe, Principal Member for Transformation & Performance
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. This paper introduces a refreshed RBWM Transformation Programme (strategy) 2015-18. The Programme is designed to respond to the changing face and funding structure of local government and enable the Royal Borough to become a change ready and 'Agile' organisation.
2. This Transformation Programme is ambitious; it seeks substantial and sustainable change to cope with the increasing demands on local government but also seeks to meet the changing needs of residents, within tightening financial constraints, without compromising the quality of our services.
3. Successful implementation of the strategy will result in new operating models for our services, delivered by employees who are skilled and confident; able to respond positively to challenges and act to maximise opportunities, who will ensure we continue to utilise the right tools and technologies to provide quality services to residents.

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. The strategy directs service reviews to focus on the needs of the customer – changes will be made to	From 1 April 2016 onwards

ensure that these needs are more effectively met.	
2. The strategy looks to put in place operating models which will both reduce the cost and increase the efficiency of the services which we provide to residents.	From 1 April 2016 onwards

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Approves the refreshed RBWM Transformation Programme 2015-18: An Agile Council.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The purpose of the refreshed transformation programme is to create a lean and agile organisation, focused on customers, services and the communities we serve.
- 2.2 Transformation is about changing the way an organisation functions; through better use of technologies, changes to working practices and structures, the introduction of new operating models and encouraging changes to customer behaviours.
- 2.3 In February 2016 both Council and Cabinet reviewed a medium term financial plan (MTFP) identifying £14.595m of savings targets for the three directorates for the period 2017/18 – 2019/20. Clearly, the council is operating in a challenging time with increases in demand for services alongside these ongoing financial constraints. The transformation programme sets out how we will increase innovation and use of digital technology, create a much stronger customer focused and commercial orientation to generate additional income and/or reduce costs and introduce different ways of delivering our services going forward, across the full range of services we provide.
- 2.4 Our transformation programme, set out in full in appendix A, will focus on three key areas:
 - **Knowing our services** – undertaking Fundamental Service Reviews (FSRs) of our activities and using the information gleaned to plan the future scope and volume of service outcomes, and how they are achieved.
 - **Having the right people and tools** – creating a strong ‘can do’ culture across the organisation and equipping managers with the right skills to do their jobs.
 - **Delivering differently** – using relevant information and management skills to adapt our services, providing us with the ability to flex the size and shape of the council over time to meet demands and pressures we face.
- 2.5 These key areas (workstreams) will be delivered through a number of projects, which are currently in the process of being fully defined. The basis of this is set out in appendix B.

OPTIONS CONSIDERED

Options	Comments
Approve the Transformation Programme 2015-18. This is the recommended option	This option allows us to become an agile council, able to respond to the changing environment of local government and the challenges and opportunities this presents.
Not approve the Transformation Programme 2015-18. This is not recommended	This option could lead a reactive response to the changing environment we face and may affect our opportunities to achieve sustainable change and savings.

3. KEY IMPLICATIONS

3.1 Transformation is not something that is new to the Royal Borough, and the new programme identifies some of our achievements of the last few years – but there is more to do. By 2018, through this refreshed transformation programme we expect to be a council which is:

- More self reliant – successful in becoming less dependent on central government funding and increasing our income generation;
- Equipped to work in new ways – regularly commissioning the services we need based on outcomes for residents, and making evidence based decisions on those services we change;
- Quicker to respond – more able to adapt to changing circumstances and residents’ needs, including improving our digital offer to customers;
- Providing a mixed economy of service provision – taking different approaches to delivering services, taking ideas from all sectors as well as our own.

3.2 The key outcomes of this transformation programme are set out below:

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
% of Measures of Success*, as laid out in the Transformation Strategy, achieved.	<85%	85-89.9%	90-95%	>95%	31 March 2018
Deliver the identified £5.7m savings Transformation Programme for 2016/17	<£5.7m	£5.7m	£5.7m - £6m	>£6m	31 March 2017
An additional £5.5 savings identified and delivered through the Transformation Programme for 2017/18	<£5.5m	£5.5m	£5.5m – £5.75m	>£5.75m	31 March 2018

**Some of these measures of success are still to be baselined and will be included as a monitoring report to Cabinet.*

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 There are no financial implications of this report, however some of the Transformation workstreams themselves may have budget implications (e.g. CRM Lite, New Telephony etc).

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

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	N/A	N/A	N/A
Reduction	N/A	N/A	N/A

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. VALUE FOR MONEY

- 6.1 A main strategic priority of the Transformation Programme is to achieve value for money.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 N/A

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
The Transformation Programme does not achieve it's agreed objectives.	HIGH	The Transformation Steering Group will review progress on a monthly basis. A quarterly report will be submitted to Cabinet summarising programme progress.	LOW
The Transformation Programme does not deliver the required savings.	HIGH	The Transformation Steering Group will review progress on a monthly basis. A quarterly report will be submitted to Cabinet	LOW

Risks	Uncontrolled Risk	Controls	Controlled Risk
		summarising programme progress.	

9. LINKS TO STRATEGIC OBJECTIVES

9.1 The Transformation Strategy addresses the following strategic objectives.

Value for Money

- Deliver Economic Services
- Improve the use of technology
- Increase non-Council Tax Revenue
- Invest in the future

Delivering Together

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

Equipping Ourselves for the Future

- Equipping Our Workforce
- Developing Our systems and Structures
- Changing Our Culture

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 N/A

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 N/A

12. PROPERTY AND ASSETS

12.1 N/A

13. ANY OTHER IMPLICATIONS

13.1 N/A

14. CONSULTATION

14.1 Consultation has taken place with;

- Elected Members and Overview & Scrutiny Panels
- Strategic Leadership of the Council.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
31 March 2016	Report presented to Cabinet for approval

16. APPENDICES

- Appendix A - RBWM Transformation Programme 2015-18: An Agile Council
- Appendix B – Transformation Workstreams 2016-18

17. BACKGROUND INFORMATION

- N/A

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	29/02/16	09/03/16	
Cllr Paul Brimacombe	Principal Member Transformation & Performance	29/02/16	29/02/16	
Cllr Simon Dudley	Deputy Leader of the Council	29/02/16		
Cllr Geoff Hill	Lead Member for Customer & Business Services, including IT	29/02/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	29/02/16	07/03/16	
Russell O'Keefe	Strategic Director Corporate and Community Services	29/02/16		
Andrew Brooker	Head of Finance	29/02/16		
Michael Llewelyn	Cabinet Policy Officer	29/02/16	29/02/16	

REPORT HISTORY

Decision type:	Urgency item?
Key Decision	No

Full name of report author	Job title	Full contact no:
Simon Fletcher	Strategic Director of Operations & Customer Services	01628 796484

RBWM TRANSFORMATION PROGRAMME 2015 – 2018: AN AGILE COUNCIL

January 2016



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

Our vision is underpinned by four principles:

Putting residents first

Delivering value for money

Delivering together with our partners

Equipping ourselves for the future

What is Transformation?

“Changing the way that the organisation functions”.

1. Changing processes affecting technology and structures.
2. Changing (legacy) historical working practices, values and structures.
3. Changing to new products or services and new delivery mechanisms.
4. Changing internal, external and customer behaviour.



CONTENTS

- 1 Introduction
- 2 Transformation Vision and Outcomes
- 3 Transformation Strands
- 4 How We Get There
- 5 Our Transformation Achievements to Date
- 6 Measures of Success

Frequently used acronyms

FTE	Full time equivalent
RBWM	Royal Borough of Windsor & Maidenhead

1. INTRODUCTION

- 1.1 Our transformation programme is designed to respond to the changing environment of local government. The public sector is at a turning point in its evolution; change is the norm and 'change ready', agile and commercially focused public service organisations are required.
- 1.2 We anticipate significant changes in the needs, behaviours and expectations of residents, customers, clients and communities - compounded by the reality of deficit reduction. We expect an increase in the volume of demand for council services; with particular growth in demographic-led demand for the services used by young and older people. That is, a likely disproportionate level of spend required for a small number of people with high needs where people (adults and children) are dependent on more restrictive support.
- 1.3 Demand is growing for a number of reasons; people are living longer and our lifestyles are changing and so too are our expectations – people want to stay out of hospitals, people want to remain in their own homes as they get older, and we are gaining greater understanding of issues such as child sexual exploitation and what we need to do about it. These are the areas where the costs are greatest; placing extra financial pressure on the Royal Borough of Windsor and Maidenhead (RBWM) every year. Meanwhile our duty to lead and support communities and create vibrant places and spaces for people to live, learn, work and play continues unabated.
- 1.4 The Royal Borough has a track record of responding positively to these challenges. We recognise and embrace the changing landscape of local government; operating in an environment of increasing demand and reducing resource. To ensure we respond to these challenges and opportunities, and continue to provide local people with the quality services they expect, we need to do things differently and change the way the council functions; Our transformation programme is enabling RBWM to do just that, and become an 'AGILE COUNCIL'.
- 1.5 An 'Agile Council' is one that has the knowledge, will and ability to transform efficiently and effectively within meaningful and appropriate timescales. It adheres to the principles of data-driven decision making, outcome based planning and performance management. It delivers valued and precise outcomes through the most effective operating models, by employees who are skilled and confident, who respond positively to challenges and act to maximise opportunities.
- 1.6 The recent local government settlement introduces changes to the ways the sector will be funded in the future. It sets out reductions in our revenue support grant going forward. The council, like the whole sector, therefore faces significant financial challenges over the period to 2020, with a current funding gap of approximately £14.5million over the period. We are committed to limit council tax rises at or below the rate of inflation whilst improving our services, which itself limits our choices and supports the need for us to become more Agile.
- 1.7 RBWM has an advantage over many other public, voluntary and private sector organisations in that we are in touch with the views of residents of the borough and have a mandate to commission services from a broad range of providers, including ourselves. We will work closely with partners, stakeholders and communities to address our financial challenges and determine the scope, size and content of our future services.



- 1.8 While the transformation programme will change the way the council functions we will also achieve continuous improvement through our 'business as usual' activities; it is intended that an 'Agile Council' will become the cultural norm. In this way the success of the transformation programme is complete when 'Agile' itself is business as usual.

2. TRANSFORMATION AMBITION AND OUTCOMES

- 2.1 The council's ambition, as articulated in our Corporate Plan 2016-20 and through this transformation programme, is to for the Royal Borough to be:

“A great place to live, work, play and do business, supported by a modern, dynamic and successful council.”

- 2.2 The transformation programme has solid foundations, built upon the preceding initiative of a business improvement programme (BIP) using lean and service reviews and earlier iterations of transformation. These initiatives assisted the council to successfully deliver balanced budgets and ensure continued financial stability. This transformation programme is more ambitious; it seeks substantial and sustainable change to cope with the increasing demands on local government. It also seeks to meet the changing needs of residents, within these tightening financial constraints, without compromising the quality of our services.

Anticipated outcomes of our transformation programme

By 2018 we expect to be a council which is:

- **Resident Focused** – Our customers will be able to access some services 24/7 and self-service for simple transactions will become the norm. Where possible, we will develop a single view of the customer, to ensure our staff have the right information and our customers receive consistently high levels of service, resolved at the first point of contact. Service will be provided at the point of need, be that in council buildings, through our libraries, through partner buildings and, if needed, in customers' homes.
- **Value for Money** – RBWM will be 'Lean', in terms of efficient and effective processes. We will implement a 'mixed economy' of different delivery models for our services, adopting the best model for each service, rather than a one size fits all approach. Being flexible about our future operating models will provide us with the ability to flex the size and shape of RBWM over time to meet demands and pressures, such as funding, demographic and policy changes.
- **Delivering Together** – We will be a smaller, smarter organisation, having successfully built sustainable partnerships across the public, third sector and private sectors and through them support the changing behaviours and needs of our residents. Our operating models will make us a sustainable council. We will continue to champion the Big Society, and will have devolved service provision through local partners and communities where the will to do so exists. We will also seek to optimise use of our assets and be smarter in our procurement activities.
- **Equipped for the Future** – We will continue to lead the way in local government, an innovative and self-sustaining council staffed by professional, trained officers with real ambition for our communities; a flexible and agile council that is an employer of choice in our sector and which residents are proud of.

3. TRANSFORMATION STRANDS

3.1 Our transformation programme has three strands to it.

STRAND ONE – ‘KNOWING OUR SERVICES’

3.2 The first strand is to undertake Fundamental Service Reviews (FSRs) for each of the council’s activities. The FSR is essential to provide insight and understanding that will enable continual thinking and planning to determine the future scope and volume of service outcomes, and how they are best achieved. It will also provide greater understanding of the priorities, challenges and opportunities facing services. We will use this understanding and detailed information on our services to identify and plan for the best future service provision. The key outputs of this work strand are:

- The council will become outcome focused so that decisions about what the Council does and how it does it are based on which choice makes the best contribution to the Council’s priority outcomes;
- The council will employ the principles of a business intelligence system to push knowledge towards employees required to take actions, and make decisions at the time, place and in the right format for them to make best use of it. Taking the view that data is just facts and figures, information is structured, contextualised data and knowledge is purposed and insightful information.

STRAND TWO - ‘HAVING THE RIGHT PEOPLE AND TOOLS’

3.3 To do this successfully we will require leaders, managers and officers with a broad range of skills who can help articulate challenges and spot opportunities for communities and the council alike. A key part of our transformation programme will be creating a strong ‘can do’ organisational culture, with modern managers and modern management skills. The key outputs of this work strand are:

- Managers who have a shared understanding of the fundamental tools and techniques of management and an appreciation of the essential role of leadership;
- Managers who have a shared understanding of change and project management and who can employ an ‘Agile Approach’ to delivering beneficial outcomes;
- Managers who have a shared understanding of the function and importance of knowledge management such that they can ensure optimal decisions, management of risk, precision of action and required performance;
- Staff at all levels act in line with the councils CREATE values.

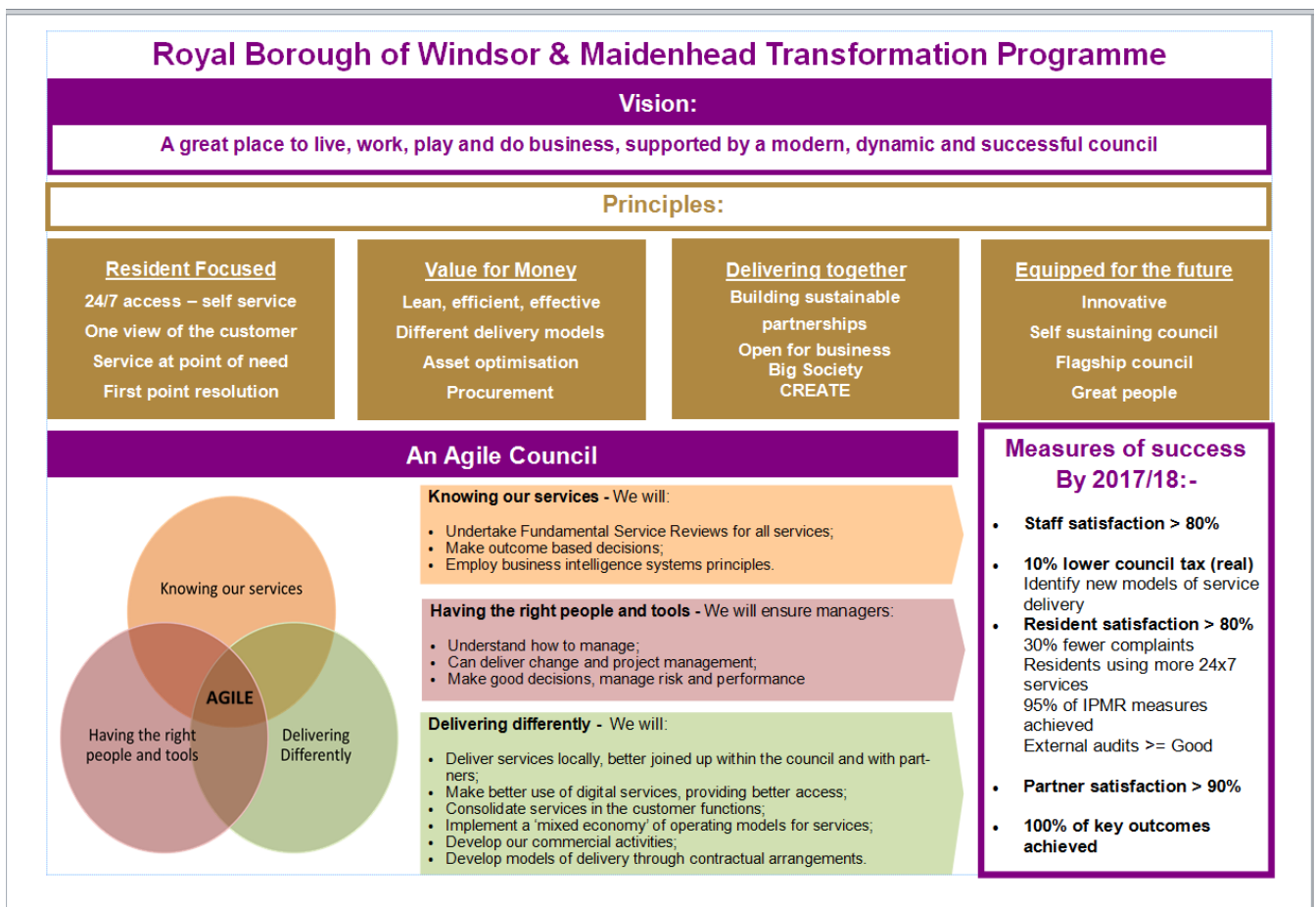
STRAND THREE – ‘DELIVERING DIFFERENTLY’

3.4 With the right business intelligence system and information, and managers and officers with the right skills to identify opportunities and challenges ahead, we can create a Agile Council, fit for purpose and able to adapt. ‘Delivering Differently’ articulates an ambition to create a ‘mixed economy’ approach to service provision in the future. The key outputs of this work strand are:

- Services delivered locally so that services are planned in, delivered in and accountable to the localities they serve and are better able to join up within the council and with other public sector partners;

- Better use made of digital services so that customers have greater access; also services are available at times that suit them and on devices that suit them;
- Consolidated services in the customer functions and the back office support functions, so that they are more efficient;
- A mixture of operating models implemented and utilised for the provision of our services; the right solutions for our services;
- Commercial activity developed and opportunities to spin out services, part of services and/or new services through our trading company, RBWM Commercial Services, to be maximised;
- Opportunities to use our assets (land and buildings) in creative ways to generate capital and revenue receipts is maximised;
- Models of delivery achieved through contractual arrangement, grants or other funding mechanisms are developed;
- Communities better supported to reduce dependence on the council through facilitating, enabling, organising and funding activities.

