

# Public Document Pack

## NOTICE OF MEETING



# CABINET

will meet on

**THURSDAY, 26TH MAY, 2016**

**At 7.30 pm**

in the

**COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD**

TO: MEMBERS OF CABINET

TO BE CONFIRMED AT ANNUAL COUNCIL ON 26 MAY 2016

Karen Shepherd - Democratic Services Manager - Issued: Wednesday, 18 May 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](http://www.rbwm.gov.uk) or contact the Panel Administrator **Karen Shepherd** 01628 796529

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## AGENDA

### PART I

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7.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u>  To consider passing the following resolution:-  "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 8-9 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"	

## PART II

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## MEMBERS' GUIDANCE NOTE

### DECLARING INTERESTS IN MEETINGS

#### **DISCLOSABLE PECUNIARY INTERESTS (DPIs)**

DPIs include:

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

#### **PREJUDICIAL INTERESTS**

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

#### **DECLARING INTERESTS**

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

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

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

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# Agenda Item 3

## CABINET

THURSDAY, 28 APRIL 2016

PRESENT: Councillors David Burbage (Chairman), Simon Dudley, David Coppinger, Carwyn Cox, Geoff Hill, Derek Wilson, Natasha Airey, Colin Rayner and Christine Bateson

Principal Members also in attendance: George Bathurst, Paul Brimacombe and Phillip Love.

Also in attendance: Councillor Malcolm Beer and Councillor Lynne Jones

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

### APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bicknell and Stretton.

### DECLARATIONS OF INTEREST

Councillor Bathurst declared an interest in the item 'Economic Development Strategy' due to his involvement in the Windsor Link Railway. He remained in the room for the duration of the discussion and voting on the item.

Councillor Bateson declared an interest in the item 'New Primary School Places in Ascot' as she was a committee member of Sunninghill Parochial Charities which may lease land to a school. She remained in the room for the duration of the discussion and voting on the item.

Councillor Rayner declared an interest in the item 'Economic Development Strategy' as land he owned may be affected by the Smart Motorway project. He left the room for the duration of the discussion and voting on the item.

Councillor Hill declared an interest in the item 'Town Centre Wi-Fi' as he owned property in Maidenhead in the coverage area. He remained in the room for the duration of the discussion and voting on the item.

### MINUTES

#### **RESOLVED UNANIMOUSLY:**

- i) That the Part I minutes of the meeting held on 31 March 2016 were approved.**
- ii) That the Part I minutes of the meeting of the Cabinet Local Authority Governors Appointments Sub Committee held on 31 March 2016 be noted**

## APPOINTMENTS

None

## FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes that had been made to the plan since the last meeting. In addition it was noted that the following items would be considered by the Cabinet Regeneration Sub Committee on 19 May 2016:

- St Clouds Opportunity Area – Leisure Centre Strategy
- St Clouds Opportunity Area – Asset Strategy Update
- York Road and West Street Procurement Strategy

## CABINET MEMBERS' REPORTS

### A) TOWN CENTRE WIFI

Cabinet considered an update on the introduction of town centre wi-fi and an offer from InTechnology Wi-Fi which would deliver free public wi-fi in Windsor and Maidenhead town centres. The Lead Member explained that the idea had originally been suggested by Councillor Sharp. The proposal was initially for large parts of Maidenhead and Windsor Town Centres. Eton and Ascot would be looked at subsequently.

Members noted that the proposal was a zero-cost deal to the borough. In addition the council would receive an annual income of £6450 and a 25% profit share in revenue generated from advertising on the app. The Visit Windsor app would be replaced. The implementation plan at page 49 illustrated that the go-live date was December 2016.

The Lead Member for Finance suggested that York Road and the Maidenhead Football Club should be included in the coverage area. The Principal Member for Policy suggested that both the town partnerships should be consulted on details. Councillor Beer suggested York House in Windsor should be included and raised concern over cookies and the use of data. The Lead Member responded that the exact coverage areas were flexible and he would discuss with InTechnology Wi-Fi. He confirmed that the council logo and branding would appear on the app; he would discuss with the provider to ensure prominence. It was noted that free wi-fi was already available to visitors at York House. The Strategic Director confirmed that the usual opt-out clauses would be included in the contract. He would look into the issue of cookies and respond to Councillor Beer. The income prediction was at this stage conservative and it was anticipated that improved technology would increase usage over time.

It was noted that the report had been considered by the Corporate Services Overview & Scrutiny Panel.

### **RESOLVED UNANIMOUSLY: That Cabinet:**

- Award a concession contract to 'InTechnology WiFi' for a period of 10 years to develop and deliver town centre wi-fi in Windsor and Maidenhead**

- ii) **Notes the suppliers projection that the contract award will realise an annual concession fee of £6,450, plus a 25% share of all revenue generated from the contract**

B) HOUSING INVESTMENT PARTNERSHIP PLAN

Members considered changes that were emerging in the Housing and Planning Bill and a plan to maximise delivery of the manifesto commitments in the borough. The Lead Member explained that a Housing Supplementary Planning Document (SPD), which would form part of the Borough Local Plan, would be developed by December 2016. Members noted the range of housing types proposed in paragraphs 2.5-2.13 of the report. The Lead Member explained that the proposals would help and encourage young people to get on the housing market ladder.

Members noted that the Starter Homes initiative had come from central government and included the potential to purchase agricultural land at market rate to be used as rural exception sites. In relation to Key Worker housing the Lead Member referred to an email he had recently received from a nurse who was keen to take advantage of the scheme.

The Lead Member for Adult Services and Housing commented that this was one of the most important reports to come before Cabinet as it provided a range of housing solutions for everyone in the borough. The Lead Member for Finance echoed these comments. The council had its own significant land holdings and when the time came to realise these assets the council would take into account the need to build a town for everyone.

The Lead Member confirmed that capping limits would apply to land purchased at agricultural rates.

Councillor Jones expressed concern that there would still be families that could not afford rents described as affordable in the report who would have no option other than to move away or live in units too small for their family size. She asked for reassurance that this issue would be considered. Councillor Beer echoed these concerns and commented that only teachers were referred to in the report in relation to Key Worker housing; he felt the scheme should be open to a wider range of workers. The Lead Member for Finance responded that when the council came to realise its land assets it would take a conscious decision that it may receive less than the maximum possible. Promotion for those living and working in the borough would be considered. The Chairman commented that the development of the SPD would give councillors the opportunity to feed in detailed comments on the proposals. The council would meet with developers to discuss how to build a borough for everyone, despite the difficult market realities of the area.

Councillor Beer highlighted that the Local Plans Working Group had recommended that rural exception sites should be permanently reserved for rental.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i) **Approves that following submission of the Borough Local Plan, that a Supplementary Planning Document should be progressed on the delivery of housing, including affordable, shared ownership and other tenures and types.**

**ii) Approves the detailed actions set out in paragraphs 2.24 – 2.28.**

**C) NEW PRIMARY SCHOOL PLACES IN ASCOT**

Members considered options for the provision of additional primary school places in Ascot.

The Lead Member for Finance introduced the report. He explained that there was a shortage of primary places across the borough but that the situation was more acute in the south. The proposal was to consult on a number of options including expansion of existing schools and the possibility of a primary free school or “all through” free school.

The Chief Whip commented that there had been a moratorium in the area for the last six years due to the SPA but a rush of development was now expected. This had been referred to in the Neighbourhood Plan at a rate of 60 dwellings per year, which could require more than one new school. The Lead Member for Environmental Services commented that such demand was a good problem to have as it was an endorsement that people wanted to live and raise their family in the borough. The Lead Member for Finance explained that the secondary school expansion programme had already used the Basic Needs Grant and a further £6m was needed. Any additional spaces in Ascot would require more funding, however this would be reduced if a free school came forward as the cost would be borne at the national level.

Councillor Jones urged Members to carefully consider the location of any new school.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i. Approves public consultation, commencing June 2016, on options for providing additional primary school places in Ascot in the suggested priority order as follows:**
  - **Expand Cheapside CE Primary School from 16 to 30 places per year group.**
  - **Expand South Ascot Village School from 30 to 60 places per year group.**
  - **Expand Holy Trinity CE Primary School from 30 to 60 places per year group.**
  - **Opening of a free school on a new, unidentified site.**
- ii. Requests a report on the outcome of the consultation on the expansion of primary school places in Ascot to August 2016 Cabinet.**
- iii. Approves further feasibility and design works proceeding alongside the consultation to allow implementation of any approved scheme(s).**

**D) ECONOMIC DEVELOPMENT STRATEGY 2016-19**

Members considered an Economic Delivery Strategy, outlining the key economic development objectives for the borough over the next 3 years.

The Principal Member demonstrated the new website to colleagues ([www.investwindsorandmaidenhead.co.uk](http://www.investwindsorandmaidenhead.co.uk)) highlighting the new logo of ‘Invest

RBWM'. The main page contained general information about the borough and was available in English, Mandarin, Arabic and Japanese. A quirky, interesting fact was listed on each page to attract interest in reading further. The website would be live the following week.

The Principal Member highlighted the following interesting statistics from the Strategy:

- The Royal Borough's average annual income of £39,000 was significantly above the national average of £27,000
- Unemployment was low, but the borough had a higher than regional average number of low paid jobs, probably because Windsor was a key tourism destination in the UK with numerous eateries and bars where jobs were often not well paid. However, with the Castle, Ascot and Windsor racecourses and Legoland in 2014 it was estimated that expenditure from tourism visitors amounted to £459m.
- 29 of the South East's top 500 companies now had their main offices in the Royal Borough: 18 in Maidenhead, 10 in Windsor and one in Ascot. One of the key sectors was digital media technology.
- In 2015, it was identified that there were 585 computer consultancy companies, 111 advertising companies and 40 motion picture production companies in the borough.
- The small to medium business sector was thriving with over 8,800 companies.
- House prices were the highest outside Greater London; perhaps not surprising when 9% of households had an annual income exceeding £100,000 compared to just 4% nationally.

The Economic Development Strategy was a three year strategy aimed at strengthening the council's relationships with business and helping residents achieve economic wellbeing through greater employment and training opportunities. SWOT analysis had indicated that a key weakness of the borough was the fact that Windsor and Maidenhead were not being actively promoted as a place for inward investment, and relied on partners like Thames Valley Chamber of Commerce and UK Trade and Investment. The Borough did not have a relationship with key businesses and there was currently no mechanism for consulting key businesses outside of the town centre partnerships. The analysis also identified that the ageing population of the borough could make it less economically competitive in relation to neighbouring authorities like Slough.

A year 1 Action Plan 2016-2017 had been devised to facilitate the delivery of the strategy driven by the following three key aims and objectives:

- Improve Business engagement – The council would develop a business network with key local employers with a view to understanding the different needs of each business and retaining existing business in the borough. The use of business advisers to existing businesses would be promoted to help them grow and promote pop up offices and retail in the town centres.
- Increase Inward Investment – The new website would help to promote the borough to existing business and potential new business investors, including the benefits of Crossrail to the borough and the M4 and M3 smart motorway schemes. Businesses looking to move into the borough would be supported as would the sustainable growth of the visitor economy in the borough. Investment in a Wi-Fi service for Windsor and Maidenhead town centres had already been discussed. The Berkshire Superfast Broadband programme was being

- supported across the borough. Another obvious objective was to increase footfall in Windsor and Maidenhead town centres.
- Equip residents with the skills of today and for the future - The council must work with businesses, further education and training providers to identify future skills requirements, and how these skills could be acquired through education and training. The work of the LEP, Elevate and Grow Our Own would be supported and the use of S106 for Employment & Training to support up-skilling of those residents who wanted to move jobs but lacked the skills to access new opportunities would be encouraged.