Figure 1 shows our 'plan on a page'.



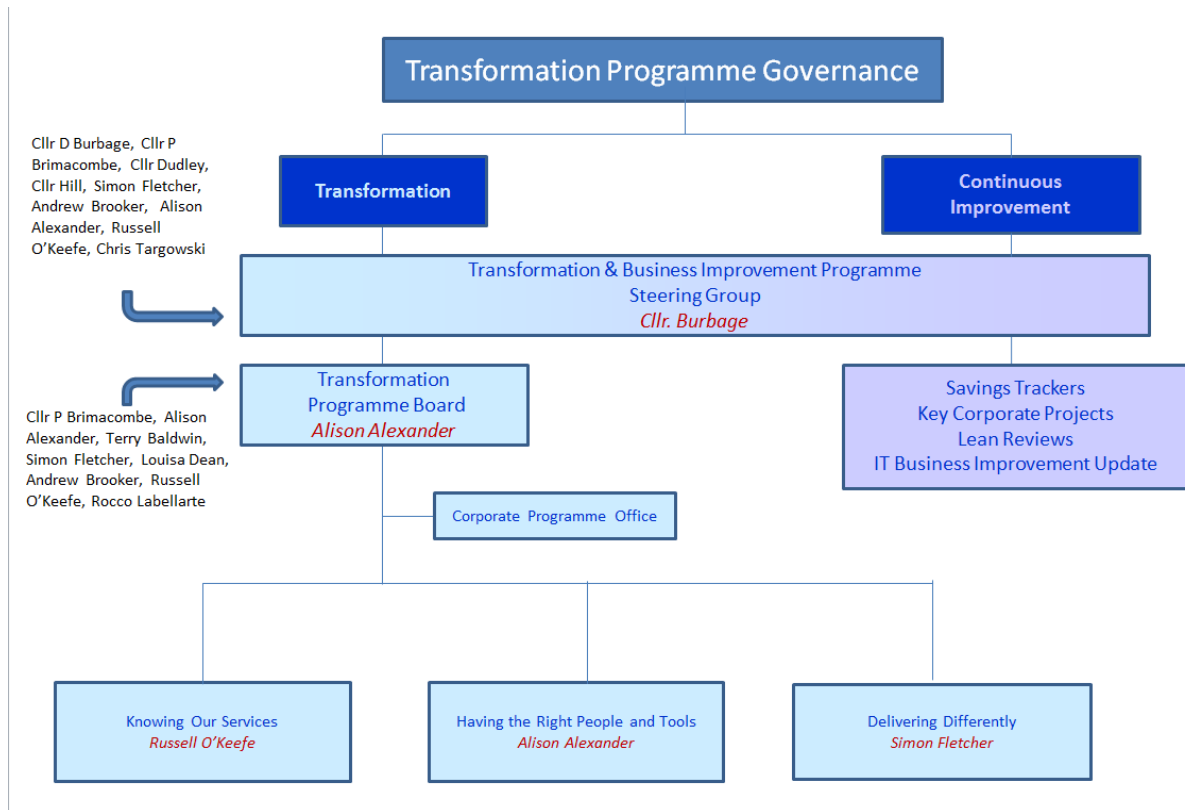
4. HOW WE GET THERE

4.1 Delivery of this revised transformation programme will build on the successes, and structures, we have already achieved.



- 4.2 The programme will change how we do business, to improve services to residents and to provide better value for money. It will involve better alignment of the Council's staff, processes and technology with our objectives and priorities in order to support and help innovate new ways of working and provide new levels of customer service.
- 4.3 Transformation is achieved when 'Agile' becomes 'business as usual'. It will result in new operational models, better management practices, more efficient processes, new technology, improved leadership and will influence culture, staff training and structures.
- 4.4 Projects and work-streams will continue to be identified and managed through Verto, supported by the Corporate Programme Office. The existing transformation programme benefits realisation and performance management structures will continue (see figure 2 below) - to enable, track and bring about real change. Likewise, we will continue to centrally coordinate change communications, supported by our Change Agents and Champions.

Figure 2 shows the transformation programme governance arrangements (from 1 April 2016).



- 4.5 We are taking a priority-based approach as we have limited resource and organisational capacity for change and cannot transform everything at once. A roadmap will be developed to show the journey and steps for transformation within the three areas, with individual projects and their approximate start and delivery dates.

5. OUR TRANSFORMATION ACHIEVEMENTS TO DATE

5.1 Some progress has already been made on our transformation journey.

- We have achieved £24.6m's of savings since 2013/14 supported by our 'Lean' practices and FSRs
- We have restructured our senior management layer, again generating £460k of financial savings, and creating a more flexible, senior cadre of managers
- We have reduced the staff headcount by 216 FTE since 2013/14 (including 90 transferred to Legacy Leisure).
- We launched a new website in January 2015 (6 weeks lead in) and old website 'switched off' in December 2015.
- We have implemented remote and home working, anytime anywhere access to Council systems for staff and Members;
- Introduced hot desk working – open plan offices through the Smarter Working project;
- Provided access to email and calendars on Smartphones, iPads and other devices;
- Introduced Wi-Fi access in council offices for Members, staff and visitors;
- Created a new, paperless Cabinet and Committee reports system;
- We have upgraded almost all core business systems (Finance, HR, Pensions, Revenues and Benefits, Planning, Social Care, Elections);
- Achieved secure encryption added to all devices, computers, laptops, tablets, phones, etc.
- Introduced a new Project Management methodology (Gateway Process) and reporting (Verto);
- Major works undertaken in 13/14 to achieve Government security compliance;
- Received recognition from Government as the first authority to deliver a cloud environment;
- Implemented a series of shared services (including Shared Legal Solutions and Building Control);
- Diverted more than 90% of our waste from landfill to 'energy from waste' sites;
- Implemented locally based 'Community Wardens' to improve access to our services to residents – and extended this to cover our vibrant night time economy;
- Brought forward a series of exciting regeneration activities to support further development of the Borough;
- Built new school in Oldfield, in response to growing demand;
- Invested in projects which significantly improve our environment and leisure facilities (Furze Platt Leisure Centre, Waterways scheme etc).

6. MEASURES OF SUCCESS

6.1 The following table sets out the measurable success factors for the transformation programme.

BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 1	Financial management	Savings targets are achieved.	<ul style="list-style-type: none"> By maximising opportunities for sharing services with public and third sector partners; By implementing a mixture of operating models for the provision of our services, achieving sustainable savings; By develop models of delivery to be achieved through contractual arrangement, grants or other funding mechanisms. 	£20.3m savings by 2020 (Local Government Settlement 2015)	£5.7m	£5.5m
Tx Ben 2		New income is realised from commenrcial trading activities	<ul style="list-style-type: none"> By developing our commercial / trading activities and opportunities to spin out services, part of services and/or new services through RBWM Commercial Services; 	<£80K (TWO5NINE)	>£500K	>£750K
Tx Ben 3		Cost of service (per transaction) is known and used in planning for services	<ul style="list-style-type: none"> By use of a business intelligence system to ensure decisions are taken based on appropriate information 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 4	Reduced council tax (real)	% real terms reduction in council tax	<ul style="list-style-type: none"> By continuing to put residents first and ensure that efficiencies we achieve can be passed onto them. 	Band D Rate (£906.95 excludes £18.14 ASC precept)	TBC	10%
Tx Ben 5	Increased resident satisfaction	% of residents who are overall very satisfied or fairly satisfied with RBWM	<ul style="list-style-type: none"> By consolidating services in the customer functions and the back office support functions so they are more efficient By creating customer focused services, utilising technology, and our assets across the Borough, to improve services to residents By engendering a culture of customer service excellence across the council By providing effective, efficient services and delivering first time resolution to customer queries 	65% (2015 residents survey)	75%	>80%



BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 6		% fewer complaints received	<ul style="list-style-type: none"> By consolidating services in the customer functions and the back office support functions so they are more efficient By creating customer focused services, utilising technology, and our assets across the Borough, to improve services to residents By engendering a culture of customer service excellence across the council 	720 (estimate 2015/16)	600 (15%)	30%
Tx Ben 7		% of residents accessing services '24/7'	<ul style="list-style-type: none"> By increasing the number of channels available at different locations and at different times By improving the transactional capability of our website and how it interfaces with back office systems; By developing a 'my account' feature for residents so they can apply, pay for and track services online 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 8		% IPMR measures achieved	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities 	63% on target (2014/15)	??	95%
Tx Ben 9		% external audits scored as 'good' or better	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 10		% of residents satisfied with the way their complaint was handled?	<ul style="list-style-type: none"> By engendering a culture of customer service excellence across the council 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 11		% of key outcomes achieved	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities 	66% (2014/15)	??	100%
Tx Ben 12	Increased partner satisfaction	% of partners who are overall very satisfied or satisfied with RBWM	<ul style="list-style-type: none"> By focusing on working together with partners to achieve targets and shared priorities for residents. 	To be baselined (by April 2016)	TBC	>90%
Tx Ben 13	Increased staff satisfaction	% of staff who are satisfied with RBWM as their employer	<ul style="list-style-type: none"> By recognising staff for their contribution to the services they provide for our residents By providing clear direction and leadership over the future of services and the organisation 	47.5% (2013) 42.6% (2014)	60%	>80%
Tx Ben 14		% of staff who have confidence in the leadership skills of their manager	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 15		% of staff who agree their manager is an excellent role model	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by April 2016)	TBC	TBC



BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 16		% staff who agree their manager exhibits the CREATE values the majority of the time	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by April 2016) 55.8% (2013 – in relation to people they work with)	TBC	TBC
Tx Ben 17		% of staff who have confidence in the leadership skills of the senior leadership team	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 18		% of staff who have confidence in the leadership skills of members	By improving our communications and trust between member and senior leaders	To be baselined (by April 2016)	TBC	TBC
Tx Ben 19		% of staff who agree the senior leadership team exhibit the CREATE values	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 20		% of staff who agree they would be happy to be still working at the council in 12 months time	<ul style="list-style-type: none"> By creating a strong outcomes focused organisation supported by a can do culture 	56.8% (2014)	70%	>80%
Tx Ben 21	Successful project management	% project objectives met in full	<ul style="list-style-type: none"> By growing managers who are able to manage change and project management and who can employ an agile approach to delivering beneficial outcomes; 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 22		% of projects completed on time and to original budget	<ul style="list-style-type: none"> By growing managers who are able to manage change and project management and who can employ an agile approach to delivering beneficial outcomes; 	To be baselined (by April 2016)	TBC	TBC

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Document Name	RBWM Transformation Strategy Document		
Document Author	Simon Fletcher (Strategic Director of Operations)		
Document owner	Transformation Steering Group		
Accessibility	??		
File location	TBC		
Destruction date	TBC		
How this document was created	Version 0.1	S Fletcher - First draft	16/Dec/2015
	Version 0.2	Cllr P Brimacombe – amends / additional text	16/Dec/2015
	Version 0.3	S Fletcher – further additions to measures of success / redrafting of text throughout	06/01/2016
	Version 0.4	A Brooker, R O’Keefe, L Dean: further additions of financial data, text to ‘delivering differently’ strand / achievements added	07/01/2015
	Version 1.0	A Alexander: minor amendments to section 2 wording, formatting	09/03/2016
Circulation restrictions	Tx Programme Board.		
Review date	TBC		

WORKSTREAMS	
KNOWING OUR SERVICES	
Fundamental Service Reviews	Undertaking reviews of all services / functions across the council
Precision of Outcome	Becoming a data driven, BIS reliant organisation
DELIVERING DIFFERENTLY	PROJECT SUMMARY
Adult, Special Care and Health Provision	Converting ASC into Health or alternative CIC provision
Delivering Children's Services Differently	Moving Children's Services from LA provision into a CIC
Delivering Differently through Parishes	Devolving some highways and planning service provision to local parishes
Delivering a Great Customer Experience	<p>Digital by Choice: Introducing new technologies to improve 24/7 access encourage 'digital' as channel of choice</p> <p>Local Access: Access to council service from our / partner assets or customers' homes where required</p> <p>First Time Fix: Reduction of failure demand / avoidable contact - focus on 1st time resolution of customer contacts</p>
Delivering Operations & Customer Services Differently (title TBC)	Implementing new operating models for the provision of services in the Operations and Customer Services directorate.
Delivering Corporate Services Differently (title TBC)	<p>Delivering different approaches in corporate and community services to realise savings, income and improvements including:</p> <ul style="list-style-type: none"> - Finance and procurement - Property - Planning - Legal and governance - Performance.
HAVING THE RIGHT PEOPLE & TOOLS	PROJECT SUMMARY
High Performance Organisation	<p>Ensure a customer focused culture at all levels of the council</p> <p>Deliver a strong management culture, in partnership with Members, able to make good decisions and manage risk & performance</p>
Change & Project Management Capability	Delivering successful change and project management
Communications	Improving (I/E) communications and engagement, promoting the work of the council and ensuring we give the right messages to our community

Report for: INFORMATION



Contains Confidential or Exempt Information	NO - Part I
Title	Ways into Work Social Enterprise – Annual Review 2015-2016
Responsible Officer(s)	Alison Alexander. Managing Director/Strategic Director Adults, Children and Health
Contact officer, job title and phone number	Hilary Hall, Head of Commissioning, Adults, Children and Health, 01628 683893
Member reporting	Cllr Coppinger, Lead Member for Adult Services, Health and Sustainability
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	ALL

REPORT SUMMARY

1. In March 2015, Ways into Work, the Royal Borough’s award winning employment and training service supporting people with learning disabilities, became an independent social enterprise with the ambition of expanding its operation for the benefit of Royal Borough residents.
2. The report confirms that one year after the spin out, the service has exceeded its contractual obligations, assisting an additional 12 people with a learning disability into employment and maintaining a further 126 people in employment. The growth of Ways into Work has secured a financial benefit of £40K of cost avoidance for the Royal Borough.
3. The report sets out the targets for the service for 2016-2017 financial year and identifies lessons learnt from the process of spinning out the service.

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. Increased capacity to support more Royal Borough residents with specific needs to obtain and sustain employment.	March 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

i. Notes the progress of Ways into Work in delivering employment outcomes for people with learning disabilities.

ii. Agrees that the Royal Borough continues to actively support the work of Ways into Work in its role as a local employer.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 In September 2014, Cabinet agreed that the Ways into Work supported employment service could spin out as a social enterprise in order to have greater freedoms and flexibilities to expand the service, by accessing additional funding streams.

2.2 A five-year contract was agreed with the Ways into Work Social Enterprise with a number of targets. All the targets for the first year have been exceeded, see table 1.