The Principal Member for Policy urged that the two town partnerships be involved as there were lots of resources available. The Principal Member agreed this would be a good idea.

Councillor Jones highlighted that at paragraph 5.4.3 the issue was lack of *affordable* parking for those working in low paid jobs in the town centres.

**RESOLVED UNANIMOUSLY: That Cabinet approve the Economic Development Strategy; the year 1 action plan to facilitate its delivery and the investwindsorandmaidenhead.co.uk website launch.**

**(Councillor Rayner left the meeting for the duration of the discussion and voting on the item)**

E) STAFFERTON WAY LINK ROAD - FINANCE UPDATE

Members considered a financial update on the Stafferton Way Link Road project. The Lead Member highlighted the fantastic benefit of the new link road to residents; unfortunately the cost had increased by £1.25m. Members noted the four areas of overspend as detailed in the appendix. He highlighted that the cost of a right hand turn had been agreed by members at £50,000. If Members had been aware of the additional (unauthorised) expenditure of £125,000 on this aspect, it was unlikely it would have been approved.

Members noted how the additional costs would be covered:

- £445,000 from underspends in the Operations and Customer Services capital programme for 2015/16. The Lead Member confirmed that this would not result in the reduction in scope or cancellation of any other capital projects.
- £125,000 from an underspend on the LED lighting project
- £680,000 would be added to the capital programme for 2015/16.

A number of lessons had been learnt including timely reporting of financial information, understanding trade offs, and full involvement of Members, officers and consultants in the decision making process.

The Principal Member for Transformation and Performance commented that there had been a failure of process but he was pleased that quality standards had been met. He would be bringing forward a report in July 2016 which would put in place a comprehensive, scalable and mandated project management methodology for the borough.

Councillor Jones welcomed the review of processes. She asked for assurance that the allocation of £680,000 would not affect anything else. The Lead Member responded that the LED lighting project may end up costing less than anticipated and therefore may deal with the overspend in totality. If it did not, it would bring forward the likelihood that the council would increase borrowings. However the council had significant assets which would be realised over time and in due course he hoped borrowing would then reduce.

Councillor Beer asked whether the investigation had yet concluded and if a surcharge was applicable. He also questioned the inclusion of a weight limit which could reduce the effectiveness of the scheme. The Strategic Director confirmed that the investigation was likely to conclude in the following two weeks. The Chairman highlighted that he had already offered to go through the investigation with Opposition Members. The Lead Member for Customer and Business Services commented that residents of Oldfield Road had been concerned about large vehicles, therefore the weight limit kept them on the A4 other than for delivery and access.

It was noted that the figure in Table 5 'Deduct approved budget increase' should read £132,000 rather than £192,000.

The Principal Member for Transformation and Policy agreed to send Councillor Beer a copy of the draft project management methodology.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i. Approves allocation of the underspend in the Operations and Customer Services Capital programme 2015/16 amounting to £445k to the Stafferton Way Link Road project**
- ii. Notes the request to Council on 26 April 2016 to increase the approved Operations and Customer Services capital programme 2015/16 by £680k**
- iii. Reallocates savings of £125k from the approved budget for the LED Street Lighting capital project to Stafferton Way Link Road**

**F) FINANCIAL UPDATE**

Cabinet considered the latest financial update. The Lead Member reported a projected underspend of £483,000, whilst noting the addition of £2.2m to the Adult Social Care budget earlier in the year. Reserves were healthy, with the Development Fund currently at £663,000. At the start of the 2016/17 financial year £1.3m of transitional grant funding from central government would be transferred to the Development Fund.

Members noted that Two5Nine Ltd would be renamed RBWM Property Ltd. The report proposed an increase in the lending limit by £200,000 to £1.5m to enable the refurbishment of a property in Windsor to be used for affordable rental.

The Interim Head of Finance confirmed that the business debt write off had been fully investigated and all opportunity for recovery had gone. Directors could be traced but as a limited company they would have limited liability. The Lead Member for Finance commented that he hoped the individuals would be struck off the list so they could not be directors of any company in the future.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i) **Notes the report and the projected outturn position.**
- ii) **Approves an increase to the lending limit for Two 5 Nine Ltd. from £1.3m to £1.5m (See Paragraph 4.8).**
- iii) **Approves the write off of a £61,132 business rate debt. (See paragraph 4.9)**

MONITORING REPORTS

A) TRANSFORMATION - BASELINE FIGURES

Members received a monitoring report detailing baseline figures for both qualitative and quantitative benefits relating to the council's Transformation programme. The Principal Member commended all involved for the stretch targets.

Councillor Jones commented that she was wary of including a 10% council tax reduction, which was dependent on achieving the first two benefits. The Principal Member commented that this was a key administration target and with actions already underway and adjusted for inflation, the council was on target to achieve this benefit.

Councillor Beer commented that including compliments in a target related to reducing complaints was confusing. The Principal Member agreed this needed to be split out.

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 9-10 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 9.26 pm

CHAIRMAN.....

DATE.....



## FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
A4 Cycle Route	26/5/16	-	Cabinet decision not required
Growth Deal 3 Funding Bids	26/5/16	-	Cabinet decision not required
Road Safety Improvements at School – Parking Policy & Practice	26/5/16	-	Cabinet decision not required
Frances Road, Windsor – Traffic Calming Petition	26/5/16	-	Cabinet decision not required
River Thames Scheme - Route Safeguarding	30/6/16	-	Cabinet decision not required
Holyport Conservation Area	28/7/16	-	Cabinet decision not required
Maidenhead Town Centre Conservation Area	28/7/16	-	Cabinet decision not required
S106 Financial Update 2015-2016	28/7/16	-	Cabinet decision not required
Universal Project Management Methodology	28/7/16	-	Cabinet decision not required
Highways Capital Programme	-	30/6/16	New item
Delivering Differently in Operations & Customer Services – Detailed Proposals	-	30/6/16	New item
Holyport College – Safe Route to School Petition	26/5/16	30/6/16	To allow for further work
Parking Strategy	26/5/16	28/7/16	To allow for further work

Satellite Grammar School Provision in RBWM	30/6/16	28/7/16	To allow for further work
West Street Opportunity Area Supplementary Planning Document (SPD)	30/6/16	28/7/16	To allow for further work
LED Lighting Procurement	-	28/7/16	New item
RBWM Trading Activities Update	-	28/7/16	New item
Ascot Primary School Places	-	25/8/16	New item
Land at Ray Mill Road East – Appointment of a Development Partner	-	25/8/16	New item
Delivery of Children's Services	28/7/16	29/9/16	To allow for further work
Local Government Association Safeguarding Peer Review	28/7/16	26/1/17	Peer review taking place later in the year
Shared Services Update	28/7/16	25/5/17	To become an annual report

FORWARD PLAN OF CABINET AND COUNCIL DECISIONS

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

FORWARD PLAN

ITEM	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
Appointments to Outside and Associated Bodies	Open -	To make appointments of Council representatives on Outside and Associated Bodies	No	TBC	Karen Shepherd	Internal	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 30 Jun 2016	
Wraysbury Bridge – New Footway (Petition)	Open -	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.:  “We the undersigned petition The Royal Borough of Windsor and	No	TBC	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)
20		<p>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 February 2016 and resolved that:</p> <p>(i) The council welcomes the petition from Wraysbury and Horton residents, and recognises the need for safe pedestrian access to Wraysbury Station</p> <p>(ii) This council requests the Lead Member for Highways and Transport to report back to Cabinet with a fully costed</p>							

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)
		proposal for the implementation of a footpath at Wraysbury Station.							
Highways Capital Programme 2016-17	Open -	To agree the capital programme	Yes	TBC	Ben Smith	Internal process	Highways, Transport and Environment Overview and Scrutiny Panel tbc	Cabinet 30 Jun 2016	
No Polyport 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 of highways developer contribution funding awaits a suitable scheme iii) The council recommends that a report be brought to Cabinet in Spring 2016 with	No	TBC	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)
		<p>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>							
<p>Delivering Differently in Operations &amp; Customer Services – Detailed Proposals</p>	<p>Fully exempt - 3,4</p>	<p>Delivering differently in Operations &amp; Customer Services – Detailed Proposals</p>	<p>Yes</p>	<p>TBC</p>	<p>Simon Fletcher</p>	<p>Internal process</p>	<p>Adult Services and Health Overview and Scrutiny Panel tbc            Children's Services Overview and Scrutiny Panel 29 Jun 2016            Corporate Services Overview and Scrutiny Panel 15 Jun 2016            Crime &amp; Disorder Overview &amp; Scrutiny Panel tbc            Culture and Communities Overview and</p>	<p>Cabinet 30 Jun 2016</p>	

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23							Scrutiny Panel tbc Highways, Transport and Environment Overview and Scrutiny Panel tbc Planning & Housing Overview & Scrutiny Panel 28 Jun 2016		
Financial Update	Open -	Latest financial update	No	TBC	Richard Bunn	Internal	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 30 Jun 2016	
Member Participatory Budgets	Open -	To receive details of how Members propose to spend their PB allocation	No	TBC	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	TBC	Andrew Scott	Public vote	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 13 Jun 2016	
Participatory	Open -	This report will	Yes	TBC		Consultation	Corporate	Cabinet	

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Budget consultation 2016 – Borough-wide and Geographic Areas – Results		provide the results of the Participatory Budget 2016 consultation – borough-wide and geographic areas			Louisa Dean	carried out with residents via ATRB and Council Tax leaflet	Services Overview and Scrutiny Panel via email	Participatory Budget Sub Committee 13 Jun 2016	
24 West Street Opportunity Area Supplementary Planning Document (SPD)	Open -	To seek approval for formal adoption of the SPD	Yes	TBC	Sarah Ball, Chris Hilton	PROM (tbc June 2016); Public and stakeholder consultation over 6 week period from 3rd March to 14th April 2016 was undertaken on the draft SPD.	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 28 Jul 2016	
Satellite Grammar School Provision in RBWM	Part exempt - 3	Report on progress on investigations into opening a satellite site to Sir William Borlase's Grammar School in Maidenhead.	Yes	TBC	Alison Alexander	n/a	Children's Services Overview and Scrutiny Panel 19 Jul 2016	Cabinet 28 Jul 2016	
RBWM Trading Activities Update	Open -	A regular update to Cabinet on the activities of the two trading companies – Two5Nine and RBWM Commercial	No	TBC	Simon Fletcher	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 28 Jul 2016	

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25		Services.  This report, initially planned to be presented to Cabinet every four months, will supplement specific business cases (setting out new opportunities/proposals) which will be brought forward as required.							
Child Sexual Exploitation - Update on Progress	Open -	To provide an update on progress against the council's child sexual exploitation action plan	No	TBC	Hilary Hall	Internal process	Children's Services Overview and Scrutiny Panel 19 Jul 2016	Cabinet 28 Jul 2016	
Parking Strategy	Fully exempt - 1	Strategic paper setting out the principles, priorities and approach to parking / parking enforcement across the Royal Borough.	Yes	TBC	Simon Fletcher	Internal and external consultation	Highways, Transport and Environment Overview and Scrutiny Panel 18 Jul 2016	Cabinet 28 Jul 2016	
LED Street Lighting Contract Award.	Fully exempt - 3	To provide an update on the outcome of the	Yes	TBC	Thompson	Internal process	Highways, Transport and Environment	Cabinet 28 Jul 2016	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		Procurement process and seek approval for the award of contracts.					Overview and Scrutiny Panel 18 Jul 2016		
Financial Update	Open -	To receive the latest financial update	No	TBC	Richard Bunn	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 28 Jul 2016	
26 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	TBC	Karen Shepherd	Governing bodies of relevant schools	n/a	Cabinet Local Authority Governors Appointments Subcommittee 28 Jul 2016	
Berkshire Community Equipment Service	Fully exempt - 3	Contract award for the provision of a community equipment service	Yes	TBC	Nick Davies	Internal process	Adult Services and Health Overview and Scrutiny Panel tbc	Cabinet 25 Aug 2016	
Additional Library – Report of Consultation & Feasibility Studies	Part exempt - 3	Following agreement in February to undertake feasibility studies into options for a new library this report provides an indication of likely costs for the	Yes	TBC	Mark Taylor	Public & Parish consultation in Bray & Sunningdale Wards	Culture and Communities Overview and Scrutiny Panel 16 Aug 2016	Cabinet 25 Aug 2016	

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		potential new library							
Council Manifesto Tracker	Open -	An outline of performance against the Council's manifesto Commitments	Yes	TBC	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel 23 Aug 2016	Cabinet 25 Aug 2016	
Land at Ray Mill Road East – Appointment of a Development Partner	Fully exempt - 3	To seek approval to appoint a Development Partner to bring forward the site for residential development following a tender exercise.	Yes	TBC	Shephard, Chris Hilton	Statutory notice of intension of disposal for residential development published in the Maidenhead Advertiser for 2 consecutive weeks during February 2016. Comments received considered and noted.	Corporate Services Overview and Scrutiny Panel 23 Aug 2016 Planning & Housing Overview & Scrutiny Panel 18 Aug 2016	Cabinet 25 Aug 2016	
Integrated Performance Monitoring Report Q1	Part exempt - 1,2,3,4,5,6,7	Report detailing performance of the Council against the corporate scorecard for quarter 1 2016/17	Yes	TBC	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel 23 Aug 2016 Culture and Communities	Cabinet 25 Aug 2016	

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							Overview and Scrutiny Panel 16 Aug 2016		
Ascot Primary School Places	Open -	The report sets out the responses to the consultation about the options for primary school place growth in Ascot	No	TBC	Kevin McDaniel	Website, public meetings and governing body discussions.	Children's Services Overview and Scrutiny Panel tbc	Cabinet 25 Aug 2016	
Financial Update	Open -	Latest financial update	No	TBC	Richard Bunn	Internal process	Corporate Services Overview and Scrutiny Panel 23 Aug 2016	Cabinet 25 Aug 2016	
28									
Neighbourhood Participatory Budget Scheme - Results of Public Vote	Open -	The results of the neighbourhood participatory budget scheme as voted for by the public	Yes	TBC	Andrew Scott	Public vote	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 17 Aug 2016	
Member Participatory Budgets	Open -	To receive details of how Members propose to spend their PB allocation	Yes	TBC	Andrew Scott	Internal process	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 17 Aug 2016	
Delivery of Children's Services	Part exempt - 3	To consider and, if appropriate, approve the Inter-	Yes	TBC	Hilary Hall	Internal process	Children's Services Overview and	Cabinet 29 Sep 2016	

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ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
		Authority and Member's Agreement					Scrutiny Panel 22 Sep 2016 Adult Services and Health Overview and Scrutiny Panel 20 Sep 2016 Corporate Services Overview and Scrutiny Panel tbc		
Financial Update	Open -	To receive the latest financial update	No	TBC	Richard Bunn	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 29 Sep 2016	
Streetworks Permit Scheme	Open -	Cabinet received a report on 31 March 2016 regarding a Streetworks Permit scheme and resolved '...to receive a further report in September 2016 to consider the outcome of the consultation...'. This report responds to the Cabinet resolution.	Yes	TBC	Ben Smith	Statutory consultation with stakeholders	Highways, Transport and Environment Overview and Scrutiny Panel 19 Sep 2016	Cabinet 29 Sep 2016	
Budget 2017-18 - Initial Savings	Part exempt - 3	Bringing forward initial proposals for	Yes	TBC	Russell	Internal process	Corporate Services	Cabinet 29 Sep	

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30 Proposals		the 2017-18 budget			O'Keefe		Overview and Scrutiny Panel tbc Adult Services and Health Overview and Scrutiny Panel 20 Sep 2016 Children's Services Overview and Scrutiny Panel 22 Sep 2016 Crime & Disorder Overview & Scrutiny Panel 15 Sep 2016 Culture and Communities Overview and Scrutiny Panel tbc Highways, Transport and Environment Overview and Scrutiny Panel tbc Planning & Housing Overview & Scrutiny Panel tbc	2016	
York House Windsor - Office Accommodation	Open -	To update Cabinet (prior to submission of a	No	TBC	Shephard, Russell	Internal process	Corporate Services Overview and	Cabinet 29 Sep 2016	

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Update		planning application) on the financial and practical implications of the proposed works			O'Keefe		Scrutiny Panel tbc		
31 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	TBC	Karen Shepherd	Consultation with relevant schools/academies	n/a	Cabinet Local Authority Governors Appointments Sub Committee 29 Sep 2016	

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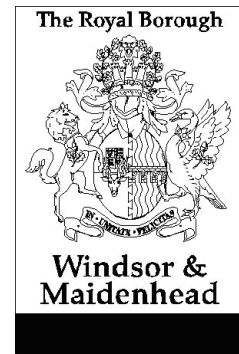
### DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

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.

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



Report for: <b>ACTION</b>
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<b>Contains Confidential or Exempt Information</b>	No – Part I – Main Report <b>Yes – Part II – Appendix C – Not for publication by virtue of Paragraphs 1-7 of Schedule 12A of the Local Government Act 1972</b>
<b>Title</b>	<b>Integrated Performance Monitoring Report (IPMR) Quarter 4 2015/16</b>
<b>Responsible Officer(s)</b>	Russell O’Keefe, Strategic Director of Corporate and Community Services
<b>Contact officer, job title and phone number</b>	David Scott, Head of Governance, Partnerships, Performance and Policy 01628 796748
<b>Member reporting</b>	TBC
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 May 2016
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. The Integrated Performance Monitoring Report (IPMR) summaries performance outturns against the key Council priorities for Quarter 4, 2015/16, which includes seven HR-related indicators, provides an overview of performance against key strategic risks and provides a summary of savings and key corporate projects.
2. The performance report contains a section that tracks outcomes of Cabinet recommendations from March 2014 to March 2016.
3. It recommends that progress against indicators is noted.

## If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Residents and Members will be able to gauge how the Council is performing against its strategic priorities and Key Performance Indicators for the year 2015/2016.	March 2016
2. That integrated approach to performance management will lead to service improvement in targeted areas. These areas are linked to the Royal Borough’s strategic priorities and residents’ concerns as identified in the Annual Residents’ Survey.	March 2016

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

- i. Note the progress made against the performance measures listed in the IPMR Quarter 4 2015/16 report.

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

### Changes to performance management in IPMR

- 2.1 The Council is continuing to further develop the performance management system including the presentation of the Integrated Performance Monitoring Report (IPMR) to enable a greater focus on those KPIs that need attention. The current report now includes benchmarking data for a number of the KPIs.

### Report Format

- 2.2 The IPMR report seeks to describe good and bad performance and details the mitigation measures in place to address weak performance. The report has three appendices. Appendix A provides commentary and analysis on KPIs that are falling just short or are off target, with a summary of those that have been performing well. Appendix B provides detailed progress on all 27 KPIs and secondary indicators, together with information on key strategic risks, key Council projects and financial savings. Appendix C is the Part II Cabinet Outcomes Tracker.
- 2.3 The Council has acknowledged that Off Target KPIs, 'red flag', are not necessarily a failure or a problem, rather it signals that an intervention is required to ensure that the performance measure achieves the Cabinet's expected outcomes and or the indicator is brought back on track. The 'comments section' within Appendix B for each KPI sets out:
  - Work is in progress
  - Issues
  - Success
  - Intervention required.
- 2.4 For all indicators that are 'On Target', Green, the 'Intervention required' may read – None. However, for all indicators that are 'Just Short', Amber, or 'Off Target, Red, details of the intervention taken/required will be detailed in the 'Intervention required' section.

### Current performance

- 2.5 The indicators are predominately designed to measure how effective the Council is at providing services to residents with a few indicators focussed on how the Council manages their operation.
- 2.6 The Key indicators are those areas Cabinet prioritised for improvements in 2015/16. The secondary indicators, has a lighter touch monitoring from Cabinet but are still important. If performance of these secondary indicators were to drop below acceptable levels, a process of escalation is triggered and the said indicator(s) moved from secondary to KPIs. This report summarises performance, with full details in Appendix B – IPMR. Please note that the following performance indicators have moved from Primary KPIs to Secondary since the end of Q3 (as agreed by February 2016 Cabinet):

- AS29 – The number of new people receiving Telecare
- AS1 – Proportion of people using long term social care who receive Self Directed Support (SDS)
- NSDA01 - % dangerous potholes repaired within 24 hours.

2.7 A summary on current performance against the 27 KPIs is as follows:

**Table 1: KPI Summary of Performance**

Status	2014/15	2015/16			
	Q4 14/15	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16
On Target	17 (63%)	15 (50%)	13 (44%)	16 (53%)	15 (56%)
Just Short	4 (15%)	9 (30%)	7 (23%)	6 (20%)	7 (26%)
Off Target	5 (18%)	6 (20%)	10 (33%)	8 (27%)	5 (18%)
Data not available	1 (4%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>27</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>27</b>

2.8 Appendix A summarises those KPIs that have improved performance since the last quarter (see Table A2), describes those KPIs that are on target and are performing well (See Table A3) and provides details of the action taken/proposed to bring the 5 KPIs outlined below that are currently off target back on track (see paragraphs 5 – 9 in Appendix A).