Table 1: Ways into Work targets and achievements

Target / Output	Baseline (2014/2015)	Year 1 Target (2015/2016)	Achievements
a) Expand the number of employers providing employment	50 employers	Two additional employers – 0-1 additional per quarter. 52 cumulative	Numbers of new employers supported: 1. Brunel University 2. Royal Holloway University 3. CE Lewis Butchers 4. Wycombe Abbey 5. Softcat 6. Speedboard 7. LVS school Ascot 57 cumulative
b) Support increased number of RBWM residents		Seven additional (one-two per quarter)	13 achieved by December 2015
c) i. New funding / markets assessed. Securing additional contracts to provide a sustainable and resilient service. ii. New income generated		One new funder cumulative £50k	Two confirmed new funders: • West Berkshire Council • Berkshire College of Agriculture(BCA) £148,508
d) Demonstrate Adult Social Care (ASC) cost avoided based on the		£4k avoided 128	£40k

Target / Output	Baseline (2014/2015)	Year 1 Target (2015/2016)	Achievements
amount of day services or 121 support that people would require if they were not in employment calculated by the social care team on an individual basis. (Details in Appendix 2)			
e) Number of people supported into paid employment per year (Reporting and data captured should support the Local Authorities statutory reporting of ASCOF measures 1E & 1F).	People with a Learning Disability: 69 People with Autistic Spectrum Condition: 20 People with a Physical Disability: 9 People with a Sensory Impairment: 6 People with HIV: 6 Total: 110	Five additional (one-two per quarter) Cumulative Total: 115	83 people supported into employment, compared to a Learning disability cohort of 334 = 24.8% compared to last year which was people compared to 327. Total 126
f) Percentage of people who have retained employment (post 20 weeks) *excluding death.	75% of all new jobs	75% of all new jobs	100%
g) Number of people in retained employment now not requiring support or significant reduction of 10 hours less ongoing support	10	12 (three per quarter)	11 to December 2015

2.2 The individual outcomes for residents delivered by the service are detailed in Appendix 1. A video explaining the Ways into Work service is available at <http://waysintowork.com/case-studies/manor-green/>

- 2.3 The contract value was £216k per year for five years from 1 March 2015, totalling £1,081,756 across the contract period. It was anticipated that this would provide savings over the five years of the contract of £18.5k. In addition, it was anticipated that there would be cost avoidance benefits based on expensive day services not being required because people with a learning disability would be in employment. The savings are on track for delivery and the cost avoidance has been delivered, see Appendix 2 for details.
- 2.4 Ways into Work has, as promised, won new contracts:
- Further two years with Manor Green School = £36,000 per annum.
 - One year contract Berkshire College of Agriculture = £23,580 per annum rising to £32,500.
 - Two year contract RBWM Mental Health = £25,265.
 - One year contract with West Berkshire Council = £42,000 per annum to deliver support for their transition teams working with 16-25 year olds with a disability, work with their schools and colleges to improve employment outcomes and providing employment coaches.
 - Project Search partner = £25,000 per annum.
- 2.5 The priority for the first year has been to ensure that Ways into Work provides a good quality service for the direct benefit of Royal Borough residents in the medium term. Accordingly, profits have been used to:
- Ensure there is an operating reserve.
 - Increase the support available to staff working with residents.
 - Employ a young resident with a disability as an apprentice.
- 2.6 This has benefitted the Royal Borough through the increase in the number of people supported. The value of this benefit has been calculated as 2.5% of the contract value, approximately £5K.
- 2.7 In addition, Ways into Work won Team of the Year through the British Association of Supported Employment. It was also cited as a model of best practice in the Department for Education Preparing for Adulthood newsletter <http://us9.campaign-archive2.com/?u=93ca41ab24380caf57761bd37&id=de795f7aee&e=df86e8276b>
- 2.8 Targets for the remaining years of the contract have been set, see table 2.

Table 2: Targets for the remaining years of the contract

Target / Output	Year 2 (2016/17)	Year 3 (2017/18)	Year 4 (2018/19)	Year 5 (2019/20)
a) Expanding the numbers of employers providing employment	Two additional (0-1 additional per quarter) 54 cumulative	Two additional (0-1 additional per quarter) 56 cumulative	Two additional (0-1 additional per quarter) 58 cumulative	Three additional (0-1 additional per quarter) 61 cumulative
b) Support increased number of RBWM	Seven additional (1-2 per quarter)	Seven additional (1-2 per quarter)	Seven additional (1-2 per quarter)	Seven additional (1-2 per quarter)

Target / Output	Year 2 (2016/17)	Year 3 (2017/18)	Year 4 (2018/19)	Year 5 (2019/20)
residents	14 cumulative	21 cumulative	28 cumulative	35 cumulative
c) i. New funding / markets assessed. ii. New income generated	One new funder cumulative <i>*Future targets past March 2016 will be agreed with the Purchaser within three months of this date.</i>	Two new funders cumulative *	Three new funders cumulative *	Five new funders cumulative *
d) Adult Social Care (ASC) cost avoided	£4k avoided £8k cumulative	£4k avoided £12k cumulative	£4k avoided £16k cumulative	£4k avoided £20k cumulative
e) Number of people supported into paid employment per year.	Five additional (one-two per quarter) 120 cumulative	Five additional (one-two per quarter) 125 cumulative	Five additional (one-two per quarter) 130 cumulative	Five additional (one-two per quarter) 135 cumulative
f) Number of people who have retained (post 20 weeks) employment *excluding death	75% of all new jobs	75% of all new jobs	75% of all new jobs	75% of all new jobs
g) Number of people in retained employment now not requiring support / significant reduction of 10 hours less ongoing support	12 (three per quarter)	12 (three per quarter)	12 (three per quarter)	12 (three per quarter)

2.9 Lessons learnt from the spin out have been:

- Leadership of the new company and staff motivation are key to a successful spin out.
- Tight project management of the transfer is crucial.
- Ensuring that all costs are anticipated in advance is crucial otherwise there is duplication and loss of efficiencies.
- In house efficiencies need to be delivered in support services, such as HR and IT; otherwise, additional costs are incurred by the Royal Borough and the new company.
- Ensuring that data can be extracted from the Royal Borough's IT systems and transferred to the new entity is critical.

2.10 Any new entity will face challenges and as part of the annual review, Ways into Work identified some ways in which the Royal Borough could support it without additional financial investment, in its role as a local employer:

- In order to secure commercial growth, Ways into Work will need to invest in additional management and support services, including human resources. Officers will consider how to provide advice to enable Ways into Work to secure future investment.
- The Royal Borough can use the Social Value Act to ensure that any procurement of services includes an explicit expectation on companies and their supply chain to work with Ways into Work as part of their contract.
- Explore how the Royal Borough can support the local third sector to capacity build by "sponsoring" a disadvantaged apprentice in the community.
- Explore how people with a learning disability can be enabled to have equality of opportunity in employment with the Royal Borough, following the 2010 initiative around 'Leading by Example'.

Table 3: Options

Option	Comments
To note the annual review of Ways into Work performance for 2015-16 and the council's role as a local employer in supporting Ways into Work to benefit residents in the Royal Borough. Recommended	Ways into Work has exceeded its targets in its first year of operation. However, to continue to grow as a company, it will continue to require the Royal Borough's support, as a local employer.

3 KEY IMPLICATIONS

3.1

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Percentage of performance targets for	Below 100%	100%	N/A 132	N/A	31 March 2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
2016-17 met					
Number of performance targets for 2016-17 exceeded	0	1-2	3-4	5 or above	31 March 2017

4. FINANCIAL DETAILS

- 4.1 No additions or reductions to the budget for this contract are required. However, £15k of the yearly contract value will be withheld in years three, four and five, and will be linked to the performance measures outlined in the service specification.

Financial impact on the budget

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

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

5. LEGAL IMPLICATIONS

- 5.1 The Ways into Work contract was signed off by Legal Services.

6. VALUE FOR MONEY

- 6.1 The arrangement has provided value for money through meeting contractual targets.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None.

8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Ongoing viability of the company	Low	Ongoing support for Ways into Work from commissioners	Low
Employment opportunities to meet service user demand	Medium	Ongoing work with employers to secure sufficient work placements	Low

9. LINKS TO STRATEGIC OBJECTIVES

9.1 This initiative supports the Council's strategic objectives – Residents First, Value for Money, Delivering Together and Equipping for the Future.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 An Equalities Impact Assessment was completed as part of the original decision to spin out the Ways into Work service.

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 The report will be considered by Adult Services and Health Overview and Scrutiny Panel on 24 March 2016'.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
By 30 June 2016	Agree income generation targets with Ways into Work.
June, September, December 2016	Carry out quarterly contract monitoring meetings to assess performance against targets in the contract.

and March 2017	
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16. APPENDICES

- Appendix 1: Case Studies
- Appendix 2: Cost avoidance details

17. BACKGROUND INFORMATION

- March 2015 Cabinet Report

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	02/03/16	03/03/16	Amendments to table 1, items c and d
Cllr David Coppinger	Lead Member – Adult Services, Health and Sustainability	27/02/16	28/02/16	No comments
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	27/02/16	28/02/16	No comments
Simon Fletcher	Strategic Director Operations and Customer Services	27/02/16		
Russell O’Keefe	Strategic Director Corporate and Community Services	27/02/16		
Alan Abrahamson	Finance Partner	27/02/16		
Terry Baldwin	Head of HR	27/02/16	29/02/16	No comments
Michael Llewellyn	Cabinet Policy Officer	27/02/16	29/02/16	Additional information in points 2.4 and 31.

REPORT HISTORY

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Nick Davies	Service Leader – Commissioning	01628 683614

Appendix 1 - Case Studies

Miss G

Miss G aged 18 from Maidenhead who attended Manor Green School. Academically, she had achieved the highest level she was able to and therefore school was no longer providing the opportunity for further learning.

Miss G had undertaken some work experience in a café and Ways into Work worked hard to layer up her skills and get her to a point where she was working to industry standard. An opportunity became available for a full time job in a school kitchen which was based close to the young person's shared lives placement. Ways into Work supported her to undertake a work trial and she was offered the job. Miss G left school, has come off her benefits and is working 40 hours a week in a role that the employer had struggled to recruit to.

Miss G had been assessed as eligible for four days a week day service provision; however, because she is working, this is not a service that she has required. Ways into Work is currently providing intensive job coaching support to ensure this placement is sustainable.

Mr P

Mr P lives in Maidenhead and has been unemployed for over two years. During this time, he had lost his confidence and felt that no one would ever offer him the opportunity to work, despite him desperately wanting to work.

Ways into Work vocational established that he wanted to be a butcher, so local butchers were canvassed. During this process, it was established that there is a shortage of young people going into the industry and a butchers in Ascot were happy to give someone a trial.

Mr P undertook a three- week trial and on 5 February 2016, he was offered a 25 hour per week paid job. Mr P was delighted to phone the Department of Work and Pensions and inform them that he would be signing off and is now planning how he can treat his mum with his first wage packet.

Miss K

Miss K attended an out of county residential college and returned to Windsor in July 2015. She was referred to Ways into Work who secured her a work experience placement which enabled them to establish her skill set and complete a skills analysis. The support agency working with her at home put in a request for additional hours to assist during the day. However, these were not needed as Ways into Work supported her to gain a paid job which starts in March 2016 as an Art Assistant. Miss K is working towards travelling independently.

Mr R

Mr R from Maidenhead had been out of work since he was 18 – he is now 24. He wanted to work but was unable to get past the interview stage. Ways into Work engaged with a small electronic company based in Windsor who was looking to recruit. Mr R undertook a three -week work trial and was able to demonstrate his many talents and skills. He was offered a full time role and Ways into Work continue to offer support to him and his employer.

Mr J

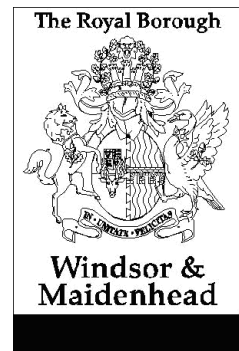
Mr J has ASC and learning difficulties and attended Manor Green School. He was hard to engage and quite frequently did not attend school. His family were also hard to engage at times and felt very anxious about engaging with social care. Ways into Work started engaging with J and employment quickly became a motivator and his attendance improved. J was supported to access good quality work experience, a paid job at the weekends and his confidence grew massively. The Ways into Work team at Manor Green School continued to support J after he left and went to college and supported him to apply for a role with the Homebase Garden Academy based in Maidenhead. J had to go through a full assessment process and an interview and with the dedication of the Homebase team and support from Ways into Work, he was able to demonstrate his full abilities. J was informed on 26 February 2016 that he was successful and is starting a 30 hours a week job, gaining horticultural qualifications and working alongside an award winning horticulturalist.

Appendix 2 –Cost avoidance savings

Service user	Activity	Saving
CJ	Ways into Work has supported her to access 40 hours paid work. If she was not doing this she would have been eligible for day services	Total saving £300 a week
EK	Ways into Work has supported her to access paid work. Provider had requested additional support hours which are no longer needed as she will be working	Total saving £188 a week
KS	Ways into Work has supported her to access paid work. Provider had requested additional support hours which are no longer needed as she is working	Total saving £120 a week
KF	Assessment of need undertaken allocated a budget of £9k. None of these have been required as Ways into Work found him a paid job	Total saving £9k a year
CD	Ways into Work has supported him to access 20 hours paid work. If he was not doing this he would have needed support hours	Total saving £180 per week
TD	Ways into Work has supported her to gain 30 hours paid work, assessed as eligible for day services	Total saving £200 a week
		Total cost avoidance : £40,777

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Report for: *ACTION*



Contains Confidential or Exempt Information	NO - Part I
Title	Recommendations for a New Type of Public Space Protection Order (PSPO)
Responsible Officer(s)	Simon Fletcher – Strategic Director of Operations & Customer Services
Contact officer, job title and phone number	Craig Miller - Community Protection & Enforcement Service Lead 01628 683598
Member reporting	Cllr Carwyn Cox – Lead Member for Environmental Services
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. This paper proposes that Cabinet recommends that full Council considers and approves an extension to the scope of PSPOs available for use within the Royal Borough to include anti-social behaviour (ASB) arising from barbecues lit in public spaces.
2. The paper also recommends that delegated authority be given to the Lead Members for Environmental Services and Highways and Transport in conjunction with the Strategic Director of Operations & Customer Services to make further recommendations (as appropriate in the future) on the extension of the scope of PSPOs direct to full Council.
3. The paper also sets out a number of anti social behaviour issues that the council has received contact about. These issues have been considered under the PSPO framework by other local authorities. The paper suggests further research is undertaken in conjunction with the Policy Committee and stakeholders to determine the most appropriate response (if any) to these matters.

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
A reduction in barbecue-related anti-social behaviour in the locations where relevant PSPOs are implemented.	Immediately from the inception of an appropriate PSPO.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Approves Option1 in section 2.9 below;**
- ii. Delegates authority to the Strategic Director of Operations & Customer Services in conjunction with the Lead members for Environmental Services and Highways & Transport to propose any future widening of the scope of ASB covered by PSPOs directly to full Council;**
- iii. Requests the Strategic Director of Operations & Customer Services in conjunction with the Policy Committee and relevant stakeholders to complete an options appraisal of the potential responses to the items detailed at a) to e) in section 2.7.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 Certain types of anti-social behaviour are more prevalent in some areas than others. Public Space Protection Orders (PSPOs) provide the tool by which such ASB can be tackled. A paper to July 2015 Cabinet considered the introduction of PSPOs in detail and whilst it just dealt primarily with the replacement of the borough's old Designated Public Space Orders, it indicated that PSPOs would in future be used to tackle other types of ASB occurring in public places.
- 2.2 The main item being put forward in this paper is anti-social behaviour (ASB) that can arise from barbecues being lit in public spaces (smoke annoyance and safety concerns from hot coals and fire). The council has over the past few years received contact and complaints from residents and ward councillors in respect of barbecues that have been lit on Bath's Island, Windsor during weekend and bank holiday periods. An initial review of e-mails and complaints made to the council's Environmental Protection team alone highlights six formal complaints made about barbecues on Baths Island between the end of May 2014 and the end of April 2015. One of these details a patrol that identified 15 barbecues lit on the island with another complaint detailing significant numbers of users on the Island many with barbecues.
- 2.3 As a result, Community Wardens have been tasked to patrol this location for the past three years during peak periods to prevent people lighting barbecues (on average 2 -5 per day). On average this has required 8 hours Community Warden overtime per weekend. This results in an additional cost to the council of circa £6,000.
- 2.4 The council currently has little or no enforcement power to tackle this issue effectively and relies on good will and interpersonal skills when issues occur. The ability to issue a Fixed Penalty Notice ~~142~~ a breach of a PSPO would act as a

strong deterrent. This would also provide an actual sanction for any instance where all other informal efforts and attempts to rectify an issue have been exhausted.

- 2.5 It is likely that this ability will also help improve some of the wider issues associated with the use of barbecues in public spaces e.g. littering and damage to grass from disposable barbecues etc. Leisure services officers have received complaints and experienced issues of this nature in open spaces within the Borough. Appendix 1 shows images of Baths Island, Windsor and the extent of littering and waste left on the Island following good weather periods when barbecues have been lit.
- 2.6 It is important to note that should Cabinet be minded to make a recommendation to Council to extend the scope of PSPO's and it is approved, this does not mean an order is in existence. The determination and implementation of an actual PSPO is undertaken by a PSPO panel with local ward member representation. This would be done on the basis of a referral to a panel supported by an appropriate evidence base for the issue and location(s) in hand.
- 2.7 The council has received contact about a number of other anti social behaviour issues that currently do not currently fall within an existing work stream or enforcement mechanism. Other authorities have considered such issues within the PSPO framework. The issues comprise:
- a) Anti social behaviour (urinating, defecating and aggressive behaviour towards customers) associated with persons sleeping in council owned car parks overnight (in the stairwells and enclosed parts);
 - b) Issues with dog control in some parks e.g. one person trying to keep control of numerous dogs and causing issues for other park users and other dog owners;
 - c) Anti-social driving and parking outside many of the borough's 63 schools;
 - d) Anti social behaviour associated with illegal moorings; and
 - e) Anti social behaviour associated with illegal encampments (litter, defecation etc) in the borough's public open spaces.
- 2.8 Officers are aware of media coverage about alleged over zealous use of PSPO powers by some authorities and in particular for issues related to homelessness. The items listed at a) to e) can be complex and sensitive issues. Officers believe it would be prudent to undertake further research to determine whether each issue requires a response from the council. Where this is the case an appraisal of all options available including PSPOs should be completed to ensure any intervention or action is necessary and proportionate. It is recommended that this work be completed in conjunction with the council's Policy Committee and relevant stakeholders. If necessary a subsequent report can be submitted to cabinet and or council for determination of any proposed actions that fall outside of existing officer delegations or work streams.