**Table 2: List of KPIs that are off target**

IPMR Page Number	Target
8	SG3 - Stability of placements (number of moves) of children in RBWM's care lasting two or more years
9	PD7 Processing of planning applications ('Minor' application types)
10	PD8 Processing of planning applications ('Other' application types)
10	PD9 % of Planning appeals lost
26	Working days lost per FTE

2.9 The IPMR report, Appendix B, starts with a summary of performance (pages 1-3). It then has a number of sections:

- Key indicators – pages 4 -16
- Secondary Performance indicators – pages 17 - 24
- HR section – details performance against 7 key HR indicators, pages 25 - 30
- Key strategic risks – pages 31 - 32
- Combined Savings tracker summary – page 33
- Project summary report – pages 34 - 39
- Cabinet Outcomes section - overview of the outcomes that have been achieved against Cabinet reports covering the period March 2014 to March 2016 – pages 40 – 43

**Table 3: Options**

Option	Comments
The Council doesn't produce a	Production of a performance report is

<b>Option</b>	<b>Comments</b>
corporate IPMR.  This is not recommended	necessary to ensure that the Council is making sufficient progress in meeting its strategic priorities.
The Council produces an IPMR that sets out performance against the key indicators determined as corporate priorities. <b>This is the recommended option</b>	Failure to produce a report will mean that Senior Officers will lack the necessary data to be able to manage departmental performance, whilst key committees, including Overview and Scrutiny, Audit Performance and Review and Cabinet will not be able to undertake their business effectively.
The IPMR is refreshed to show fewer but more relevant Performance Indicators <b>This is the recommended option</b>	Fewer KPIs will enable Senior Officers and Members to give greater focus to those indicators that are considered key to driving further improvement in the Council's performance

### 3. KEY IMPLICATIONS

**Table 4: Defined Outcomes**

<b>% of KPIs Achieved by Directorate</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date they should be delivered by</b>
Adult, Children & Health Services	Below 60%	60-79%	80–89%	90% or above	31 March 2016
Corporate & Community Services	Below 60%	60-79%	80–89%	90% or above	31 March 2016
Operations & Customer Services	Below 60%	60-79%	80–89%	90% or above	31 March 2016

### 4. FINANCIAL DETAILS

#### **Financial impact on the budget**

- 4.1 There are no direct financial implications arising from this report.

### 5. LEGAL IMPLICATIONS

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

### 6. VALUE FOR MONEY

- 6.1 Monitoring KPIs ensures that relevant action is taken to maintain performance at an agreed level, which should ensure that residents receive the services they need and want in a timely and efficiently manner.

## 7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 The report includes monitoring against one key performance indicator where the Council encourages households within the Borough to improve recycling: CCA02 Percentage households waste sent for reuse, recycling, energy recovery and composting (see page IPMR 12).

## 8. RISK MANAGEMENT

**Table 5: Risk Management**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
The Council does not have an effective performance reporting system that provides senior officers and Members exposure to key areas of challenge facing the Council.	High	The Council has a programmed schedule of performance updates to both Corporate Management Team, Overview and Scrutiny and Cabinet	Low
The Council is unable to get reliable data with which to compare itself with peer authorities and assess considerations such as value for money.	Medium	The IPMR provides access to a standard and regular set of performance indicators allowing further comparative work to be undertaken including value for money assessments.	Low
The Council is unable to get reliable data that is both relevant and timely.	High	The indicators in the IPMR are established indicators with associated definitions and clear guidance on the collation and calculation of data. There is a clear timetable in place for officers to submit data.	Low
The Council is unable to measure success against particular priorities and how these priorities are contributing to the authorities overarching strategic priorities.	Medium	The IPMR aligns indicators with both the Council's Corporate Strategy and the Manifesto Commitments providing a clear link to the key strategies frameworks governing the work of the Council.	Low

## 9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 The 27 key performance indicators address the Council's strategic priorities:

### **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**

- Enhance 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 There are no equalities implications stemming from this report.

## **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 None.

## **15. TIMETABLE FOR IMPLEMENTATION**

15.1 None.

## **16. APPENDICES**

16.1 Appendix A – Summary on Performance Indicator Progress  
Appendix B – Integrated Performance Monitoring Report – Quarter 4 2015/16.  
Appendix C - Part II Cabinet Outcomes Tracker

## 17. BACKGROUND INFORMATION

### Cabinet Outcomes

- 17.1 The IPMR includes a tracker to monitor the progress of Cabinet Outcomes. During Q4 2015/16, a total of 51 reports (including 7 Part II reports) have been reviewed and updated where the outcome date was due by the end of March 2016. Of the 52 reports, there are a total of 99 defined outcomes (including outcomes from the Part II Cabinet reports).
- 17.2 The summary in table 7 provides a breakdown of success in delivering against the targets carried in each Cabinet report. The summary is broken down by directorate and against a seven point outcome code:

**Table 7: Outcome Code**

<b>Red flag</b>	"Not Met" (or worse)
<b>Orange</b>	Between "Not Met" and "Met"
<b>Light Green</b>	Met
<b>Green</b>	Between Met and Exceeded
<b>Dark Green</b>	Exceeded
<b>Purple</b>	Beyond exceeded
<b>N/A</b>	Still ongoing as End Date is not due

**Table 7: Summary of Success**

Directorate	Red	Orange	Light Green	Green	Dark Green	Purple	N/A
Adult, Children & Health Services	6	1	3	13	5	2	1
Corporate & Community Services	10	2	16	3	2	8	4
Operations & Customer Services	5	1	10	3	0	3	1
<b>Total</b>	<b>21</b>	<b>4</b>	<b>29</b>	<b>19</b>	<b>7</b>	<b>13</b>	<b>6</b>
<b>%</b>	<b>21%</b>	<b>4%</b>	<b>29%</b>	<b>19%</b>	<b>7%</b>	<b>13%</b>	<b>6%</b>

- 17.3 The specific reports that 'scored' as a Red where the outcome was not met are set out in table 8. (Commentary and detail in Appendix B pages 40-43)

**Table 8: Cabinet defined outcomes not met within timescale.**

Report Title	Outcome	Date Considered by Cabinet
Maidenhead Business & Shop Front Design Guide	Maidenhead Town Centre rejuvenated	30/01/2014
Outcome Based Commissioning for Social Care Services	Improved outcomes for service users	27/02/2014
Outcome Based Commissioning for Social Care Services	Reduction in average hours of care required per user	27/02/2014
Outcome Based Commissioning for Social Care Services	Reduction in hourly rate of home care contracts	27/02/2014

<b>Report Title</b>	<b>Outcome</b>	<b>Date Considered by Cabinet</b>
Provision of an Archaeological Advice Service Consultancy Contract	% of Archaeological requests dealt within SLA timeframe	25/09/2014
Framework Agreement For Consultants Panel	Annual fee rates	27/11/2014
Customer Relationship Management (CRM) Upgrade (Channel Shift)	% Calls answered in one minute	29/01/2015
Maidenhead Access and Parking Strategy	Delivery of transport and parking initiatives increases Maidenhead Town Centre footfall by: (2014 baseline 5,613,358)	27/02/2015
Better Care Fund - Pooled Budget Agreement	A reduced number of residents (proportion of the population) being permanently admitted to residential or nursing care, meaning residents are living more independently for longer.	26/03/2015
Care Act - Consultation Results	Percentage of Deferred Payment administration costs recovered following alteration of charging policies:	26/03/2015
The Future Use of the Site at Ray Mill Road East - Update	Development Partner identified by 29 February 2016	26/03/2015
Flood Risk Management: Monitoring Report	Delivery of approved flood related schemes to deliver benefits for residents, business and visitors	28/05/2015
Shared Lives and High Cost Placement Project Update	Number of new Shared Lives placements delivered during 2015/16	26/03/2015
Integrated Performance Monitoring Report (IPMR) Quarter 1 2015/16	% of KPIs Achieved Adult Services	27/08/2015
Integrated Performance Monitoring Report (IPMR) Quarter 1 2015/17	% of KPIs Achieved Children's Services	27/08/2015
Shared Lives and High Cost Placement Project Update	Number of new Shared Lives placements delivered during 2015/16	24/09/2015
Integrated Performance Monitoring Report (IPMR) Quarter 2 2015/16	% of KPIs Achieved - Adult Services	26/11/2015
Integrated Performance Monitoring Report (IPMR) Quarter 2 2015/16	% of KPIs Achieved - Children's Services	26/11/2015
Night Time Economy Enforcement Pilot – Interim Review and Report	Reduce taxi-related NTE complaints by:	26/11/2015
Flood Risk Management: Monitoring Report	Delivery of approved flood related schemes to deliver benefits for residents, business and visitors	26/11/2015
Integrated Performance Monitoring Report (IPMR) Quarter 3 2015/16	Adult, Children & Health Services	25/02/2016



## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Burbage	Leader of the Council	-	-	
Cllr Brimacombe	Principal Member of Performance	3 May 2016	6 May 2016	
Russell O'Keefe	Strategic Director of Corporate Services	26 April 2016	29 April 2016	Included throughout the report
Alison Alexander	Manging Director	26 April 2016	-	
Simon Fletcher	Strategic Director Operations and Customer Services	26 April 2016	-	
<b>External</b>				

## REPORT HISTORY

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Andrew Scott	Policy & Performance Manager	01628 796028

## SUMMARY ON PERFORMANCE INDICATOR PROGRESS

1. A summary on current performance against the 27 KPIs and 41 secondary indicators is as follows:

Table A1: KPI Summary of Performance

Status	2014/15	2015/16			
	Q4 14/15	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16
On Target	17 (63%)	15 (50%)	13 (44%)	16 (53%)	15 (56%)
Just Short	4 (15%)	9 (30%)	7 (23%)	6 (20%)	7 (26%)
Off Target	5 (18%)	6 (20%)	10 (33%)	8 (27%)	5 (18%)
Data not available	1 (4%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>27</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>27</b>

## KPIs that are on Target

2. 56% of the KPIs are on target (compared to 63% in the same period last year). The performance in Q4 has improved compared to the previous quarter (53% in Q3). Four KPIs have improved their performance status since Q3.

Table A2: KPIs that have improved performance since last quarter

IPMR Page Number	Target	Q3 2015/16 status	Q4 2015/16 status	Comment
4	AS5 % of Support Plans completed within 28 calendar days of assessment	Just Short	On Target	Met the target at end of 2015/16.
5	LE5 Grounds Maintenance Contract performance score	Just Short	On Target	The target for 2015/16 is 91% which has increased by 6% compared to last year's target. At the end of Q4 2015/16, the Council met the target for the first time during 2015/16 financial year.
15	BBA03 Speed of payment - In month average time to process invoices	Off Target	Just Short	The performance at the end of 2015/16 (17.6 days) is now just short of target of less than 17 days.
16	BBA02 % of in-year Business Rates collected	Off Target	On Target	The year-end target has been met. The performance for 2015/16 is 0.99% higher than last year.

3. Table 3 below highlights a number of these indicators that are performing well during Q4 2015/16.

**Table A3: Summary of KPIs that are on Target and performing well**

<b>IPMR Page Number</b>	<b>Target</b>	<b>Comment</b>
5	LE4 Total number of attendances at Leisure Centres	The performance for 2015/16 has increased by 6% compared to last year. The Council has met the year-end target.
6	CS85 Number of families supported through Troubled Families	The Council has met the first year target as part of the three years process.
11	CCA02 % of households waste sent for reuse, recycling, energy recovery & composting	At the end of Q4 2015/16, the performance has significantly increased from 60.27% in Q3 2015/16 to 71.81%. This is the highest figure that the Council has achieved on record.
13	RCU5 Time taken to process Housing Benefit and Council Tax Support new claims and change events	In Q4 2015/16, the Council's combined average processing time was 3 days, 7 days better than the 10 day target. The Council's overall processing time for 2015/16 is 4.8 days, 5.2 days better than the target.
14	SAMA03 Car park visits	The number of car park usage within the Borough is 4.1% above the year-end target. The performance for 2015/16 has increased by 4.3% compared to the same period last year.
14	SAMA04 Income from parking off street, on street, season tickets, permits and vouchers	The Council was 3.9% above the year-end target. The performance for 2015/16 has increased by 10.4% compared to the same period last year.
15	CPEA04 % of PCNs appeals that are upheld	The Council's performance and accuracy in issuing PCNs continues to improve month on month and the Council has exceeded the target (less than 12%). The overall performance at the end of 2015/16 was 8.6% (compared to 9.36% last year).
16	BBA01 % of in-year Council Tax collected	The Council has met the year-end target and the performance for 2015/16 is 0.75% higher compared to last year.

**KPIs that are Off Target**

4. Five KPIs (equivalent to 18%) are off target (compared to 18% in the same period last year). The Council will continue to focus on improving the performance for all KPIs that are off target (please see paragraphs 5 – 9 below for details of the action that has been/is being taken to bring them back on track).

5. **SG3 - Stability of placements (number of moves) of children in RBWM's care lasting two or more years**

Target for 2015/2016 – Less than 7%

Achievement to date – 14.9%

Work in Progress – 13 young people out of a cohort of 89 who had been in care for more than two and half years have had more than three placements moves in the last 12 months. Of the 13 young people, two moved into permanent adoptive placements and a further three moved into long term fostering placements. The remaining eight had moved placements during the year due to challenging behaviour and are now placed either in residential provision (three) or fostering placements.

Issues – The service works hard to keep any placement moves to a minimum. Sometimes placement moves are positive in terms of a young person moving to their adoptive placement. In other cases, placement moves are required because the placement is not meeting the young person's needs or they are continually going missing from it and residential options have to be considered.

Success – All children and young people in the case of the Royal Borough are in appropriate placements.

Intervention required – Placement moves are kept to a minimum but will always be made when in the best interest of child/young person.

6. **PD7 - Processing of planning applications ('Minor' application types)**

Target for 2015/2016 – 75%

Achievement to date – 50.34%

Work in Progress – The work in progress set out in quarter 3, including enhanced performance management, is now showing improvement in processing minor applications in quarter 4. The quarter 4 figures for minor applications processed in time have improved to 68.59% which is 25.11% better than the previous quarter. However, due to the poor performance earlier in the year the overall cumulative full year figures remain considerably below target. The Improvement Plan being taken forward from the Development Control Fast FSR will look to underpin this further to show continued improvement and reach a position of sustained good performance during 2016/17.

Issues – Applications which are capable of being determined under delegated powers have increasingly been being called to Panel which results in a delay in the decision being made. There have also been significant staffing retention and recruitment problems and process and ICT issues within the service that have contributed to poor performance across all three planning application processing measures and that the improvement plan is seeking to address moving forward.

- Success – Performance in processing minor applications is consistently meeting target.
- Intervention required – The improvement plan includes 12 key actions that are being progressed to improve performance across the whole of the development control service area.

## 7. PD8 - Processing of planning applications ('Other' application types)

- Target for 2015/2016 – 90%
- Achievement to date – 64.08%
- Work in Progress – Performance in quarter 4 is significantly improved with 79.95% applications processed in time which is a 21.93% improvement on the previous quarter. External consultants (TerraQuest) were appointed for 16 weeks from 22 October 2015. They have so far processed 299 'other' applications and are currently working on a further 75. This additional capacity, as well as improving the speed of determining this type of applications, has been one of the factors that has enabled the service to show improvement in Q4.

- Issues – Applications which are capable of being determined under delegated powers have increasingly been being called to Panel which results in a delay in the decision being made. There have also been significant staffing retention and recruitment and process and ICT issues within the service that have contributed to poor performance across all three processing measures and that the improvement plan is seeking to address moving forward.

- Success – Performance in processing other applications is consistently meeting target.
- Intervention required – The improvement plan includes 12 key actions that are being progressed to improve performance across the whole of the development control service area.

## 8. PD 9 - % of Planning appeals lost

- Target for 2015/2016 – Less than 30%
- Achievement to date – 34.52%
- Work in Progress – Resourcing of planning appeals is challenging currently due to the turnover of staff.

- Issues – Resourcing of planning appeals is challenging currently due to the turnover of staff. Work is now underway, learning from recent cases, to strengthen the council's approach.

- Success – To reduce planning appeals lost further.
- Intervention required – When any of the 3 Development Control Panels refuse an application contrary to officer recommendation the Panel is made aware of the risks of any appeal being allowed including the potential for award of costs, as appropriate. Technical briefings before the Panel meetings assist in clarifying any factual matters for Panel members.

## 9. Working days lost per FTE

Target for 2015/2016 – Less than 6 days

Achievement to date – 9.63

Work in Progress – Work this quarter:

1. Analysis of current data
2. Segregated the absence – long term (62%) vs short term (38%)
3. Identified and corrected data errors
4. Consulted with senior leadership team (SLT) on proposal to take corrective action
5. Implemented five measures with immediate effect (training, formal reviews, trigger level meetings, occupational health and DMT scrutiny)
6. Taking proposals to EP in May prior to consultation with staff and unions.

Issues

- In July 2015 the absence figures appeared to be very low so the reporting tool was reviewed.
  - The report was found to be incorrect, duplicating data following restructures and omitting sickness absence for some leavers.
  - This was corrected, the data re-run and confirmed to be accurate. However in August the reporting error reappeared.
  - This coincided with the need to decommission the server that hosted the reporting software (Business Objects) as it no longer complied with PSN requirements.
  - A new version of the sickness absence report was developed and tested in March 2016. The report is now providing accurate data.
  - A number of factors have contributed to the current levels of sickness absence, which reflects feedback in:
    - Staff survey.
    - Exit interviews
    - Feedback at DMT's.
    - Comments about levels of workload, causing stress and additional pressure on remaining staff.

Success

- In order to ensure the data provided from the new report was accurate, 40% of the data was tested for validity and was 100% accurate. There is now significant confidence in the data provided

Intervention required

- A report is being considered at employment panel in May, which contains three areas for further consideration.  
Monitoring of staff absence on a monthly basis to ensure actions taken are effective.

## Secondary Indicators

10. For the secondary set of indicators (41 PIs)
- 41% of performance indicators are on target (Q3 performance 55%)
  - 27% are just short (Q3 performance 16%)
  - 7% are off target. (Q3 performance 5%)
  - 10 performance indicators do not have data available for Q4 (there were 9 in Q2). Three of them relate to Public Health and one relates to energy reduction where the Council has not received all invoices.
  - There are four new performance indicators (including child sexual exploitation measures) that belong to Children's Services but with no target set as there are no baselines available.
11. Table 4 provides commentary on a number of those indicators that are performing well.

**Table A4: Secondary Indicator Performance Highlights Quarter 4 2015/2016**

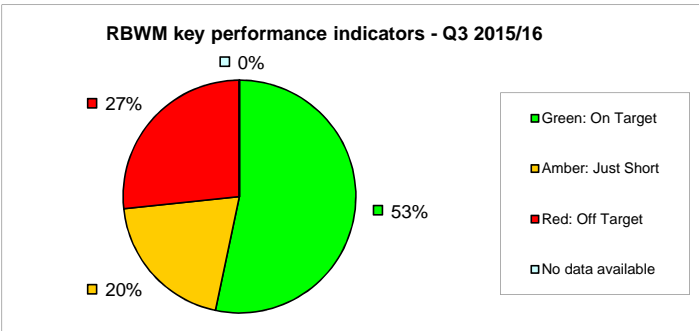
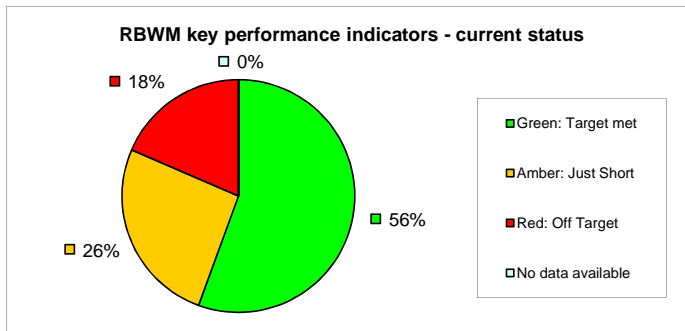
<b>IPMR Page Number</b>	<b>Target</b>	<b>Comment</b>
17	Number of new people receiving Telecare	At the end of quarter 4, a total of 458 residents were being supported by Telecare. The activity in 2015/16 has increased by 37% compared to the same period last year.
17	Number of households prevented from becoming homeless by Housing Options	A total of 1,523 households had been prevented from becoming homeless through a combination of advice, deposits and mortgage rescue. Prevention has risen to 16% of those homeseekers who contacted the service, above last year's figure of 12.5%.
20	Child Protection Plans lasting two years or more	There are no children with a child protection plan lasting two years or more.
24	Number of Waste Awareness events undertaken by end of 2015/16	The target is 25 awareness events by end of 2015/16 and the Council have already carried out 27 events.
24	Number of Community Recycling Champions recruited by end of 2015/16	The target of 5 additional recycling champions has been achieved as 9 has been recruited by end of 2015/16.

# Royal Borough of Windsor and Maidenhead

## Integrated Performance Monitoring Report - Quarter 4 2015-16

This is a snapshot of the Royal Borough of Windsor & Maidenhead's performance for Quarter 4 of 2015-16 (period January to end of March 2016). The report includes updates for the following categories: Key Performance Indicators (KPIs), HR key indicators, Risk Management, Combined Savings Tracker and Key Corporate Projects.