2.9 Options

Option	Comments
1. Cabinet proposes that Council should if necessary be able to implement PSPOs covering 143	Full Council is the body that authorises PSPOs either itself or via its PSPO Panel. It also decides which types of

Option	Comments
the anti-social behaviour (ASB) associated with barbecues in public spaces. This is the recommended option	ASB can be tackled using PSPOs. Using a PSPO is useful in that it is not directed at specific individuals and therefore can be used to reduce a type of ASB in a specified area.
2. To utilise other ASB tools such as ASB Contracts and Community Protection Notices rather than PSPOs. This is not recommended	Most of the other ASB tools relate specifically to individuals rather than a specified area. These tools should where appropriate be used in conjunction with a PSPO when addressing ASB within a specified area.
3. Do nothing. This is not recommended.	The borough would be failing to utilise the tools provided by the ASB Crime and Policing Act (2014) and in doing so would be failing to realise the opportunities to reduce these behaviours.

3. KEY IMPLICATIONS

3.1 The 30th July 2015 Cabinet Meeting agreed the following measures of success and this paper proposes these should be continued.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
PSPO Scope is extended to include ASB associated with barbecues lit in public spaces by:	Post 26/04/16	26/04/16	n/a	n/a	26/04/16
PSPO's for ASB associated with barbecues lit in public spaces are available for consideration and use by PSPO panels by:	Post 31/05/15	31/05/16	n/a	n/a	31/05/16

4. FINANCIAL DETAILS

Financial impact on the budget

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£1	£
Reduction	£0	£0	£0

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

The main financial implications are the revenue cost of printing of two-part Fixed Penalty Notice (FPN) stationery and the cost of signage which can be met from existing budget provision.

5. LEGAL IMPLICATIONS

5.1 The Royal Borough is empowered under s.59 of the Anti-Social Behaviour, Crime and Policing Act 2014 to make PSPOs where activities carried on in a public place:

- Have had, or are likely to have, a detrimental effect on the quality of life of those in the locality;
- Are, or are likely to be, persistent or continuing in nature;
- Are, or are likely to be, unreasonable; and
- Justify the restrictions imposed.

“Public place” is defined by s74 (1) as “any place to which the public or any section of the public has access....”

Further, under s59, it has to consider the restrictions, and the duration of the Order proposed.

Also, before an Order is made, then under s71, it must have had regard to the Rights of Freedom of Expression and of Assembly under the Human rights Act 1998, before making the Order. European Human Rights considerations are covered below:

Article 10 – Freedom of expression

Everyone has the right to freedom of expression. This right shall include freedom to hold opinions and to receive and impart information and ideas without interference by public authority and regardless of frontiers. This article shall not prevent States from requiring the licensing of broadcasting, television or cinema enterprises.

The exercise of these freedoms, since it carries with it duties and responsibilities, may be subject to such formalities, conditions, restrictions or penalties as are prescribed by law and are necessary in a democratic society, in the interests of national security, territorial integrity or public safety, for the prevention of disorder or crime, for the protection of health or morals, for the protection of the reputation or rights of others, for preventing the disclosure of information received in confidence, or for maintaining the authority and impartiality of the judiciary.

Article 11 – Freedom of assembly and association

Everyone has the right to freedom of peaceful assembly and to freedom of association with others, including the right to form and to join trade unions for the protection of his interests.

No restrictions shall be placed on the exercise of these rights other than such as are prescribed by law and are necessary in a democratic society in the interests of national security or public safety, for the prevention of disorder or crime, for the protection of health or morals or for the protection of the rights and freedoms of others. This article shall not prevent the imposition of lawful restrictions on the exercise of these rights by members of the armed forces, of the police or of the administration of the State.

The Passing of the ASB Act 2014 by Parliament allows RBWM to make a PSPO that could restrict the above Rights, where that is compatible with those Rights.

Finally, (under s72(3)) before an Order is made it must also have carried out the “necessary consultation” with the Police, Community Representatives and the owners and occupiers of the affected land (the latter only where “reasonably practicable”) and have carried out “necessary publicity”, which means publishing the text of the proposed Order. Note that in certain categories of land there is a wider duty of consultation, for example land designated as “open access” land will require consultation with any relevant groups such as Ramblers depending on the restriction proposed. Therefore in respect of any proposed PSPO for Bath’s Island it will be essential to check that this is not one of these special categories of land.

Section 66 of the Anti-Social Behaviour, Crime and Policing Act allows that an interested person, i.e. “an individual who lives in the restricted area or who regularly works in or visits that area”, may challenge the validity of a PSPO by application to the High Court where:

A local authority did not have power to make the order; or
That a requirement under the legislation was not complied with

Additionally, Regulation 2 of the Anti-social Behaviour, Crime and Policing Act 2014 (Publication of Public Spaces Protection Orders) Regulations 2014 requires that the Royal Borough must take certain steps to publicise PSPOs.

The legislation stipulates that PSPOs must be subject to regular review. New orders should ideally be reviewed after a year, and thereafter PSPOs must be reviewed triennially.

Once made the Royal Borough can extend (s60) vary or discharge (s61) an Order. An Order can be extended where there are reasonable grounds that doing so is necessary to prevent an occurrence or recurrence of the activities identified in the Order or an increase in the frequency or seriousness of those activities. An Order can only be varied to include a wider area and/ or impose more extensive prohibitions or requirements only if the original statutory criteria under s59 are met.

6. VALUE FOR MONEY

- 6.1 PSPOs have the potential to reduce long-term ASB costs in terms of resourcing e.g. police and council officer time, allowing these resources to be deployed elsewhere.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None.

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
Legal challenge to the validity of the PSPO process	Reputation damage to the Council, potential court costs	<ul style="list-style-type: none">• Public consultation on PSPOs• Ad hoc PSPO panel to decide on local PSPOs• Cabinet to decide on strategic PSPOs• Initial review of individual PSPOs after one year• Triennial reviews of all PSPOs	Low

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 *Residents First*
- Improve the Environment, Economy and Transport
 - Work for safer and stronger communities

Delivering Together

- Enhanced Customer Services
- Strengthen Partnerships

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

- 10.1 Each PSPO application would be assessed on its own merits incorporating equality, human rights and community impacts.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

- 11.1 ASB associated with Barbecues will be the responsibility of Community Wardens and potentially Environmental Protection Officers. Appropriate signage will be erected in an agreed location and those lighting barbecues will be issued with a fixed penalty notice.

12. PROPERTY AND ASSETS

- 12.1 None

13. ANY OTHER IMPLICATIONS

13.1 The fees associated with Fixed Penalty Notices and Community Protection Notices will be the subject of a paper to full Council. There are different charging ranges for FPN's depending on the type of offence they are issued for. The most common range is £50 to £80 with £75 being the default penalty level. This default position is the current recommendation for FPN's associated with PSPO's, however a benchmarking exercise is being concluded at the time of writing and will be provided within the council paper to inform the final decision in this regard.

14. CONSULTATION

14.1 This paper is scheduled for consideration by the Crime & Disorder Overview & Scrutiny Panel scheduled for 22 March 2016. The feedback and comments from this meeting will be made available to Cabinet.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
31 st March 2016	Cabinet proposes widening the scope of Public Space Protection Orders to Council.
26 th April 2016	Council approves the introduction of the new types of PSPO allowing the potential for consulting on new PSPOs to commence in May 2016.

16. APPENDICES

Appendix 1 – Images of Baths Island, Windsor

17. BACKGROUND INFORMATION

Public Space Protection Orders are established in sections 59 to 75 of the Anti-Social Behaviour, Crime and Policing Act 2014. This can be viewed at: <http://www.legislation.gov.uk/ukpga/2014/12/contents/enacted>

Regulations regarding the publication of PSPOs are covered by the Anti-Social Behaviour, Crime and Policing Act 2014 (Publication of Public Spaces Protection Orders) Regulations 2014. This can be viewed at: <http://www.legislation.gov.uk/uksi/2014/2591/contents/made>

Guidance on the legislation is available via the Home Office publication "**Anti-social Behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour powers Statutory guidance for frontline professionals**". PSPOs are covered in pages 46 to 52: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/352562/ASB_Guidance_v8_July2014_final_2_.pdf

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	08/03/16 148		

Cllr Cox	Lead Member Environmental Services	07/03/16	08/03/16	
Simon Fletcher	Strategic Director of Operations & Customer Services	29/02/16	1/03/2016	
Michaela Rizou	Cabinet Policy Assistant	03/04/16	04/03/16	
Craig Miller	Head of Community Protection & Enforcement	16/02/16	29/02/16	
Neil Allen	Shared Legal Services	26/02/16	29/02/2016	
Mark Lampard	Finance Partner			

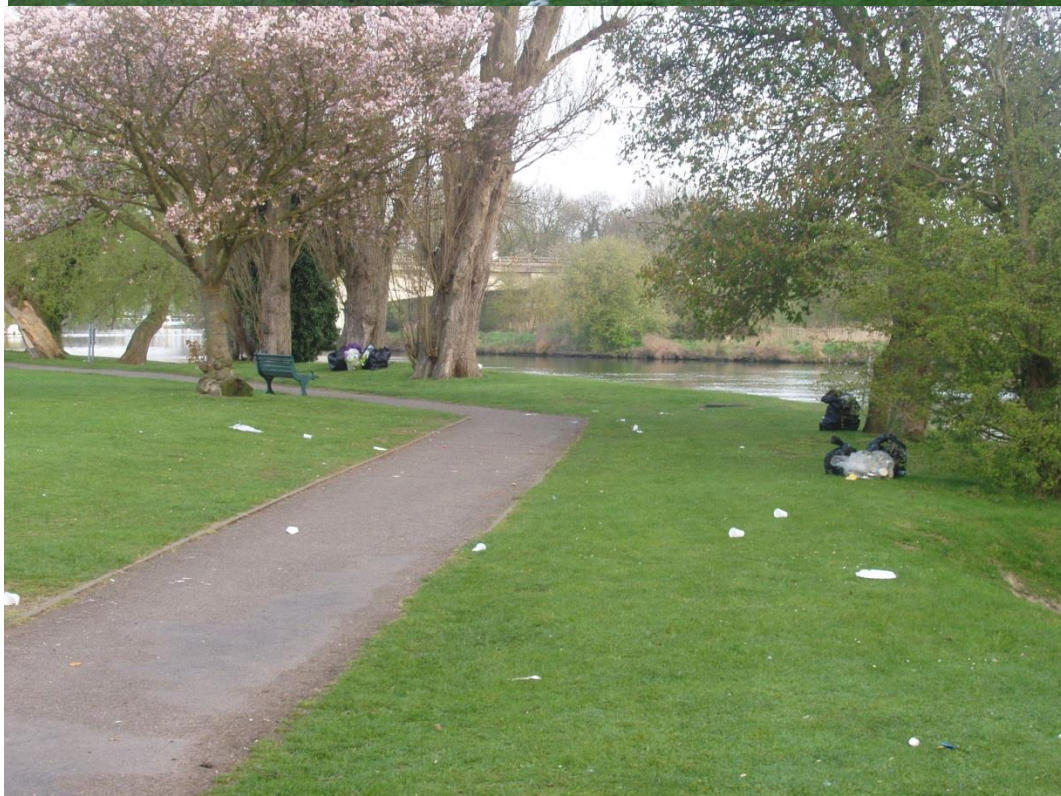
REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

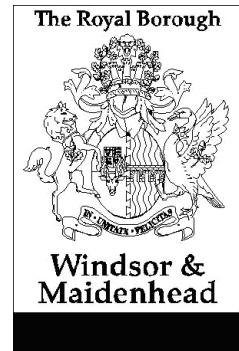
Full name of report author	Job title	Full contact no:
Brian Martin	Community Safety Manager	01628 796337

Appendix 1 – Images of Bath’s Island, Windsor

The images show the extent of waste and litter cleared following peak use periods on Baths Island, Windsor. Fire/barbecue damage to the grass is also evident in the first image.



Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Dynamic Purchasing System – Business Case
Responsible Officer(s)	Russell O’Keefe, Strategic Director of Corporate and Community Services 01628 796521
Contact officer, job title and phone number	Andrew Brooker, Head of Financial Services, 01628 796341
Member reporting	Cllr Dudley (Finance, including Property and Deputy Leader of the Council), Cllr Bathurst (Principal Member for Policy)
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	May 2016
Affected Wards	All

REPORT SUMMARY

1. This report will consider whether dynamic purchasing is a route the Council wishes to proceed down to procure its services and the options available in the market.
2. A Dynamic Purchasing System (DPS) is a combination of the use of an eProcurement tendering tool and the use of approved/accredited supplier lists. Providers register with the system, the Council would then review their suitability and quality systems and if deemed acceptable they are accredited. Unlike the traditional framework contracts providers can join and leave at any time during the DPS timeframe. Tenders are issued to only accredited providers of the DPS, ensuring a level of quality, however, they are not obliged to submit a quotation.
3. This concept has been discussed at the Policy Committee and the outcomes of the dynamic purchasing task and finish group were established on the 10th September 2015. The group recommended that this report is submitted to Cabinet.
4. These recommendations are being made as the group has concluded there is sufficient evidence to suggest a dynamic purchasing system could improve service quality for residents and potentially lower the Council’s expenditure.

5. The recommendation is to commence a pilot on the usage of a DPS for the recommissioning of the home to school transport contracts and explore the suitability for residential care contracts with the market.
6. It is proposed that there will be a report back to Cabinet on pilot findings and recommendations on any further DPS roll out in October 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. Encouraging providers to register could allow more choice to residents for services	September 2016
2. Accreditation process will improve quality of service to the residents	September 2016

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. **Approve the pilot of the Bravo Solutions Dynamic Purchasing System.**
- ii. **Approve the development cost of £4000 for the pilot scheme from the development fund.**
- iii. **Agrees that there will be a report back to Cabinet on the finding of the pilot and recommendations on next steps in October 2016.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 A Dynamic Purchasing System (DPS) is a combination of an eProcurement tool and the use of approved/accredited provider lists. Providers register with the system, the Council then reviews their suitability and quality systems and if deemed acceptable they are accredited. Unlike the traditional framework contracts providers can join and leave at any time during the specified timeframe. eTenders are then issued only to accredited providers of the DPS, they are not obliged to submit quotes for the tenders.

2.2 To ensure the success of any DPS, resource is required for the following tasks:

- I. Agreeing the suitability of the DPS procurement strategy for that spend area and mandating the scope of the DPS.
- II. Setting up the DPS rules including building the accreditation process of each spend area, tender templates and responsibilities for the system.
- III. Market warming events to launch the DPS system which will include developing awareness, system training and understanding of the accreditation process.
- IV. Encouraging provider participation in the tenders posted on the DPS.
- V. Continuous maintenance of the accreditation of new providers and renewals.
- VI. Support to the providers to help them to achieve accreditation quality standard.
- VII. Running all mini tenders through the DPS system in accordance with the contract rules on approval to tender and award.
- VIII. All requirements must be clearly documented in a specification in a language the providers understand for each DPS tender.

- 2.3 It is essential that the market is fully engaged in the DPS and providers have the capability not only to become accredited but also the willingness to respond to tenders via email notifications.
- 2.4 Two types of DPS System have been evaluated as part of this review.

DPS system

- 2.5 Under the Public Contract Regulations 2015 all tenders are required to be electronically available. The Council uses an etendering system with Bravo Solutions to meet this obligation. The etendering licence that we hold includes a DPS system which is not currently being used. The procurement and accreditation process would be managed internally, this web based system includes the purchase of licences to the IT DPS solution and systems support for buyers and providers. The system and support is free to all providers, purchasers pay a licence fee and implementation fee.
- 2.6 Using Bravo Solutions will allow a quick implementation process, no system integration, procurement staff within the Council are already experienced in using the etendering module which the DPS will use when running tenders.

Managed DPS

- 2.7 A managed DPS includes the etendering tool and the outsourcing of the payment processes. Adam (was Matrix) is one of the providers in the market that can offer this solution. Their solution provides market warming support, system support for buyers and providers and manages the payment process to providers. Adam like the above solution does not provide support on the accreditation process with providers.
- 2.8 The Adam payment system requires the Council to be responsible for inputting all variations to the contract price manually and closing down of contracts in the Adam payment system.
- 2.9 Providers will be required to go onto the Adam system and create a service receipt rather than raise an invoice which will be an additional process for working with the Council. The Council would pay Adam against one consolidated invoice and then Adam would pay the contracted providers. The consolidated invoice data can integrate directly into Agresso.
- 2.10 This is a cloud solution which will require further vigour on data security, integration with Agresso, mapping and analysis of current processes, understanding current level of effort and return on investment. Integration with the Council's systems could be a barrier to implementation by being costly and/or time consuming.
- 2.11 A DPS Managed System will take time to investigate the feasibility, process mapping of current processes, review of integration into Agresso and return on investment.