<h3>1.0 Performance</h3> <h4>1.1 Key Performance Indicators (by Strategic Priority)</h4> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="background-color: #90EE90;">On Target</th> <th style="background-color: #FFD700;">Just Short</th> <th style="background-color: #FF0000;">Off Target</th> <th>Not available</th> </tr> </thead> <tbody> <tr> <td>Residents First</td> <td style="text-align: center;">5</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Delivery Together</td> <td style="text-align: center;">7</td> <td style="text-align: center;">6</td> <td style="text-align: center;">3</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Value for Money</td> <td style="text-align: center;">3</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Equipping Ourselves for the Future</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> </tr> <tr> <td style="text-align: right;"><b>Total</b></td> <td style="text-align: center;"><b>15</b></td> <td style="text-align: center;"><b>7</b></td> <td style="text-align: center;"><b>5</b></td> <td style="text-align: center;"><b>0</b></td> </tr> </tbody> </table> <h3>3.0 Risk Management</h3> <h4>3.1 Significant Risks</h4> <table border="1" style="width: 100%; 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Cabinet outcome</h3> <h4>6.1 Directorate Cabinet Report Outcomes Tracker</h4> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Adult, Children &amp; Health Services</th> <th>Corporate &amp; Community Services</th> <th>Operations &amp; Customer Services</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td style="background-color: #FF0000;">Red</td> <td style="text-align: center;">6</td> <td style="text-align: center;">9</td> <td style="text-align: center;">5</td> <td style="text-align: center;">20</td> </tr> <tr> <td style="background-color: #FFA500;">Orange</td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> <td style="text-align: center;">4</td> </tr> <tr> <td style="background-color: #90EE90;">Light Green</td> <td style="text-align: center;">3</td> <td style="text-align: center;">16</td> <td style="text-align: center;">10</td> <td style="text-align: center;">29</td> </tr> <tr> <td style="background-color: #008000;">Green</td> <td style="text-align: center;">13</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">18</td> </tr> <tr> <td style="background-color: #006400;">Dark Green</td> <td style="text-align: center;">5</td> <td style="text-align: center;">2</td> <td style="text-align: center;">0</td> <td style="text-align: center;">7</td> </tr> <tr> <td style="background-color: #800080;">Purple</td> <td style="text-align: center;">2</td> <td style="text-align: center;">4</td> <td style="text-align: center;">3</td> <td style="text-align: center;">9</td> </tr> <tr> <td style="background-color: #A9A9A9;">N/A</td> <td style="text-align: center;">1</td> <td style="text-align: center;">4</td> <td style="text-align: center;">1</td> <td style="text-align: center;">6</td> </tr> </tbody> </table>		Q3 15/16	Q4 15/16	% Established FTE Vacant	10.95%	9.51%	Working days lost per FTE	9.01	9.63	Agency Staff - number	120	112	Agency Spend	£1,458,999	£1,404,657	Turnover %	14.17%	17.48%	Voluntary Turnover %	11.50%	13.65%	Bradford Factor (score >120)	93	100	% Bradford Factor (score >120)	7.1%	7.8%		RBWM Target Saving	Savings delivered to date	DOT*		£000	£000		Adult, Children & Health Services	2,552	2,284	↑	Corporate & Community Services	985	930	↑	Operations & Customer Services	1,340	1,340	↑	<b>TOTAL</b>	<b>4,877</b>	<b>4,554</b>	<b>↑</b>		Adult, Children & Health Services	Corporate & Community Services	Operations & Customer Services	Total	Red	6	9	5	20	Orange	1	2	1	4	Light Green	3	16	10	29	Green	13	2	3	18	Dark Green	5	2	0	7	Purple	2	4	3	9	N/A	1	4	1	6
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Very Likely	0	0	0	1																																																																																																																																																																																									
Likely	0	0	5	1																																																																																																																																																																																									
Unlikely	0	0	5	1																																																																																																																																																																																									
Very Unlikely	0	0	0	1																																																																																																																																																																																									
	Minor	Moderate	Major	Extreme																																																																																																																																																																																									
	Green	Amber	Red	Total																																																																																																																																																																																									
Adult, Children & Health Services	6	0	0	6																																																																																																																																																																																									
Corporate & Community Services	4	2	0	6																																																																																																																																																																																									
Operations & Customer Services	2	0	1	3																																																																																																																																																																																									
<b>Total</b>	<b>12</b>	<b>2</b>	<b>1</b>	<b>15</b>																																																																																																																																																																																									
	Q3 15/16	Q4 15/16																																																																																																																																																																																											
% Established FTE Vacant	10.95%	9.51%																																																																																																																																																																																											
Working days lost per FTE	9.01	9.63																																																																																																																																																																																											
Agency Staff - number	120	112																																																																																																																																																																																											
Agency Spend	£1,458,999	£1,404,657																																																																																																																																																																																											
Turnover %	14.17%	17.48%																																																																																																																																																																																											
Voluntary Turnover %	11.50%	13.65%																																																																																																																																																																																											
Bradford Factor (score >120)	93	100																																																																																																																																																																																											
% Bradford Factor (score >120)	7.1%	7.8%																																																																																																																																																																																											
	RBWM Target Saving	Savings delivered to date	DOT*																																																																																																																																																																																										
	£000	£000																																																																																																																																																																																											
Adult, Children & Health Services	2,552	2,284	↑																																																																																																																																																																																										
Corporate & Community Services	985	930	↑																																																																																																																																																																																										
Operations & Customer Services	1,340	1,340	↑																																																																																																																																																																																										
<b>TOTAL</b>	<b>4,877</b>	<b>4,554</b>	<b>↑</b>																																																																																																																																																																																										
	Adult, Children & Health Services	Corporate & Community Services	Operations & Customer Services	Total																																																																																																																																																																																									
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Green	13	2	3	18																																																																																																																																																																																									
Dark Green	5	2	0	7																																																																																																																																																																																									
Purple	2	4	3	9																																																																																																																																																																																									
N/A	1	4	1	6																																																																																																																																																																																									



### 7. Performance - Q4 2015/16

For Q4 2015/16 there are a total of 27 Key Performance Indicators (KPIs) - 26 indicators in the performance section and one HR indicator (working days lost per FTE found on page IPMR 25) as selected by Cabinet Members and CMT. Q4 data is available for all 27 KPIs included in this report.

Of the 27 KPIs where Q4 data was reported, 56% - are registered as 'on target' (green) compared to 63% in Q4 2014/15. The performance in Q4 has improved compared to the previous quarter (53% in Q3 2015/16). Four KPIs have improved their performance status during Q4 (Q3 performance status in brackets):

\* % of Support Plans completed within 28 calendar days of assessment - met the target at end of 2015/16 (Just Short).



## 7. Performance - continued

\* Grounds Maintenance Contract performance score - the target for 2015/16 is 91% which has increased by 6% compared to last year's target. At the end of Q4 2015/16, the Council met the target for the first time during 2015/16 financial year (Just Short).

\* Speed of payment - In month average time to process invoices - the performance at the end of 2015/16 (17.6 days) is now just short of target of less than 17 days (Off Target).

\* % of in-year Business Rates collected - the year-end target has been met. The performance for 2015/16 is 0.99% higher than last year (Off Target).

The highlights during Q4 were:

\* Total number of attendances at Leisure Centres - the performance for 2015/16 has increased by 6% compared to last year. The Council has met the year-end target.

\* Number of families supported through Troubled Families - the Council has met the first year target as part of the three years process.

\* % of households waste sent for reuse, recycling, energy recovery & composting - at the end of Q4 2015/16, the performance has significantly increased from 60.27% in Q3 2015/16 to 71.81%. This is the highest figure that the Council has achieved on record.

\* Time taken to process Housing Benefit and Council Tax Support new claims and change events - in Q4 2015/16, the Council's combined average processing time was 3 days, 7 days better than the 10 day target. The Council's overall processing time for 2015/16 is 4.8 days, 5.2 days better than the target.

\* Total number of visits to RBWM car parks that charge for parking - the number of car park usage within the Borough is 4.1% above the year-end target. The performance for 2015/16 has increased by 4.3% compared to the same period last year.

\* Income from parking off street, on street, season tickets, permits and vouchers - as above, the Council was 3.9% above the year-end target. The performance for 2015/16 has increased by 10.4% compared to the same period last year.

\* % of PCNs appeals that are upheld - the Council's performance and accuracy in issuing PCNs continues to improve month on month and the Council has exceeded the target (less than 12%). The overall performance at the end of 2015/16 was 8.6% (compared to 9.36% last year).

\* % of in-year Council Tax collected - the Council has met the year-end target and the performance for 2015/16 is 0.75% higher compared to last year.

However, 18% of indicators (five KPIs) are off target (compared to 18% in the same period last year). Several off target KPIs including those that belong to the Planning team are continuing to improve performance. Of particular concern were the following indicators listed in the table below. For each of these a series of remedial actions have been identified to bring performance back in line.

Indicator		Page
SG3	Stability of placements (number of moves) of children in RBWM's care	IPMR 8
PD7	Processing of planning applications ('Minor' application types)	IPMR 9
PD8	Processing of planning applications ('Other' application types)	IPMR 10
PD9	% of Planning appeals lost	IPMR 10
HR	Working days lost per FTE	IPMR 27

## 8. Risk Management - Q4 2015/16

The corporate risks for 2015/16 IPMR include all risks under the category 'Key Strategic Risks'. During Q4 2015/16, there has been no changes to any of the current risk ratings. One risk was added to the key strategic register so the Council can monitor this closely:

- FOI0003 Threats arising from:

(a) Serious external security breaches. In the event of a major security breach the Council could incur significant financial penalties (up to £500,000) levied by the Information Commissioners Office.

(b) Data loss or damage to data caused by inadequate information security leads to delays and errors in business processes.

Although the risk rating has not changed for the remaining risks, there have been progress with certain mitigations for the following risks:

a. CMT0036 (No overall strategic leadership for the Council leads to insufficient forward thinking and hence resource focussing overwhelmingly on the short term) - one new mitigation added and 2 mitigations made progress during Q4 2015/16:

- Review 5 year strategy by 2015/16 to validity. Increase member collaboration in formulation to identify strategic priorities - increased from 25% to 50% progress.
- Review structure, purpose and impact of the various management teams - implemented.
- Actions of transformation board are a key expectation of the senior leadership team - added during Q4 and made 75% progress.

b. CMT0038 (Technology obsolescence/inadequate for task) - 2 mitigations made progress during Q4 2015/16:

- IT digital strategy 2016-2020 to be endorsed by Cabinet in 2016 - 5% progress.
- Investment in telephony system, monitoring software to be approved - 30% progress.

c. CMT0042 (Demographic change - Significant increases of volume, complexity and in social cohesion of the Borough population) - two new mitigations added during Q4 2015/16:

- Economic outlook data (including demographics) presented monthly to the CMT - added and implemented
- Gathering additional data (including from NHS) to drill down into local information - added and made 30% progress.

d. CMT0043 (Safeguarding failures leads to injuries with particular focus on issues identified nationally as part of recent reports published on safeguarding children and Child Sexual Exploitation) - one new mitigation added during Q4 2015/16:

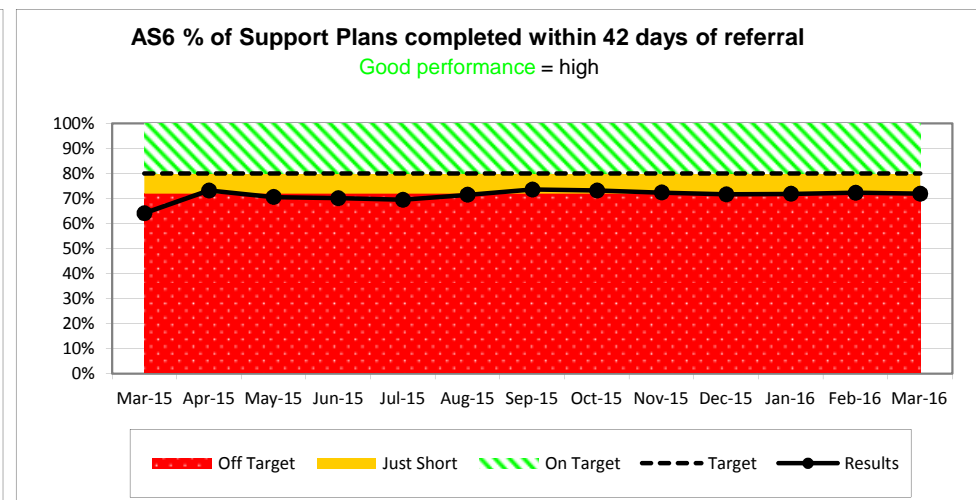
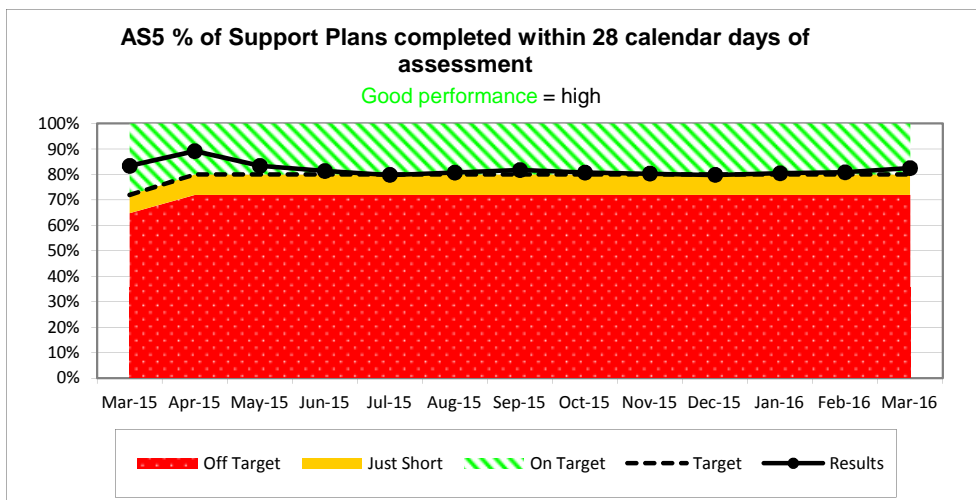
- Multi-agency safeguarding hub (MASH) strengthens response to children and young people at risk of significant harm including CSE - implemented.

As part of its risk management strategy, the Council is using the new risk appetite framework to illustrate defined parameters around the level of risk that is acceptable to the Council and the thresholds which trigger escalation, review and approval by authorised officers. Management can concentrate on the risks where the current assessment is furthest from the stated risk appetite, providing a live radar of the main risk issues. There are 14 risks where the rating is 6 or above. The table below shows the number of risks for each risk appetite:

Appetite	Number
Low	6
Low / Medium	1
Medium	6
Medium / High	0
High	1

Members are briefed on the risks falling in their portfolios on a regular basis. A new methodology for Lead Members is being trialled to further refine understanding of the main messages arising.

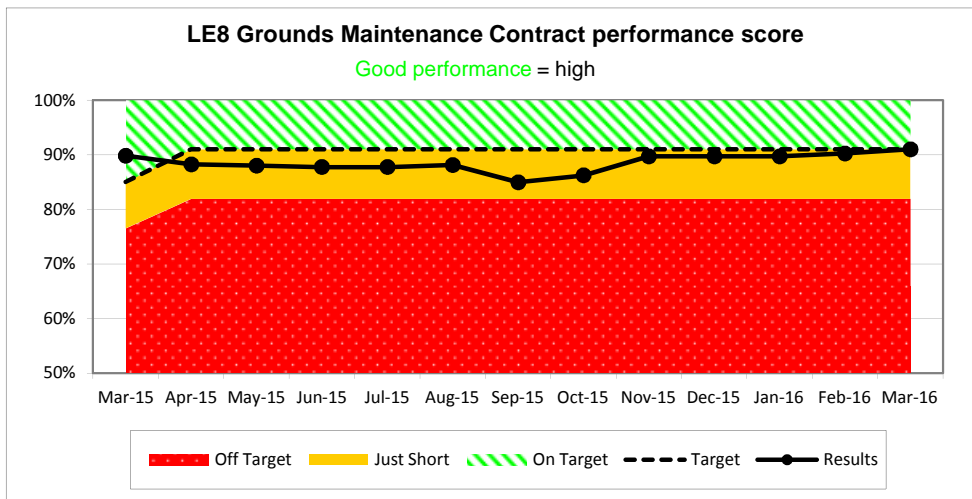
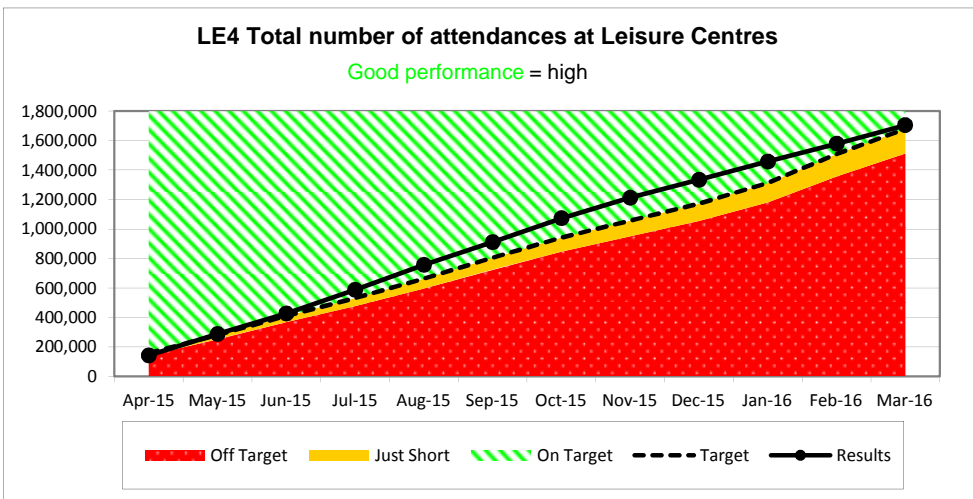
There is a further rating of high/medium on the heat map. This avoids potentially damaging risks being overlooked by being grouped within the medium criteria banding.



51

<b>Lead Officer:</b>	Angela Morris	<b>Lead Member:</b>	Cllr Coppinger
<b>Why is this important?</b>	Support plans are required for everyone going through the Self Directed Support (SDS) process. The Council needs to ensure these are completed in a timely manner.		
<b>Strategic Priority:</b>	Delivery Together	<b>Last year's data:</b>	83.40% (2014/15)
<b>Achievement to date:</b>	82.50% (2015/16)	<b>2015/16 Target:</b>	80%
<b>Note:</b>	Target for 2015/16 is 80% per month. The graph shows <b>monthly</b> data only.		
<b>Work in progress:</b>	In 2015/16, the Council completed 772 Initial Support Plans following a Self Assessment Questionnaire (SAQ). The Council completed 637 (82.5%) of support plans within 28 calendar days of assessment. To sustain performance, social care workloads will continue to be managed weekly which will result in a more efficient process ensuring residents are provided with support plans within the requisite timeframe.		
<b>Issues:</b>	The continued drop in performance appears to be partially caused by some errors in recording procedures. Support plans are not finalised until approval of client/family and this can lead to delay. Recruitment to vacancies to maintain productivity is a priority. The service has completed the FSR and is working to streamline recording procedures to improve efficiencies.		
<b>Success:</b>			
<b>Intervention required:</b>	Continued monitoring of staff to ensure efficient performance. Recruitment to vacancies.		

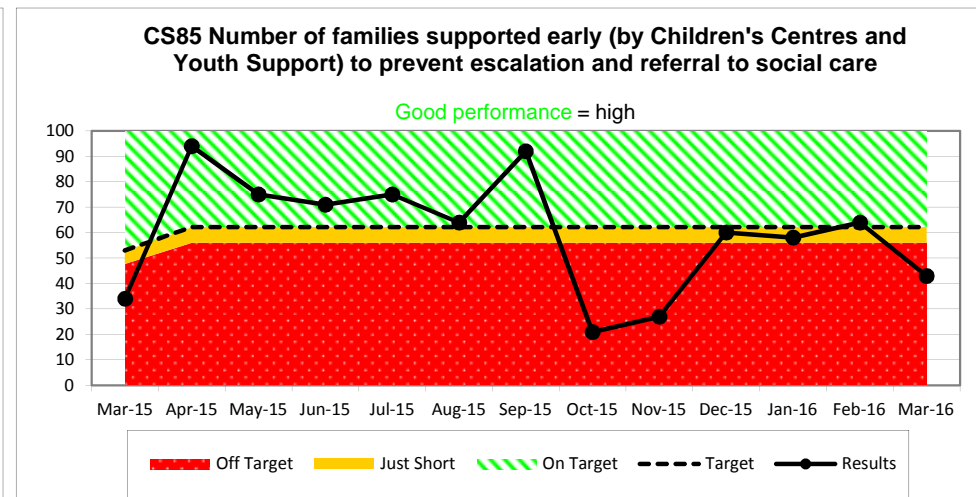
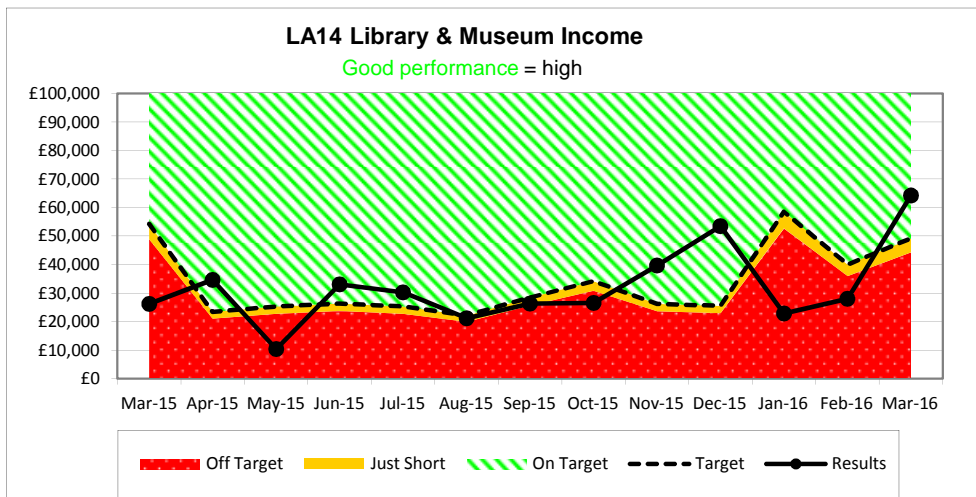
<b>Lead Officer:</b>	Angela Morris	<b>Lead Member:</b>	Cllr Coppinger
<b>Why is this important?</b>	Support plans are required for everyone going through the Self Directed Support (SDS) process. The Council needs to ensure these are completed in a timely manner.		
<b>Strategic Priority:</b>	Delivery Together	<b>Last year's data:</b>	64.10% (2014/15)
<b>Achievement to date:</b>	72.00% (2015/16)	<b>2015/16 Target:</b>	80%
<b>Note:</b>	This is a new indicator for 2015/16. Target for 2015/16 is 80% per month. The graph shows <b>monthly</b> data only.		
<b>Work in progress:</b>	In 2015/16, the Council completed 680 Initial Support Plans. Of these 490, or 72%, were completed within 42 days of the referral. As with AS5 (see left), social care workloads will continue to be managed weekly in order to improve the performance.		
<b>Issues:</b>	It has been challenging to maintain performance because the number of support plans being completed has increased over last year and there have been staff vacancies, particularly of assessment officers who are primarily responsible for completing support plans. Similar to AS5, there have also been errors in recording procedures. The service has completed the FSR and is working to streamline recording procedures to improve efficiencies.		
<b>Success:</b>			
<b>Intervention required:</b>	Recruitment necessary to vacancies to ensure team able to keep up with demand and meet performance target.		