Costs of DPS

2.12 The first year costs for the implementation of one DPS and the licence costs for one year for the above described solution are as follows:

Solution	Annual Licence Fee	Implementation Fee per DPS	Total Annual Cost per DPS
Bravo Solution DPS	2 full user licences £3,000 + 1 read only licence £200 per DPS	£800	£4,000
Adam DPS	£60,000	£25,000	£85,000
Adam Managed DPS	£60,000 + Currently unknown invoicing processing fee	£25,000	£85,000

Key Benefits of a DPS

2.13 The key benefits of implementing any DPS over and above the Councils current procurement processes:

- i. **Potential cost savings** - Dynamic purchasing can create a level playing field where even the smallest local providers can submit bids. This high level of competition has the potential to drive down prices and reduce Council spend. Savings are not expected on the trial but there is a potential to make savings at full roll out stage.
- ii. **Quality control and improvement**– Providers must first be ‘accredited’ against a set of quality criterion through the accreditation process by the Council before being granted entry to the DPS. This can ensure that only high quality providers are permitted to submit bids. A basic accreditation could include Care Quality Commission registration, operator licences, insurances, Disclosure and Barring Service process. A comprehensive accreditation process could review previous contract performance, agreeing terms, internal systems and processes such as health and safety, employment vetting and training. The level will need to be decided during the design phase for each spend area. The aim of the focus on quality of service will provide better outcomes for residents.
- iii. **Transparency** - The Council would have complete visibility over the end-to-end process of procuring its services, a full transparent audit trail. The open, transparent nature of a DPS can also build trust and certainty for providers.
- iv. **Tender paperwork consolidation** - The electronic, automated nature of a DPS means that providers can tender without having to invest hours of time completing forms repetitively making it cheaper to bid.
- v. **No time limit for Providers** - A DPS remains open to new providers during the DPS time period. This will allow new entrants into the market to join the DPS to provide the capacity that is required to meet service demands.
- vi. **Opportunities for expansion** - A wide variety of goods and services can be procured through a DPS. These could include any off the shelf purchases, care packages, facilities management, education support, staff training, transport, taxi services, temporary accommodation and IT applications.

Drawbacks to DPS

2.14 There are however, drawbacks and possible risks to the running of any DPS:

- i. **Market disengagement** - For the DPS to work effectively providers must be engaged to participate. If not many opt to join or meet the quality criteria set in the system, its ability to improve quality standards and achieve savings is diminished. A critical mass of accredited providers that bid on the tenders is essential. All commissions/purchases must be mandated to be advertised on the system and bids only accepted from the system. Market warming on the use of DPS and system training is essential to mitigate this risk.
- ii. **No savings guarantee** - A fall in spend is not a certainty through the DPS. The market may not respond to the DPS as forecasted. In the current market with rising staffing costs it may mitigate market pressures through encouraging competition.
- iii. **Service Description** - If the service description issued to the market is not clear, rates may be inaccurate and not meet the requirement, providers may increase rates because of uncertainty of service provision. Delays may also occur if providers need to ask questions to enable them to provide an accurate rate. To mitigate this risk training, guides and service description templates would need to be created and tested in provider forums.
- iv. **Entirely electronic** - The DPS is entirely electronic and commissioners may therefore need to undertake extensive development work with their providers to ensure they are able to respond.
- v. **Cultural change** - The transition away from a traditional Framework or one large contract to a DPS may deter some larger providers from bidding.
- vi. **Just a system** - The DPS will not revolutionise the local market and guarantee improvement. It would simply be a new, electronic way for accredited providers to approach the Council for work. Etendering is already used on all procurements over the OJEU thresholds.

Application of DPS in Home to School Transport Market

- 2.15 The current contracts are restricted to 21 providers, with 180 contracts in place. Competition is restrictive due to the tendering process that was undertaken. There are daily changes to planned routes, reconciliation is a key process in managing this spend with the providers as incorrect invoicing is common.
- 2.16 The current spend in this area is approximately £2.5m, with overspend against the budget. There are pressures on market rates through the increased pay passenger assistants due to National Living Wage legislation, however reductions in petrol prices may alleviate some of the increase to the Council.
- 2.17 DPS systems have been widely used by other Councils in transport and home to school transport contracts. These are Buckinghamshire, West Berkshire, and Waltham Forest. They use very similar systems to Bravo. There may be an opportunity for Berkshire wide collaboration on DPS in the future.

- 2.18 Advantages of the DPS in this specific spend area are compliance, opening up the market and the ability to bring in new providers anytime during DPS timeframe.
- 2.19 The current homes to school contracts are expiring in July 2016 therefore the recommendation is to use the extension option in the current contracts for an additional academic year to allow tenders via DPS in the future. The intention is to then use the DPS pilot to tender any existing contracts which need significant amendment for September 2016 e.g. for better value, smaller or larger vehicles, combining existing contracts. And to also use DPS tendering for any completely new contracts for the academic year September 2016 – July 2017.
- 2.20 This will then give time to bed in a DPS accreditation process and on-boarding of providers prior to tenders being conducted. The accreditation process will be designed to fit with the market and regulatory conditions such as valid licences, insurances and all staff DBS checked. This will be as simple and straightforward as possible for the providers.
- 2.21 Market warming, training and support on accreditation process are essential for this set of providers. Mandating the DPS so all tenders go through the system is required.

Application of DPS in the Residential Care Market

- 2.22 Residential care market prices are substantially increasing, current spend in residential care is £9.3M. Since 2012 many RBWM providers have not received any inflationary increases, unlike other Councils that have automatically increased rates by an agreed percentage year on year.
- 2.23 There are legislation pressures such as the introduction of the National Living Wage, Minimum wage increases, increase on pension auto-enrolment employer contributions, increase in cost of CQC regulations, nursing staff shortages and reliance on agency staff. The Council has received a significant number of rate increase requests commencing from 1st April 2016, these requests range between 5-7%.
- 2.24 The forecast increase in population and demand for the older people residential care service will increase market costs. Growth in 85-89 and 90+ age cohorts in the Council are faster than the national average. Between 2014 and 2015 4% and 7% respectively compared with 3% and 4% nationally. The growth to 2020 is also ahead of the national figures, 20% for 85-89 compared with 18% nationally, and 31% compared with 28% for 90+.
- 2.25 There are collaboration opportunities with this spend area with other local Councils and CCG's to co-ordinate needs and aggregate demand which may yield benefits to the Council's position in the market. Implementation of a joint DPS will provide a better footing in the market.
- 2.26 Adult Services currently run a basic process to check provider quality which comprises a CQC check and feedback from commissioners and reviewing officers. In the past RBWM have had a more comprehensive accreditation process that has analysed more detail on provider's quality and viability. Given the authorities duty under the Care Act 2014 to safeguard against and manage

provider failure in a borough where there are 46 care homes (the highest volume in any CCG area) resourcing a more comprehensive accreditation and monitoring process would be recommended to set the bar for providers to meet.

Recommendations

2.27 It is proposed that a phased approach is undertaken:

- Phase 1 - A pilot DPS for Home to School Transport providers using Bravo Solutions. Assess the functionality, market response to DPS accreditation and possible additional routes via tender. Further work to be carried on the application of the DPS in Residential Care. A report will be due back to Cabinet on the pilot and suitability of DPS in current Residential care market. Success of the pilot will be measured as follows:
 - (i) Market engagement on the DPS will be measured through the number of accredited providers in the DPS
 - (ii) Market responsiveness through the DPS will be measured through the volume of response to tenders posted
 - (iii) Market competitiveness through the DPS will be measured through cost savings achieved. Major factors in achieving this will be the above market responsiveness and engagement success
 - (iv) Improvements to the quality of service to Residents will be measured through customer survey

- Phase 2 - If the tool proves successful the next step will be tendering for a longer term DPS solution, and exploring any DPS collaboration opportunities with other Councils. Assess and evaluate the outsourcing of the payments process as part of the DPS tool. Reviewing and implementing DPS with other categories of spend that are suitable and could benefit from a DPS solution.

2.28 Additional temporary resource is required for the implementation of the system and pilot. Assessments on resourcing for the running of the accreditation process is dependant on the depth of the accreditation process agreed for each spend area.

Options Summary

Option	Comments
DPS Pilot on Home to School Transport and explore suitability of DPS for Residential Care with Bravo Solutions Recommended	Low cost, quick implementation option to assess local provider appetite and assess benefits.
Implement Adam system Not Recommended	Indicative costs only provided so costs may increase further. Increase in resource is required and system training.
Implement Managed DPS System Not Recommended	Indicative costs only provided so costs may increase further. Return on investment unknown, analysis of current process required, integration into

Option	Comments
	Agresso has not been assessed.
Do nothing Not Recommended	Loss of opportunity on compliance, quality assurance and market competition.

2.29 The Funding for the recommended option will come from the Development Fund.

3 KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
DPS System set up by	After 30th May	30th May	30th April	Before 30th April	31st May 2016
Level of satisfaction of parents of the home to school transport service	< 80%	80%	> 80%	>85%	30 September 2016
% reduction in cost of the home to school transport service	< 5%	5%	> 5%	>10%	30 September 2016

4. FINANCIAL DETAILS

Financial impact on the budget

4.1 The financial impact will be dependant on the approval to implement a DPS and what type of DPS is chosen. New funds will be required to fund the DPS and a decision on how the funding will be spilt by department will depend on the spend categories that use this system. The financial impact for both DPS options are detailed in the below tables.

Bravo DPS – Recommended Option

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£4	£4
Reduction	£0	£0	£0

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

Adam DPS

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£85	£60
Reduction	£0	£0	£0

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

5. LEGAL IMPLICATIONS

5.1 The implementation of a DPS would be under the following legislation:

- Regulation 22 of the Public Contracts Regulations 2015 (“PCR 2015”) sets out the general principles relating to the use of electronic and non-electronic means of communication.
- Regulation 59(7) of the PCR 2015 obliges contracting authorities to accept the European Standard Procurement Document (“ESPD”) exclusively in electronic format; however this regulation does not come into force until 18th April 2017.
- Regulation 61 of the PCR 2015 mandates the use of the European online certificates repository; however this regulation does not come into force until 18th October 2018.

6. VALUE FOR MONEY

6.1 A DPS will allow the Council to prequalify providers to a minimum qualification level or further. Encouraging competition through market engagement may mitigate budgetary pressures. Allowing providers to register their interest in working with the Council at any time may increase the number of providers and new entrants to the market as there is no time constrained tender period. Typically the packages that go out to tender via a DPS are smaller which will encourage local and smaller providers to register an interest via accreditation.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None

8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Not enough providers join the DPS	DPS would fail due to lack of competition.	Early engagement with providers, training and support. Continuous	Medium

Risks	Uncontrolled Risk	Controls	Controlled Risk
		promotion of the DPS. Mandated usage for all tenders.	
Insufficient resourcing to be able to accredit providers onto the DPS and manage the tenders	DPS would fail if not managed. Market would lose faith the tool. Missed opportunity because not accredited in time.	Sufficient resource to manage the volume.	Medium
The quality of providers in the market does not meet the accreditation process and are therefore excluded from the DPS.	This would prevent DPS going ahead due to lack of competition.	Early engagement with providers, be clear and upfront on RBWM expectations. Supporting providers in improvements to meet accreditation requirements. Accreditation design needs to consider market conditions.	Medium
Expectations of cost savings are over estimated due to DPS being implemented.	Financial forecasting is exceeded because of expectations to significantly save money.	Financial monitoring and controls need to be in place to undertake continuous monitoring and manage expectations.	Medium

9. LINKS TO STRATEGIC OBJECTIVES

9.1 None

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 There are no equalities implications

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 This concept has been discussed at the Policy Committee and the outcomes of the dynamic purchasing task and finish group was established on 10th September 2015. The group recommended that this report is submitted to Cabinet.

14.2 These recommendations are being made as the group has concluded there is sufficient evidence to suggest a dynamic purchasing system could improve service quality for residents and potentially lower the Council's expenditure.

15. TIMETABLE FOR IMPLEMENTATION

15.1 Key stages and deadlines for implementing the recommendation

Date	Details
31 st May 2016	DPS System set up
30 th June 2016	DPS set up for home to school including accreditation process
31 st July 2016	Engage market with providers for accredited process with market warming event
October 2016	Pilot evaluation report to Cabinet

16. APPENDICES

16.1 None

17. BACKGROUND INFORMATION

17.1 The DPS concept has been discussed and procurement strategy developed through the December Policy Committee Meeting Minutes and the Dynamic Purchasing Task and Finish Group.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Hilary Hall	Head of Commissioning Adult, Children and Health - Adult, Children and Health	17/2/16		No Comment

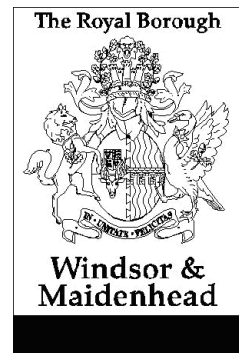
Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
	Directorate			
Nick Davies	Service Lead – Adult commissioning Adult, Children and Health Directorate	17/2/16		No Comment
Lynne Penn	Transport & Access Team Leader - Operations	17/2/16	23/2/16	No Comment
Simon Fletcher	Strategic Director of Operations – Operations	17/2/16		No Comment
Elaine Browne	Legal Services	22/2/16	22/2/16	
Andrew Brooker	Head of Finance	22/2/16		No Comment
Russell O’Keefe	Strategic Director Corporate & Community Services - Corporate & Community Services	17/2/16	25/02/16	Comments included throughout
Cllr Dudley	Cabinet Member for Finance and Deputy	26/2/16	27/02/16	
Cllr Bathurst	Principal Member for Policy	26/2/16	03/03/16	Comments incorporated
Chris Targowski	Cabinet Policy Manager	23/2/16	24/2/16	Throughout
External				

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:
Elizabeth Hinchy	Procurement Partner Adult and Children Services	01628 796253

Report for: INFORMATION



Contains Confidential or Exempt Information	NO - Part I
Title	Review of Whistleblowing Procedure
Responsible Officer(s)	Alison Alexander, Managing Director and Strategic Director of Adult, Children and Health Services, Terry Baldwin, Head of Human Resources
Contact officer, job title and phone number	Terry Baldwin, Head of Human Resources
Member reporting	Cllr D Burbage
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	N/A
Affected Wards	All

REPORT SUMMARY

1. At the meeting of Cabinet on 26 March 2015 Members requested that the RBWM Whistleblowing Policy be reviewed to ensure it was fit for purpose to deal with Child Sexual Exploitation (CSE), and then to report back on its effectiveness in March 2016.
2. This report updates Members on the actions taken to review the Council's Whistleblowing procedure for employees and its effectiveness.

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. Appropriate whistleblowing reporting mechanisms protects the interests of residents through ensuring good professional practice.	Ongoing

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. **Note the actions that have been completed to review the Council's Whistleblowing Policy to ensure it is fit for purpose to deal with Child Sexual Exploitation;**
- ii. **Endorse, in particular, the annual compliance period for staff detailed in point 2.5(c)**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The Council's two Whistleblowing Policy and Procedures are owned by Human Resources (HR), one covering RBWM non schools and one for schools. In March 2015 Cabinet requested a review of the RBWM Whistleblowing Policy, following a report on child sexual exploitation, to ensure that it was fit for purpose, to deal with CSE and then report back on its effectiveness in March 2016.
- 2.2 The Council's Whistleblowing Policy and Procedure for non schools covers a wide range of concerns in addition to safeguarding failures. These include acts that are unlawful or involve fraud, represent a risk to health and safety, cause environmental damage, infringe opportunities related to legislation, amount to improper conduct, are a miscarriage of justice or are a criminal offence or breach of law. Separate policies also exist regarding anti fraud and anti corruption and employee grievances.
- 2.3 Both Whistleblowing Policy and Procedures have been reviewed and minor amendments were made to ensure that they are compliant with current legislation and controls in the organisation, see appendix A. The revised Policy and Procedure was launched on Hyperwave with an accompanying item in Borough Bulletin, weekly information email for staff, and First Class, equivalent of Hyperwave for maintained schools, in the last quarter of 2015. In addition it was sent to all schools
- 2.4 A clear whistleblowing policy is vital, however it is dependent on employees being aware of its existence, knowing where to find it and understanding its relevance to their roles. A whistleblowing policy is not effective if the organisation culture does not give employees confidence that issues raised will be dealt with appropriately and in a timely manner. To date no concerns have been raised under the Whistleblowing policy.
- 2.5 A number of measures either have been, or are due to be implemented, to support the effectiveness of the policy both in relation to CSE and more widely. These are summarised below:
 - a) The Whistleblowing policy has been added to the corporate RBWM induction to highlight it to all new starters.
 - b) Maintaining awareness of the council's whistleblowing policy and procedures has been added to the standard job accountabilities template and will therefore

be included in job accountabilities for all new and amended roles from January 2016.

- c) HR are working on the implementation of an annual compliance period for staff during which mandatory checks and training will be completed. The Whistleblowing Policy will be included in the suite of key policies that employees will be required to confirm they have re-familiarised themselves with each year and these will be available from April 2016.
- d) In January 2016, Ofsted published 'Whistleblowing to Ofsted about Children's Social Care Services' – policy and guidance for whistleblowers. This coincides with the launch of the NSPCC's national helpline for employees wishing to raise concerns about a child at risk of abuse which went live in January. Information about both of these reporting mechanisms has been published on Hyperwave and First Class alongside our Whistleblowing policies and will be regularly circulated to employees. Openly publicising these documents will assist in demonstrating our commitment to the safety of children.
- e) Whenever wider national or local events draw attention to whistleblowing, we publish items in the Borough Bulletin to remind employees of our policies and commitment. For example, an item was published at the end of February to link into the high profile media coverage of the convictions in relation to the Rotherham CSE cases and the publication of the report into Jimmy Saville and Stuart Hall at the BBC. We will continue to link into relevant news items as and when appropriate.
- f) Activities to increase the profile of whistleblowing reporting mechanisms will continue to be fully explored and utilised and every opportunity will be taken by the Senior Leadership Team to emphasise the council's commitment to dealing with concerns raised quickly and appropriately.
- g) Random testing of employee's awareness of the Whistleblowing policy to be introduced.

2.6 The Whistleblowing Policy and Procedure will be kept under regular review to ensure that it is fully compliant with legislation and supports effective reporting of concerns.

3 KEY IMPLICATIONS

3.1

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Random testing of employees awareness of the	Less than 60% of those	60% of those tested were	More than 60% of those tested	More than 80% of staff tested were aware of the policy.	31 May 2016

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Whistleblowing policy	tested were aware of the policy	aware of the policy	were aware of the policy		

4. FINANCIAL DETAILS

Financial impact on the budget

4.1 No financial implications

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

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

5. LEGAL IMPLICATIONS

- 5.1 The Council's Whistleblowing Policy and Procedure is compliant with the Public Interest Disclosure Act 1998. It also recognises the arrival of the Enterprise and Regulatory Reform Act 2013 (ERA) and the protections inserted by the ERA into the Public Interest Disclosure Act 1998. These are designed to protect workers from being unfairly dismissed by their employer or suffering other detriment whenever they report their concerns about matters that affect the public interest to their employer, regulatory authorities or other designated persons.

6. VALUE FOR MONEY

- 6.1 Ensuring the Council's Whistleblowing Policy is fit for purpose to deal with Child Sexual Exploitation, and other arising concerns, mitigates reputational and financial risk to the Council of failing to comply with its statutory responsibilities.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None

8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Serious concerns including those involving safeguarding are not reported leading to potential harm or detriment.	Staff are not aware of reporting mechanisms and/or are reluctant to utilise.	Legislatively compliant Whistleblowing Policy and Procedure in place that all staff are aware of and a culture which supports reporting.	Concerns are reported and a clear process is followed ensuring swift action is taken to prevent harm or detriment.

9. LINKS TO STRATEGIC OBJECTIVES

Residents First

- Support Children and Young People
- Work for safer and stronger communities

Delivering Together

- Deliver Effective Services
- Strengthen Partnerships

Equipping Ourselves for the Future

- Developing Our systems and Structures
- Changing Our Culture

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 Not applicable

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 The updates to the Whistleblowing Policy and Procedure were considered by People Forum and DMT and any comments incorporated.

15. TIMETABLE FOR IMPLEMENTATION

15.1 Implementation is ongoing.

16. APPENDICES

16.1 Appendix A: Raising Concerns At Work (Whistleblowing) Policy and Procedure (non schools)

17. BACKGROUND INFORMATION

17.1 None

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	04/03/16	10/3/16	
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	29/02/16	04/03/16	
Simon Fletcher	Strategic Director Operations and Customer Services	29/02/16		
Russell O’Keefe	Strategic Director Corporate and Community Services	29/02/16		
Michaela Rizou	Cabinet Policy Assistant	29/02/16	03/03/16	
External				

REPORT HISTORY

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Terry Baldwin	Head of Human Resources	01628 796992

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

RAISING CONCERNS AT WORK (WHISTLEBLOWING) POLICY AND PROCEDURE (NON SCHOOLS)

Covers:

- Purpose and aims
- Scope
- How to raise a concern
- Practice and procedure
- How the Council will respond
- Safeguards
- How the matter can be taken further
- Responsibility of Officers / Monitoring officer
- Contacts

1. PURPOSE AND AIMS

- 1.1 The Royal Borough of Windsor and Maidenhead (RBWM) (the Council) must aspire to the highest standards of quality, probity, openness and accountability in all its activities. In line with the Public Interest Disclosure Act 1998, this Policy and Procedure aims to create an environment in which employees and others working with RBWM, who have concerns about any aspect of the Council's work, feel encouraged to disclose information to an appropriate person within the Council. Raising concerns at work also applies to Members, contractors, consultants and agency staff working on Council premises.
- 1.2 The Council's Whistleblowing Policy and Procedure is compliant with the Public Interest Disclosure Act 1998. It also recognises the arrival of the Enterprise and Regulatory Reform Act 2013 (ERA) and the protections inserted by the ERA into the Public Interest Disclosure Act 1998. These are designed to protect workers from being unfairly dismissed by their employer or suffering other detriment whenever they report their concerns about matters that affect the public interest to their employer, regulatory authorities or other designated persons.
- 1.3 Whistleblowing claims will only now be valid when an employee blows the whistle in relation to a matter for which the disclosure is genuinely in the public interest. This will exclude breaches of individuals' contracts of employment and breaches of other legal obligations which do not involve issues of a wider public interest.
- 1.4 The good faith test is a test which needs to be satisfied by claimants bringing a whistleblowing claim. With the introduction of the public interest test, it was considered that the existence of two tests would have a deterrent effect and reduce the number of disclosures. This Act changes the application of the good faith test, so it will now be considered by the tribunal when deciding on remedy, rather than liability. The tribunal will have the power to reduce any compensation award by up to 25% where a disclosure has been made in predominantly bad faith.
- 1.5 Employees, because of their close proximity to Council practices, are often the first to identify areas or issues that may be of concern. However, they may be reluctant to express these concerns because they feel that speaking up would be disloyal to their colleagues or to the Council – and they may also be worried that they will be victimised or harassed as a result of their actions.
- 1.6 This Policy is designed to help create an environment in which employees and others feel they are able to raise concerns without fear of reprisal. By responding to and addressing concerns in the quickest possible time, RBWM aims to contain such matters within the Council.

However, employees or others must be able to take matters further if they are dissatisfied with the Council's response.

2. SCOPE

- 2.1 The Council has an Anti Fraud and Anti Corruption Statement (available on Hyperwave and the RBWM website) which employees are encouraged to continue to use to identify and report problems or concerns, particularly in relation to financial or contractual irregularities.
- 2.2 This document is designed to sit alongside the Statement, together with the Council's Grievance Procedure (which enables employees to lodge a grievance relating to their employment) and the Dignity at Work Policy, which includes a procedure for dealing with claims of harassment (both available on Hyperwave).
- 2.3 Raising Concerns at Work is intended to cover concerns that fall outside the scope of these three procedures and extends the range of issues that employees are encouraged to report.
- 2.4 These concerns may be about acts that:
 - a) are unlawful or involve fraud, deceit and/or bribery
 - b) represent a risk to health and safety
 - c) cause environmental damage
 - d) infringe equal opportunities related legislation and / or Council policies, e.g. discriminatory behaviour
 - e) amount to improper or unethical conduct, e.g. breach of a statutory code of conduct, or are an abuse of position
 - f) are a miscarriage of justice
 - g) are a criminal offence or breach of law
 - h) are safeguarding failures

3. HOW TO RAISE A CONCERN

- 3.1 Concerns can be discussed with a colleague first and it may be easier to raise the matter if more than one of you has had the same experience or concern.
- 3.2 A friend, colleague, or a representative of your Trade Union or professional association may assist in raising a concern and may be in attendance at any related meetings.
- 3.3 Employees should, if possible, raise a concern in the first instance with their immediate manager.
- 3.4 Members should raise any concerns with their Group Leader.

- 3.5 Non-employees, e.g. agency workers, contractors, partners, volunteers, should raise a concern in the first instance with the person to whom they directly report / have contact within the Council.
- 3.6 In some cases, the nature or sensitivity of the concern means that this may not always be appropriate. If a person feels they cannot raise their concern with their immediate manager/contact, they are able to go directly to either the Head of Human Resources, the Monitoring Officer (Head Governance, Partnerships, Policy and Performance), Head of Finance or the Service Manager, Shared Audit and Investigation Service. They may also do so if, having raised the concern with the immediate manager/contact, they feel there has not been an appropriate response.
- 3.7 In the event of a concern being of an extreme and potentially serious nature, employees and others may raise it directly with the Managing Director or the Leader of the Council.
- 3.8 For all concerns in respect of any suspected financial irregularity, officers must notify the Head of Finance and the Service Manager, Shared Audit and Investigation Service immediately.
- 3.9 In circumstances where an individual feels that it is necessary to raise a concern with an independent body rather than raise it internally within the Council, they may obtain guidance from the Public Concern at Work charity who can be contacted on 020 7404 6609.

4. PRACTICE AND PROCEDURE

- 4.1 Concerns are better raised in writing but can be made orally; in either case it is essential to give as much information as possible so that reasonable grounds for the concern can be demonstrated.
- 4.2 The earlier the concern is raised, the greater the opportunity for the Council to take remedial action.
- 4.3 Advice and guidance on how matters of concern may be raised and pursued can be obtained from the Head of Human Resources, the Service Manager, Shared Audit and Investigation Service or the Monitoring Officer.

5. HOW THE COUNCIL WILL RESPOND

- 5.1 Once a concern is raised, an appropriate Council officer will make initial enquiries, taking advice from the Head of Human Resources, Monitoring Officer, Head of Finance and the Service Manager, Shared Audit and Investigation Service, to help decide if an investigation is appropriate and if so, what form it should take. As soon as possible

and in any case within 10 working days of a concern being raised, the person handling the matter will write to the individual raising the concern acknowledging that it has been raised and indicating how, as far as possible, it will be dealt with. The individual will be kept informed of progress and will receive a full and final response, subject to any legal restraints.

- 5.2 An Investigation Officer will be appointed by the relevant Director.
- 5.3 In relation to allegations of fraud and corruption (including bribery) in respect of Members and Directors, the Managing Director will lead the process and will appoint an appropriate Investigating Officer, in liaison with the Monitoring Officer, Head of Human Resources, Head of Finance and the Service Manager, Shared Audit and Investigation Service. For cases involving the Managing Director, the Leader of the Council will direct the process.
- 5.4 Any decision to refer a matter to the Police will be taken by the Monitoring Officer, in consultation with the relevant Director, the Service Manager, Shared Audit and Investigation Service and the Head of Human Resources, as appropriate. The Council will normally wish the Police to be made aware of, and investigate independently, those offenders where financial impropriety is discovered.
- 5.5 Depending on the nature of the allegation, the Investigating Officer will normally work closely with the Director appointing them, to ensure that all allegations are thoroughly investigated and reported upon.
- 5.6 The Investigating Officer will:
 - deal promptly with the matter
 - record all evidence received
 - ensure that all evidence is sound and adequately supported
 - ensure security of all evidence collected
 - contact other agencies such as Police
 - notify the Council's Insurance and Risk Manager, if applicable, who in turn will notify the RBWM insurers
 - assist management to implement Council disciplinary procedures, where appropriate.

The processes outlined above will also apply to Members.

- 5.7 The Council's disciplinary procedures will be used to facilitate a thorough investigation of any allegations of improper behaviour by employees.

6. SAFEGUARDS

Harassment or Victimisation

- 6.1 The Council recognises that it can be difficult to report a concern, not least because of the fear of reprisal from those responsible for the potential malpractice. The Council will not tolerate harassment or victimisation of the person who has raised the issue and will take appropriate action against individuals who perpetrate such harassment.

Confidentiality

- 6.2 Wherever practical and possible, the council will protect the identity of those raising a concern if they do not wish their name to be disclosed. It must be appreciated, however, that the process of investigation may reveal the source of information and a statement may also be required as part of the evidence. Advice and support will be provided where this is the case and disclosure of your identity will not be done without your consent unless legally required to do so.
- 6.3 Anyone may approach the Council confidentially if they so wish and as long as their allegation appears to have been raised honestly and in good faith, their wish for confidentiality will be supported.
- 6.4 This approach is further supported by decisions of the courts, who have recognised in certain circumstances the identity of persons who have made allegations or given information to the public and other bodies should not be revealed (in the course of legal proceedings, for example). They recognise that disclosure could discourage others from making allegations or giving information to the proper authorities.

Support for Those Raising Concerns

Trade Unions

- 6.5 If you are a Trade Union member, you are encouraged to raise and discuss matters with your union representatives before seeking to invoke the Whistleblowing Procedure. Trade Unions can advise you whether or not to proceed and the best way to present your disclosure.

Human Resources (HR) Service

- 6.6 The Council's HR Service can be a place where you can discuss how to make a disclosure and lodge a matter of concern. Staff and non-employees will often discuss the issues that worry them with members of the HR Business Partner team in the first instance. Such discussions will be in confidence if that is what you prefer, but there may be some disclosures (for instance criminal acts) that cannot remain confidential.

Employee Assistance Programme (EAP)

- 6.7 Employees of the Council can contact the EAP which is a completely independent workplace support service, accessible on line and via a freephone number, 24 hrs a day, 365 days of the year.
- 6.8 The service offers free and completely confidential advice and help in relation to personal or work related issues.

Anonymous Allegations

- 6.9 Individuals raising concerns are strongly encouraged to put their name to any allegation. Concerns expressed anonymously are much less powerful, and will only be considered if the Monitoring Officer advises that the allegation demonstrates sufficient cause to take the matter further.

Untrue Allegations

- 6.10 If someone makes an allegation in good faith and it is not confirmed by an investigation, no action will be taken against the person who has made the report. If, however, an individual makes an allegation, which is subsequently shown to be malicious or vexatious, disciplinary action is likely to be taken against them.

7. HOW THE MATTER CAN BE TAKEN FURTHER

- 7.1 This Policy is intended to provide employees and others with an effective process for raising concerns within RBWM. The Council hopes that those using this process will be satisfied with the way their concerns are treated and any investigations that may be carried out. However, if they are not satisfied and feel it is right to take the matter outside the Council, then either the Head of Human Resources or the Monitoring Officer will provide advice as to other options.

8. RESPONSIBILITY OF OFFICERS / MONITORING OFFICER

- 8.1 The Head of Human Resources and the Monitoring Officer have overall responsibility for the maintenance and operation of this Policy.
- 8.2 The Service Manager, Shared Audit and Investigation Service should be notified of all concerns raised through this Policy. All concerns raised and the outcomes (in a form which respects the individual's confidentiality) will be maintained by the Head of Human Resources.

9. CONTACTS

Internal

Strategic Director of Adult, Children and Health Services, and Managing Director 01628 796367

Monitoring Officer and Head of Governance, Partnerships, Performance and Policy 01628 796748

Service Manager, Shared Audit and Investigation Service 07917 265742

Head of Finance (Financial Issues) 01628 796341

Head of Human Resources 01628 796992

Political Assistant to Leader of the Council 01628 796352

External

External Audit (KPMG)
Audit Commission (Whistleblowing Line) 0845 052 2646

Your Local Union Representative
Public Concern at Work (www.pcaw.co.uk) 020 7404 6609

10 PUBLICITY

- 10.1 This Policy should be publicised to the widest possible audience so that all internal and external parties related to the Council are aware of its existence in the event they have a legitimate concern or complaint.

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Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Business Rates Discretionary Discounts – Retail Reoccupation Relief
Responsible Officer(s)	Andrew Brooker – Head of Finance Andy Jeffs – Head of Revenues and Benefits
Contact officer, job title and phone number	Andy Jeffs – Head of Revenues and Benefits 01628796527
Member reporting	Councillor Simon Dudley – Lead Member Finance
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	12 April 2016
Affected Wards	All

REPORT SUMMARY

1. In September 2014 Cabinet received and approved a report recommending changes to the Retail Reoccupation Relief scheme, to introduce a new discretionary relief of up to 100%, for a period of 18 months for businesses that reoccupied retail premises which had been empty for 12 months or more, that would run along side the central government scheme.
2. The scheme since its introduction has been very successful with 15 empty business premises being reoccupied across the borough and reliefs totalling £169k being granted to businesses, of which, £137k was funded by central government, £31k the Council, and £1k Fire and Rescue . (see appendix 2).
3. The central government element of the scheme ends on 31 March 2016, and Cabinet as asked to consider introducing a new discretionary relief scheme to replace the existing one from 1 April 2016.
4. The new scheme would offer businesses that reoccupy retail premises that have been empty for more than 12 months up to 100% relief from business rates for a period of 18 months. Applications would be considered and decisions to grant any relief would be based on their own merits on a case by case basis. The scheme would run from 1 April 2016 to 31 March 2018. The amount of relief available would be capped at £150k in 2016-17 and 2017-18.

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. Reduction in the number of empty shops in main retail areas	March 2017
2. Increased business rates income once the period of relief ends	March 2018

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Agrees to replace the existing Retail Reoccupation Relief scheme with a new scheme from 1 April 2016 which would provide businesses who apply between that commencement of the scheme and the 31 March 2018, and who reoccupy retail premises that have been empty for 12 months or more with up to 100% relief, capped at £150k each year, from business rates for a period of 18 months from the date the business occupies the premises, and**
- ii. The revised Discretionary Rate Relief Policy appended to this report is adopted.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The recommended option has been chosen as it supports the Council's commitment to fully support and encourage thriving and diverse town centres.
- 2.2 Options considered.

Option	Comments
1. End the current scheme on 31 March 2016 in line with the government scheme end date This is not recommended	Not recommended as the existing scheme has been successful
2. Introduce a new discretionary scheme under the powers the Council has to grant up to 100% relief from business rates for a period of 18-months on applications received between 1 April 2016 to 31 March 2017 This is not recommended	Not recommended as period of new scheme is too short
3. Introduce a new discretionary scheme under the powers the Council has to grant up to 100% relief from business rates for a period of 18-months on applications received between 1 April 2016 to 31 March 2018 This is the recommended option	Recommended option

3. KEY IMPLICATIONS

There are currently 114 empty retail premises across the Royal Borough. The outcomes below are based on the remaining empty units being the harder ones to let and the fact that the Government scheme and associated publicity will cease on 31 March 2016.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Percentage of empty retail units re-occupied	<1%	1-5%	6-10%	>10%	31 March 2018

4. FINANCIAL DETAILS

Financial impact on the budget

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Budget for relief	£300	£0	£0
Contribution from collection fund	£300	£0	£0

The Council has the power introduce discretionary business rates relief schemes.

Discretionary relief is now financed 50% by Central Government, 49% by the Council and 1% by the Fire and Rescue Authority.

An example of a medium size shop (similar to Greggs in Maidenhead) would typically pay £20k in Business Rates, a major store such as Marks and Spencers might pay closer to £250k.

Currently £300k has been allowed in the budget proposals, £150k for 2016-17 and £150k for 2017-18 from the collection fund. Publicity around this new scheme would make it clear that the value of discounts awarded will be capped at these values.

The percentage of relief funded by the Council is:

	Central Government	RBWM	Fire & Rescue
New scheme	50%	49%	1%

Based on the Greggs example above:

	Central Government	RBWM	Fire & Rescue
New scheme	£10,000	£9,800	£200

5. LEGAL IMPLICATIONS

- 5.1 The powers to introduce this discretionary scheme are in Section 43 of the Local Government Finance Act 1988, and Section 47-49 of the Local Government Finance Act 1988 as amended by the Localism Act 2011.

When determining an approach Cabinet needs to be aware of state aid restrictions but it is envisaged that this scheme will fall into the de-minimus category for state aid.

www.bis.gov.uk/policies/europe/state-aid

6. VALUE FOR MONEY

- 6.1 This initiative falls into the invest to save category, close monitoring of Business Rate income in those areas where discretionary relief is applied will ensure the scheme is providing value for money.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 If successful, the initiative will preserve/promote local retail offers which will reduce the need for residents to travel for that offer with consequent environmental benefits.

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
Adverse reaction from existing traders	Low/Medium	Publicise positive impact of increased footfall brought about by new retail offer on all traders	Low
Risk to collection fund from too many applications	Low/Medium	Cap either total cost of scheme or discount available on a single application	Low

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 The Retail Reoccupation Relief scheme falls under the following strategic priorities:

Residents First

- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

Value for Money

- Increase non-Council Tax revenue
- Invest for the future

Delivering Together

- Strengthen Partnerships

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 At this stage no equality issues, arising from this initiative have been identified.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None

12. PROPERTY AND ASSETS

12.1 No direct impact although the Council owns a number of town centre properties whose value might be expected to increase if this scheme intended outcomes materialise.

13. ANY OTHER IMPLICATIONS

13.1 None

14. CONSULTATION

14.1 No further consultation has been carried out since the original policy proposal was carried out in November 2013.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
12 April 2016	New Retail Reoccupation Relief Policy Implemented

16. APPENDICES

Appendix 1 – Discretionary Rate Relief Policy – *available electronically*

Appendix 2 – Retail Reoccupation Relief Granted - *available electronically*

17. BACKGROUND INFORMATION

- Business Rates – Discretionary Relief for Occupiers of Empty Shops – Cabinet September 2013
- Business Rates – Business Rates Discounts – Empty Retail Properties – Cabinet December 2013
- Business Rates – Business Rates Discounts – Empty Retail Properties – Cabinet September 2014

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	01/03/16	01/03/16	
Cllr Dudley	Lead Member for Finance	29/02/16	29/02/16	
Cllr Hill	Lead Member for R&B, Customer Services and IT	29/02/16	29/02/16	
Simon Fletcher	Strategic Director Operations and Customer Services	28/02/16	29/02/16	
Andrew Brooker	Head of Finance	28/02/16	29/02/16	

REPORT HISTORY

Decision type:	Urgency item?
Key decision	Yes – Item not included on forward plan as existing scheme was to cease on 31 March 2016. The report needs to go to March Cabinet as new scheme is due to start on 1 April 2016.

Full name of report author	Job title	Full contact no:
Andy Jeffs	Head of Revenues and Benefits	01628796527

Report for: INFORMATION



Contains Confidential or Exempt Information	No - Part I
Title	Financial Update
Responsible Officer(s)	Russell O'Keefe, Strategic Director of Corporate and Community Services, 01628 796521
Contact officer, job title and phone number	Andrew Brooker, Head of Finance, 01628 796341
Member reporting	Councillor Dudley, Lead Member for Finance
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediate
Affected Wards	All

REPORT SUMMARY

1. This report provides an update to members on the Council's financial performance. Services are currently projecting a £281k underspend. However due to four non-service variances totalling £262k there is a net underspend of £543k on the General Fund.
2. The Council remains in a strong financial position with healthy reserves. The Council's Development Fund currently has a balance of £699k. Overall our combined General Fund Reserves sit at £5.923m 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.	31 March 2016
Assurance that budgets are being reviewed regularly.	31 March 2016

1. Details of Recommendations

RECOMMENDED: That Cabinet:

- i) Notes the report and the projected outturn position.
- ii) Approves the addition of a £50k revenue budget in 2016-17 to make improvements to the Desborough suite (see paragraph 4.5).
- iii) Approves the addition of a £30k revenue budget funded by the Development Fund in 2016-17 to cover the Council's share of legal costs in respect of any potential future decision by central Government to expand Heathrow Airport (see paragraph 4.6).

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 As this is a monitoring report decisions are normally not necessary but may be required for some budget movements.

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 £5.224m and the balance on the Development Fund is £699k. The combined General Fund and Development Fund reserves now sit at £5.923m. 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 D.

4. FINANCIAL DETAILS

- 4.1. **Children's Services Directorate.** The Strategic Director of Adult, Children and Health Services reports a projected year-end underspend of £12k against the net controllable budget of £17.9m, a movement of £37k on the £49k underspend reported to Cabinet in February.

This change mainly reflects a further increase of £40k in the projected outturn for home to school transport. Members have approved additional budget for 2016-17 and there is continued focus on cost reduction, but this remains a risk area for next financial year.

Other movements from last month include relatively small staffing and agency changes across services, and changes in the placements of children in care and those with disabilities. The pressure on high needs budgets for pupils with special educational needs, funded by DSG, has reduced compared with last month, specifically the costs of alternative provision provided to excluded pupils and those at risk of exclusion. Any over or underspend on the DSG funded 'schools budget' will be carried forward into 2016-17.

- 4.2. **Adults Culture & Health Directorate.** The Strategic Director of Adult, Children and Health Services reports a projected year-end underspend of £6k against

the net controllable budget of £37.1m. Although this underspend is just £1k less than that estimated last month there have been some significant, yet offsetting, changes during month. The demand for the range of Adult Social Care services for older people has continued to fall over the autumn and winter months, giving rise to savings in excess of £100k, this is estimated on the basis that current demand levels are stable for the remainder of the year. Savings have also arisen due to lower than expected costs in respect of a small number of residents with learning disabilities or mental health problems. These savings have been offset by the inclusion in this month's budget monitoring of a provision of £217k for the full potential cost of a contested ordinary residence case that is currently under consideration by the Secretary of State.

- 4.3. **Corporate Services Directorate.** The Strategic Director of Corporate and Community Services reports a projected year-end underspend of £49k against the net controllable budget of £7.0m which is a £16k improvement on last month. The improvement includes a number of minor savings and pressures which are the result of projections becoming more accurate as we approach the closedown of accounts.
- 4.4. **Operations Directorate.** The Strategic Director of Operations and Customer Services (OCS) reports a projected year end underspend of £214k against the directorate's budget of £18.8m. This has been achieved beyond the £0.6m underspend generated by OCS and transferred into Adults Social Care budgets earlier in the financial year, to support their budget pressures.

The small (£11k) improvement since last month results from contract pressures in waste disposal, more than offset by resource efficiencies and savings in the Community Protection and Enforcement teams.

Managers continue to pursue cost savings and efficiencies in the delivery of their services.

- 4.5. **Desborough Improvements.** Members are asked to approve a recommendation for a £50k budget in 2016-17 to improve the general look and feel and operation of The Desborough Suite. This is driven by a local company, who have expressed an interest in using our current 'dark time' (when the theatre is not used) and promoting activities for its use. This would improve the management of the asset and maximise its use / increase our income, if successful.
- 4.6. **Heathrow expansion.** The Community Protection & Enforcement Service requests a supplementary estimate of £30,000, funded by the Development Fund, to support the cost of legal advice in respect of any potential future decision by central Government to expand Heathrow Airport and authorise the construction of a third runway. The Royal Borough of Windsor & Maidenhead is working alongside the London Borough's of Richmond, Hillingdon, and Wandsworth who hold the same view that the recommendation made by the Airports Commission to Government was based on air pollution and noise data that has been discredited and as such cannot be used to formulate national aviation policy. Heathrow detrimentally affects many Royal Borough residents currently, but, expansion would exacerbate and expand this significantly, placing huge burden on local infrastructure and communities. The four councils are currently considering their legal position and the options for formally challenging the Government in order to protect their residents should a decision be made in favour of Heathrow. The projected share of costs for the Royal Borough of Windsor & Maidenhead is £30,000 and is expected to be spent in

2016-17 (subject to timings of future Government decisions – currently expected early summer 2016).

4.7. Revenue budget movements this month:

	£000
Approved Budget as at 31 January	83,323
Cleaning & maintenance Cox Green Youth Centre	20
Redundancy cost funded by provision	25
Grants to voluntary organisations funded by the Crisis support grant underspend	50
Supplementary budget – income shortfall Magna Carta River Pageant	16
By-election Cost	10
Salvage costs, disposal of two boats	3
Development Projects (January Cabinet) in capital rather than revenue so budget transferred.	(445)
Service Expenditure Budget this Month	83,002

4.8. Capital Programme

A summary of the capital programme is summarised below and in Appendices B and C.

The approved 2015-16 capital estimate is £44.264m; the projected outturn for the financial year is £31.993m.

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	44,264	(27,563)	16,701
Variances identified	(134)	39	(95)
Slippage to 2016-17	(12,137)	5,144	(6,993)
Projected Outturn 2015-16	31,993	(22,380)	9,613

Overall capital programme status

	Report to February 2016 Cabinet
Number of Schemes in Programme	419
Yet to Start	8%
In Progress	44%
Completed	38%
Ongoing Programmes e.g. Disabled Facilities Grant	10%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

5. LEGAL IMPLICATIONS

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

6. VALUE FOR MONEY

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

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 N/A

8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

9. LINKS TO STRATEGIC OBJECTIVES

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

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 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

11.1 None.

12. PROPERTY AND ASSETS

12.1 None.

13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

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

15. TIMETABLE FOR IMPLEMENTATION

15.1 N/A.

16. APPENDICES

- 16.1 Appendix A Revenue budget summary
- Appendix B Capital budget summary
- Appendix C Capital variances
- Appendix D Development Fund analysis

17. BACKGROUND INFORMATION

17.1 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				
Cllr Burbage	Leader of the Council	9/3/2016	11/3/2016	Changes included in final report.
Cllr Dudley	Lead Member for Finance	8/3/2016	8/3/2016	Changes included in final report.
Corporate Management Team (CMT)	Managing Director and Strategic Directors	4/3/2016	7/3/2016	Changes included in final report.
Chris Targowski	Cabinet Policy Manager	8/3/2016	8/3/2016	Changes included in final report.
External None				

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	46,019	(25)
Early Years Provision	7,351	5,992	30
De Delegated Schools Budget	548	563	0
Admissions and Services for Schools and Early Years	1,460	1,177	(50)
High Needs and Alternative Provision	12,671	12,864	135
Dedicated Schools Grant	(75,982)	(67,025)	(90)
Total Children's Services - Schools Budget	(408)	(410)	0
Education Central Costs	151	151	0
Educations Standards	699	706	(78)
Sufficiency and Access	2,003	2,008	573
Strategy, Commissioning & Performance	1,503	1,526	98
Early Help & Safeguarding Central Costs	501	501	0
Early Help and First Response	1,708	1,748	114
Early Help-Youth Support	1,090	1,177	(33)
Safeguarding and Children in Care	2,110	2,116	(33)
Children and Young People Disabilities Service	2,153	2,162	(364)
Resources and Placements	5,589	5,610	(379)
Berkshire Adoption Service	72	74	0
Children's Services Management	522	552	90
Total Children's Services - Non Schools Budget	18,101	18,331	(12)
Total Children's Services	17,693	17,921	(12)
Better Care Fund	1,384	1,401	0
Adult Social Care	31,606	33,745	(43)
Public Health	0	0	0
Housing	1,676	1,676	0
Library Information	2,266	2,283	0
Heritage & Arts	308	345	0
Adult Management	337	322	37
Total Adults Culture & Health	37,577	39,772	(6)
Director of Operations	66	111	30
Benefits & Business Services	808	677	(145)
Highways & Transport	(1,775)	(1,683)	(210)
Commissioning & Contracts	543	239	0
Neighbourhood & Streetscene Delivery Services	2,615	2,723	(50)
Community, Protection & Enforcement Services	12,199	11,917	71
Customer Services	1,834	1,911	(25)
Technology & Change Delivery	2,836	2,893	115
Total Operations	19,126	18,788	(214)
Director of Corporate Services	(28)	293	(72)
Planning, Development and Regeneration Service	(850)	(589)	(140)
Corporate Management	446	517	(112)
Communications	257	279	30
Policy and Performance	428	362	10
Democratic Services	1,702	1,856	(25)
Elections	351	362	0
HR	1,182	1,250	(11)
Legal	(2)	(88)	45
Finance	2,420	2,340	11
Building Services	41	18	0
Leisure Services	2,090	2,103	146
Leisure Centres	(2,182)	(2,182)	69
Total Corporate Services	5,855	6,521	(49)
TOTAL EXPENDITURE	80,251	83,002	(281)

SUMMARY	2015/16		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	80,251	83,002	(281)
Contribution to / (from) Development Fund	(41)	902	0
Estimated net NNDR income		(1,864)	0
Drawdown of provision for compulsory purchase payment		(362)	0
Pensions deficit recovery	1,830	1,830	0
Pay reward	605	112	(112)
Transfer to/(from) Provision for Redundancy		(112)	0
Environment Agency levy	147	147	0
Capital Financing inc Interest Receipts	6,471	5,533	(50)
NET REQUIREMENTS	89,263	89,188	(443)
Less - Special Expenses	(956)	(956)	0
Variance on budgeted Education Services grant			(55)
Variance on Revenue Support Grant			(45)
Transfer to / (from) balances	0	75	543
GROSS COUNCIL TAX REQUIREMENT	88,307	88,307	0
General Fund			
Opening Balance	4,751	4,606	4,681
Transfers to / (from) balances	0	75	543
	<u>4,751</u>	<u>4,681</u>	<u>5,224</u>

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

Memorandum Item	
Current balance on the Development Fund	
	£000
Opening Balance	1,263
Transfer (to) / from other reserves	(1,466)
Transfer from General Fund - sweep	500
Transfer (to) / from General Fund - other initiatives	402
	<u>699</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	1,497	(830)	667	481	(135)	346	1,979	0	1,979	1	0%
Property Management	254	0	254	534	0	534	328	0	328	254	608	862	0	0%
Policy & Performance	673	0	673	662	0	662	441	0	441	859	243	1,102	(1)	0%
Regeneration & Economic Development	1,445	(890)	555	5,336	(1,422)	3,914	2,994	(846)	2,148	3,562	4,768	8,330	0	0%
Total Corporate Services	3,852	(1,555)	2,297	9,502	(2,852)	6,650	4,161	(893)	3,268	8,044	5,619	13,663	0	(0)
Operations														
Technology & Change Delivery	415	0	415	500	0	500	128	(8)	120	371	298	669	41	10%
Benefits & Business Services	0	0	0	21	0	21	93	0	93	65	49	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	7,828	(4,288)	3,540	4,379	(3,558)	821	10,147	1,892	12,039	(168)	-3%
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	
Total Operations	7,701	(3,912)	3,789	9,546	(5,024)	4,522	5,087	(3,680)	1,407	12,267	2,239	14,506	(127)	0
Children's														
Non Schools	205	(130)	75	160	(70)	90	346	(338)	8	349	160	509	3	1%
Schools – Non Devolved	3,952	(3,952)	0	4,543	(4,543)	0	6,041	(6,041)	0	9,244	1,330	10,574	(10)	0%
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	5,089	(4,999)	90	6,810	(6,802)	8	10,401	1,490	11,891	(8)	0
Adult														
Adult Social Care	256	(256)	0	265	(265)	0	480	(448)	32	528	217	745	0	0%
Housing	1,000	(1,000)	0	1,000	(1,000)	0	1,532	(1,152)	380	135	2,397	2,532	0	0%
Library & Information Service	385	(371)	14	434	(335)	99	358	(113)	245	618	175	793	1	0%
Total Adult	1,641	(1,627)	14	1,699	(1,600)	99	2,370	(1,713)	657	1,281	2,789	4,070	1	0
Total Committed Schemes	17,653	(11,478)	6,175	25,836	(14,475)	11,361	18,428	(13,088)	5,340	31,993	12,137	44,130	(134)	0

Portfolio Total	(£'000)	17,653	(£'000)	44,264	(£'000)	31,993
External Funding						
Government Grants	(7,535)		(16,786)		(14,459)	
Developers' Contributions	(2,149)		(9,234)		(7,117)	
Other Contributions	(1,794)		(1,542)		(803)	
Total External Funding Sources	(11,478)		(27,563)		(22,380)	
Total Corporate Funding		6,175		16,701		9,613

Capital Monitoring Report - February 2015-16

At 29 February 2016, the approved estimate stood at £44.264m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	44,264	(27,563)	16,701
Variances identified	(134)	39	(95)
Slippage to 2016/17	(12,137)	5,144	(6,993)
Projected Outturn 2015/16	31,993	(22,380)	9,613

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £31.993m

Variances are reported as follows.

	Exp	Inc	Net	
	£'000	£'000	£'000	
Highways & Transport				
CB63				Traffic Management - Minor Schemes 2014/15
	(6)	6	0	Scheme complete.
CB85				Rural Speed Limits 2014/15
	(39)	5	(34)	Scheme complete.
CD01				LTP Feasibility Studies/Investigation/Develop 15-16
	(8)	8	0	Revised Estimate
CD02				LTP Traffic Management Schemes 2015-16
	(4)	2	(2)	Scheme complete.
CD05				B4447 Cookham / Ray Mill Rd West-Mini-R'bout 15-16
	(6)	0	(6)	Scheme complete.
CD09				Speed Limit Reviews 2015-16
	(2)	0	(2)	Revised Estimate
CD23				Local Safety Schemes 2015-16
	(45)	8	(37)	Revised Estimate
CD26				Public Transport Improvements 2015-16
	4	0	4	Insufficient Funding
CD31				Thames Street Paving Improvements 2015-16
	(60)	0	(60)	Revised Estimate
CD36				Reducing Street Clutter 2015-16
	(2)	0	(2)	Revised Estimate
Technology & Change Delivery				
CN58				Smarter Working
	41	0	41	Final invoice for construction costs
Non Schools				
CKVQ				St Edmunds House Conversion of Offices
	3	0	3	Unforeseen Costs
Schools - Non Devolved				
CSDZ				Manor Green Res-chge of use Respite to Sch2013-14
	30	(30)	0	Unforeseen Costs
CSFQ				Eton Wick kitchen 2015-16
	(50)	50	0	Tendered Estimate
CSFR				Dedworth Middle School water supply 2015-16
	2	(2)	0	Tendered Estimate
CSFZ				Newlands School rewire-2015-16
	152	(152)	0	Two projects let as one contract
CSGA				Newlands Girls' School water services-2015-16
	(152)	152	0	Two projects let as one contract
CSGJ				Braywood School Roof-2015-16
	(20)	20	0	Revised Estimate
CSGP				Trinity St Stephen Kitchen Refurbishment
	28	(28)	0	To be offset by income due from Diocese
Library & Information Service				
CZ11				Maidenhead Library-Pigeon Proofing (2014/15)
	(5)	0	(5)	Offset costs below
CL66				Maidenhead Library-Repaint Exterior (2012/13)
	3	0	3	Final costs
CZ04				Maidenhead Library-Safety Barriers (2013/14)
	2	0	2	Final costs
	(134)	39	(95)	

Slippage is reported as follows.

Slippage reported to February cabinet	(5,161)	2,484	(2,677)
Property Management			
CM10 Fire, H&S and Glazing Compliance	(7)	0	(7) Works ongoing
CM24 St. Marys House-Internal Redecoration 15-16	(30)	0	(30) Awaiting landlord
CP82 Mhead Lib-Small Pwr Rewire Gnd/1st Floors 15/16	(199)	0	(199)
CM89 Tinkers La.-rewire of smll power & lightg circuits	(49)	0	(49) Works incomplete
CX23 Corporate Fire and Health&Safety 2014-15	(9)	0	(9) Works ongoing
CX24 Town Hall-Remove deadleg plumbing 2014-15	(8)	0	(8) Works ongoing
CX25 Wessex Way,Shopping Parade,MHead 2014-15	(64)	0	(64) Works delayed
CX28 Ray Mill Road Residential Development	(233)	0	(233) GVA DM appointed ongong commitment.
CX32 MASH Building Works-Town Hall, Maidenhead	(9)	0	(9) Ongoing commitments.
Policy & Performance			
CY03 Energy Savings Initiative	(149)	0	(149) Slippage to allow payment of commitments and continuing works.
CM60 Grants - Outside Organisations	(65)	0	(65) Capital grants claimed and paid out in arrears, slip all funds left in budget
CY04 Water Meters	(29)	0	(29) Slippage to allow payment of commitment and continuing work.
Regeneration & Economic Development			
CM51 14-15 York Road Opportunity Area Continuation (1)	(105)	0	(105) Outstanding GL Hearn commitments.
CB39 A4 Mhd Bridge-Ray Pk Av Gateway Feature 2013/2014	(17)	0	(17) Project on hold pending 16/17 funding outcome.
CM43 Commercial Estates-Planned Maintenance	(1)	0	(1) Outstanding commitment.
CX26 Declutter Town Moor Subway 2014-15	(27)	0	(27) Awaiting approval of specification.
CG37 Maidenhead Environmental Improvements	(142)	0	(142) commitments pending part funding Shop Front Policy take up still ongoing.
CI16 Maidenhead Opportunity Areas-Feasibility Work	(43)	0	(43) Commitments outstanding.
CI10 Maidenhead Regeneration Paving 2014-15	(10)	0	(10) Residual project end cost expected.
CG09 Maidenhead Station - Transport Hub	(14)	0	(14) Ongoing Station consultancy work.
CI14 Maidenhead Waterways Construction phase 1	(324)	0	(324) Ongoing commitments and further cost to be incurred.
CE76 Maidenhead Waterways Restoration Contribution	(95)	0	(95) Project ongoing and funds committed.
CX20 Ross Road - repairs & redecoration 2014-15	(22)	0	(22) Awaiting tender returns.
CX29 Windsor Coach Park Bridge-Canopy, Resurfacing 14/5	(42)	0	(42) Project delayed due to tenant trading season.
CI21 Windsor Office Accommodation	(97)	265	168 Planning application ongoing commitments, slip income.
CI23 Mhd Paving Strategy-High St to Chapel Arches 15-16	(169)	0	(169) Awaiting confirmation of project approval.
CI24 259 Ltd Opportunities for Private Rental 2015-16q	(114)	114	0 Awaiting scope ongoing commitment.
CI28 Public Realm-Moorbridge Road 2015-16	(15)	0	(15) Awaiting project requirements.
CI29 Broadway Opportunity Area-Nicholsons CP 2015-16	(360)	360	0 Ongoing consultancy costs.
CI44 Maidenhead Waterways - Match Funding	(250)	0	(250) Awaiting Shanly contribution before spending.
CI45 Development Sites M'headFeasibility/Outline Work	(564)	0	(564) Work commissioned expenditure to be incurred.
CI46 Facilitation-Regeneration Projects Regen Staff	(126)	0	(126) Time recording to commence April 2016
CI48 Development Manager, Maidenhead Regeneration	(250)	0	(250) Reform Road DM appointed and expenditure to be incurred.
CM52 Guildhall-Essential Maintenance Works 15-16	(37)	0	(37) Guildhall maintenance works delayed due to Queen visit.
CM53 Theatre Royal-Soffit/Roof Light Ventilation 15-16	(57)	0	(57) Project delayed due to Theatre Royal timescales.
CN63 Guildhall - Roof Repairs (Hoist/Pigeon Measures)	(132)	0	(132) Project consultant instructed and awaiting specification.
CM49 York Road Opportunity Area	(250)	0	(250) Procurement process underway to appoint JV professional team.
CI31 Community Infrastructure Levy CIL	(64)	0	(64) On going commitments and spend
CI32 Borough Local Plan	(120)	0	(120) Funds committed to delivery of local plan
CI33 Clyde House	(278)	0	(278) Required for ongoing NNDR costs.
CI34 Meadow Lane Car Park (Eton College)	(147)	0	(147) Outstanding commitments.

Non Schools				
CKVL	Hurley Canoe Centre Storage Facility	(66)	66	0 investigation works taking longer than expected.
CKVM	Youth Centre upgrades-2015-16	(58)	58	0 PO delayed due to issues with Agresso
Schools - Non Devolved				
CSDQ	Works to reduce the risk of Fire Damage	(48)	48	0 Works planned for 16-17
CSEU	Riverside (Ellington) Primary expansion 2014-15	(60)	60	0 Final account not yet in, likely saving of circa £40k
CSEV	All Saints Primary Expansion	(50)	50	0 Final account not yet in, likely saving of circa £42k
CSFB	Secondary & middle sch. Expans. Feasibil. 2015-16	(270)	270	0 Continuing in 16-17
CSFC	Ascot Primaries Feasibilities-2015-16	(70)	70	0 Continuing in 16-17
CSFL	Bisham School House repairs - 2015-16	(35)	35	0 Planned for 16-17
CSGB	Wessex primary school fire escape-2015-16	(5)	0	(5) May be required in 16-17
CSGF	Woodlands Park School Roof-2015-16	(20)	20	0 Planned for 16-17
CSGH	Holy Trinity Cookham Roof-2015-16	(48)	48	0 Planned for 16-17
CSGK	Alexander First school Roof-2015-16	(100)	100	0 Planned for 16-17
CSFD	Trevelyan class sizes Phase 2 - 2015-16	(240)	240	0 Works planned for 2016/17
CSGL	South Ascot Village Primary-2015-16	(34)	34	0 Planned for 16-17
Benefits & Business Services				
CN82	Serengeti Upgrade 2014-15	(29)	0	(29) Slippage to 2016-17
CN91	Fusion / Vision System-Council Debt	(20)	0	(20) Slippage into 2016-17
Highways & Transport				
CB62	Traffic Signal Review (incl UTC) 2014/15	(23)	18	(5) schemes tbc after review of cllr responses to signal review email in feb '16
CB68	Windsor Various Junction Improvements 2014/15	(27)	0	(27) required for charles st - for extra paving.
CD02	LTP Traffic Management Schemes 2015-16	(12)	0	(12) fifield lane / forest green rd - public notification in progress.
CD04	A330 Devenish Rd / B3020 Bagshot Rd R'bout 15-16	(141)	0	(141) Slip all remaining budget to enable completion of approved scheme
CD09	Speed Limit Reviews 2015-16	(14)	0	(14) Cookham dean, Horton Rd, Belmont, Braywick Rd, Alexandra Rd
CD10	Traffic Management 2015-16	14	0	14 For Chobham Rd 7.5t limit. Subject to cabinet decision
CD16	Traffic Signal Removal 2015-16	(14)	0	(14) Arthur Rd being consulted. other sites subject to cllr comments
CD22	Safer Routes to School 2015-16	(109)	0	(109) Prolonged consultation on Furze Platt. Protracted approvals for Eton Wick
CD23	Local Safety Schemes 2015-16	(35)	0	(35) Chobham and Elm Rd consultation. Dry arch to be done after roundabout.
CD26	Public Transport Improvements 2015-16	(39)	0	(39)
CD27	Cycling Capital Programme 2015-16	(62)	0	(62) Relocation of street lighting units - order placed
CD28	School Cycle / Scooter Parking 2015-16	(3)	0	(3) Additional payment required for concrete footing for cycle shelter
CD36	Reducing Street Clutter 2015-16	(24)	0	(24) Straight Rd delayed pending parish comments. Barry Ave delays due to column moves.
CD37	Car Park Improvements 2015-16	(10)	0	(10) To be spent by May 2016
CD38	Changes to On-Street Parking Signage 2015-16	(20)	0	(20) Slip to 16/17
CD42	Maidenhead Station Interchange & Car Park 2015-16	0	100	100 Money to be spent in 16/17
CE64	Additional Parking Provision for Windsor	0	500	500 Slip income budget, exp reported last month to be spent in 16/17
CD65	P.B. Windsor Improved Cycling Facilities	(4)	0	(4) Scheme designed and works order imminent

Technology & Change Delivery

CN54	Desktop Replacement	(19)	0	(19) Slip to 16/17
CN26	Gazetteer System	(6)	0	(6) Outstanding PO
CN68	Infrastructure Improvements (2013/14)	(9)	0	(9) Slip to 16/17
CN65	Migration to Cloud Hosting (2013/14)	(4)	0	(4) Slip to 16/17
CP03	Purchase of PCs	(4)	0	(4) Slip to 16/17
CN85	Windows Server 2003 Upgrade 2015-16	(61)	0	(61) Slip to 16/17
CN86	Monitoring Software-Server Failure Alert 2015-16	(50)	0	(50) Slip to 16/17
CN87	ICT Enterprise Architecture Mapping 2015-16	(15)	0	(15) Slip to 16/17
CN89	Tablet Computers-Secure Enablement BYOD/CYOD 15-16	(36)	0	(36) Slip to 16/17
CN90	Network Consolidation 2015-16	(84)	0	(84) Slip to 16/17
CN92	EDRMS Pilot & iPads	(10)	0	(10) Slip to 16/17

Adult Social Care

CT50	Community Capacity Grant 2015-16	(104)	104	0 Budget to be spent on 2016/17
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Library & Information Service

CL70	Library Management System Replacement (2012/13)	(3)	0	(3) Awaiting work for online payments
CL87	Old Windsor Library-Improvements (2012/13)	(4)	4	0 Awaiting approval for project
CZ98	Heritage Garden Signage 2015-16	(3)	0	(3) Awaiting manufacture & invoice
CZ02	New Boyn Grove Library (2013/14)	(4)	0	(4) Replacement doors due in new year
CL04	New Dedworth Library (2012/13)	(6)	1	(5) Additional parking works required post transfer to academy
CL12	Sunninghill Library-Improvements (2012/13)	(3)	0	(3) Works due to start in February but not complete until 16/17
CZ12	Sunninghill Library-Improvements (2014/15)	(29)	29	0 Works due to start in february but will not complete until 16/17
CL10	Windsor Library-Lighting Replacement (2012/13)	(8)	0	(8) Replacement of ground floor globe lights with energy efficient fittings, awaiting quotes
CR87	Windsor Museum (2012/13)	(6)	1	(5) Museum re-fit works, quote awaited
CZ77	WOS-WW1 & MC800 Commemoration Prjs (2014/15)	(17)	0	(17) Works due over the period of tgh e four year centenary anniversary
CZ94	Heritage Trails 2015-16	(3)	3	0
CZ95	Museum Improvements Programme 2015-16	(43)	43	0 Quotes received but works won't be completed before end of year.
CV13	Mhead Community Room Improvements 2015-16	(15)	5	(10) Awaiting LBC conservation statement for small power & ventilation works as all will be done in same programme.
CZ92	Maidenhead Library Improvements 2015-16	(5)	0	(5) Awaiting receipt of ordered goods.
CZ97	Arts in the Parks 2015-16	(6)	6	0 Works connected with Bandstand in Alexandra Gardens
CLB1	Additional Wifi and Broadband 2015/16	(8)	8	0 Final invoices due April 2016.
CLB2	Sunninghill Library 15/16 Lease Repairs	(12)	0	(12) Repairs due to start at same time as repairs by landlord, invoiced 16/17
		<u>(12,137)</u>	<u>5,144</u>	<u>(6,993)</u>

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	33	8%
In Progress	186	44%
Completed	159	38%
Ongoing Programmes e.g., Disabled Facilities Grant	40	10%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	419	100%

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	
Reform Rd Development Manager (August Cabinet)	-250	
Development project - St Cloud Way (January Cabinet)	-220	
Development project - Nicholson Centre / Multi Storey Car Park (January Cabinet)	-50	
Development project - Brownfield Sites Analysis (January Cabinet)	-25	
Development project - Golf Club (January Cabinet)	-150	
		-1,466
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	
Update to Transport Model (September Cabinet)	-125	
Transfer to General Fund (December Council)	-984	
Minerals and Waste Strategy (October CMT)	-61	
Borough Local Plan (January Cabinet)	-116	
Windsor & Ascot Entertainment Gap Survey (Head of Finance)	-20	
Sweep from General Fund (February Cabinet)	500	
		902
		<u>699</u>

Agenda Item 8

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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