52

<b>Lead Officer:</b>	Kevin Mist	<b>Lead Member:</b>	Clr Stretton
<b>Why is this important?</b>	This indicates the level of attendances at Leisure Centres in the Borough.		
<b>Strategic Priority:</b>	Residents First	<b>Last year's data:</b>	1,603,568 (2014/15)
<b>Achievement to date:</b>	1,704,326 (2015/16)	<b>2015/16 Target:</b>	1,680,000
<b>Note:</b>	The graph and achievement to date shows <b>cumulative</b> figures.		
<b>Work in progress:</b>	The Borough's Leisure Centres are attracting more customers from Bracknell due to the closure of Coral Reef and more swimmers are attending Windsor Leisure Centre. Sales of memberships in the Expression Gym were very strong in the summer of 2015 and remain healthy in spring 2016. The take up of swimming lessons has increased.		
<b>Issues:</b>	None.		
<b>Success:</b>	The Council has met the year-end target. The performance for 2015/16 has increased by 6% compared to the same period last year.		
<b>Intervention required:</b>	None.		

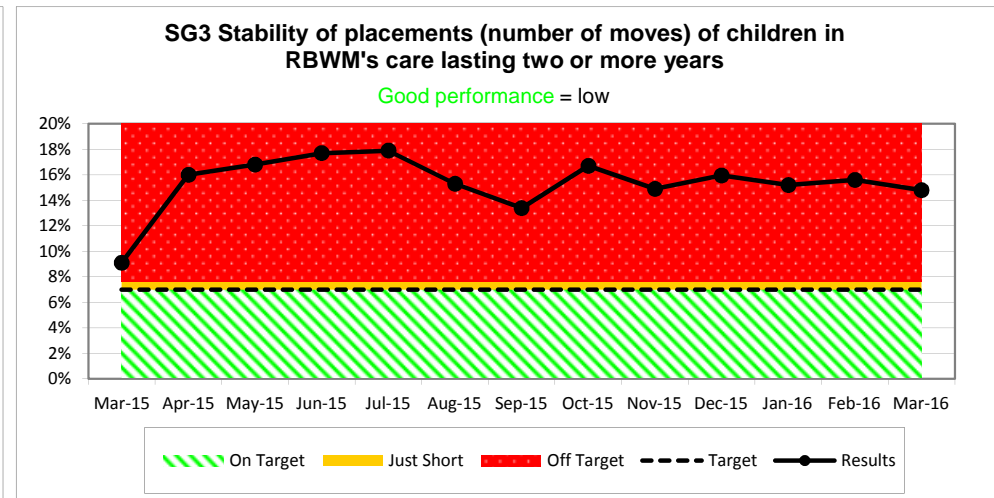
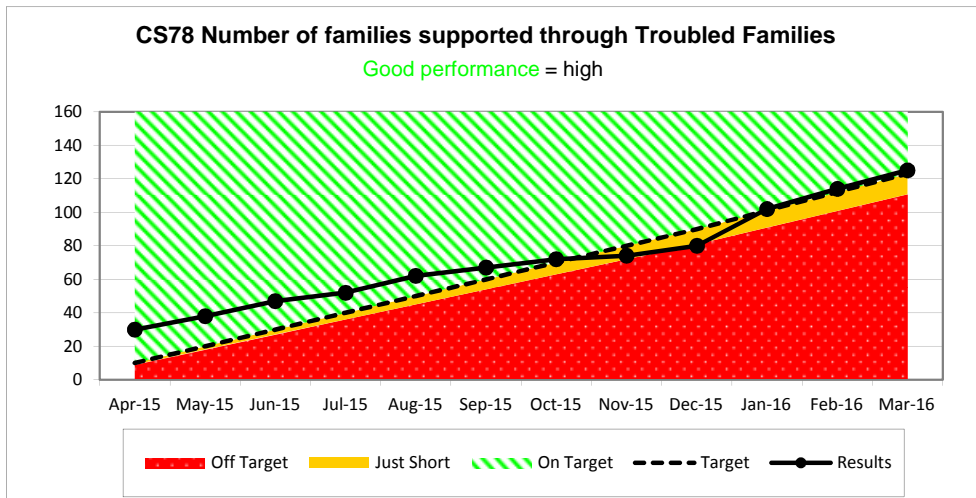
<b>Lead Officer:</b>	Kevin Mist	<b>Lead Member:</b>	Clr Stretton
<b>Why is this important?</b>	This covers a very visible aspect of services provided by the Leisure Services unit to residents of all ages and in all wards of the Borough.		
<b>Strategic Priority:</b>	Value for Money	<b>Last year's data:</b>	89.81% (2014/15)
<b>Achievement to date:</b>	91.00% (Mar 2016)	<b>2015/16 Target:</b>	91%
<b>Note:</b>	The graph shows <b>monthly</b> data.		
<b>Work in progress:</b>	Very good performance in final months of the year, weather conditions have contributed to good access to the parks and highways. New Manager employed and in post.		
<b>Issues:</b>	Performance issues have been noted and recorded at weekly monitoring meetings. New management with regular spot checks and inspections with the RBWM Senior Management Team are addressing issues. Additional operational staff have been employed to focus on high profile sites.		
<b>Success:</b>	* The target for 2015/16 has increased by 6% compared to last year's target. * Early start to flowering season and little snow have helped		
<b>Intervention required:</b>	The Council is working with the contractor's management team to continue improvement in performance.		



53

<b>Lead Officer:</b>	Mark Taylor	<b>Lead Member:</b>	Cllr Stretton																
<b>Why is this important?</b>	This indicates the level of income of libraries and museums that the Council operate. In 2014/15 the target and actual included £100K of S106 income; in 2015/16 this income was removed to focus on actual income raised by the Service through day to day activity.																		
<b>Strategic Priority:</b>	Value for Money	<b>Last year's data:</b>	£455,863 (2014/15)																
<b>Achievement to date:</b>	£390,746 (2015/16)	<b>2015/16 Target:</b>	£384,750																
<b>Note:</b>	The graph shows <b>monthly</b> data only. The current data is cumulative year to date.																		
<b>Work in progress:</b>	The cumulative income is just over 1.5% higher than the target for the year. Income received to date in each category is as follows:																		
	<table border="1"> <tr> <td>Fees &amp; Charges</td> <td>£149,713</td> <td>Museum</td> <td>£18,325</td> </tr> <tr> <td>Space Hire</td> <td>£55,001</td> <td><b>Total</b></td> <td><b>£390,746</b></td> </tr> <tr> <td>Sales &amp; Events</td> <td>£12,326</td> <td></td> <td></td> </tr> <tr> <td>Donations/Contributions</td> <td>£155,381</td> <td></td> <td></td> </tr> </table>	Fees & Charges	£149,713	Museum	£18,325	Space Hire	£55,001	<b>Total</b>	<b>£390,746</b>	Sales & Events	£12,326			Donations/Contributions	£155,381				
Fees & Charges	£149,713	Museum	£18,325																
Space Hire	£55,001	<b>Total</b>	<b>£390,746</b>																
Sales & Events	£12,326																		
Donations/Contributions	£155,381																		
<b>Issues:</b>	<ul style="list-style-type: none"> <li>* Levels of income determined by controllable and uncontrollable factors, e.g. the number of overdue return charges and partnership funding or events that generate income.</li> <li>* The target for the current year excludes S106 income which is why it is lower than last year's total achieved.</li> </ul>																		
<b>Success:</b>	The income target was exceeded by just under £6k.																		
<b>Intervention required:</b>	Continue earlier billing for income due on invoice, in the new year.																		

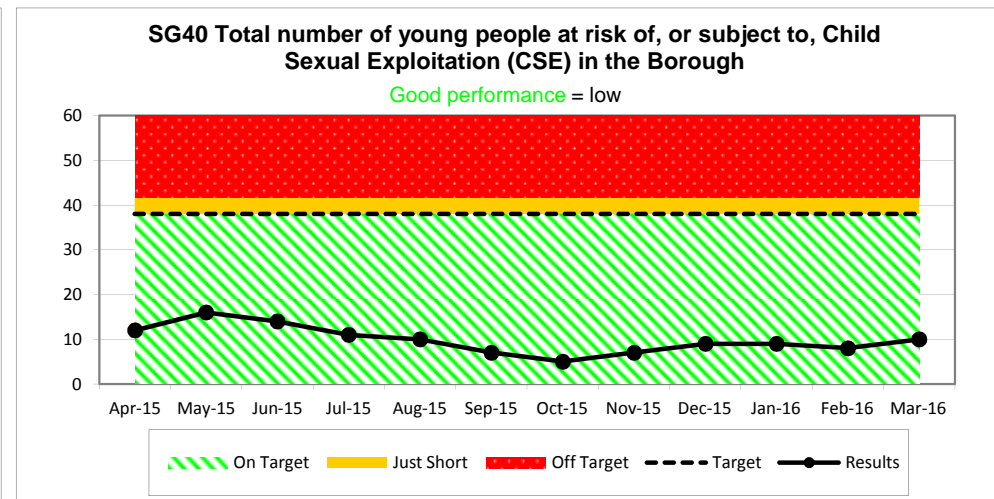
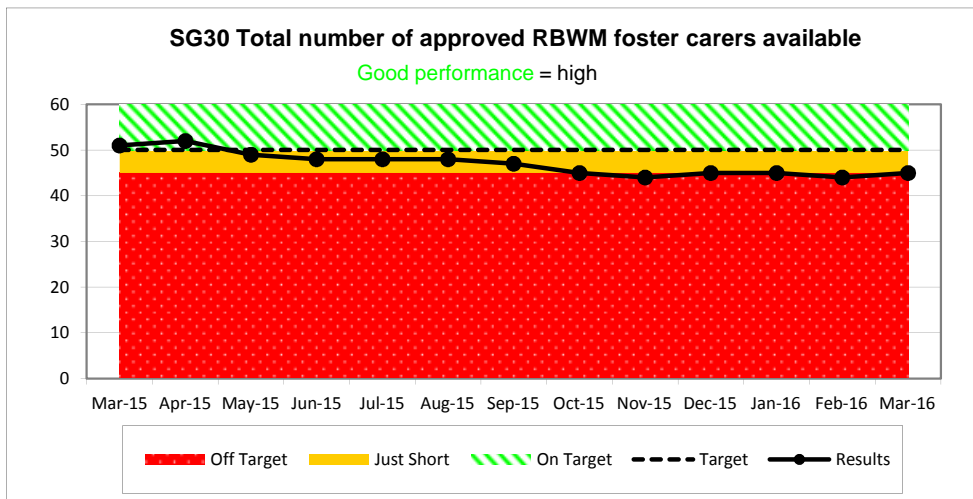
<b>Lead Officer:</b>	Elaine Redding	<b>Lead Member:</b>	Cllr Airey
<b>Why is this important?</b>	Identifying need earlier and having effective services available to act as soon as problems arise within a family prevents emerging problems from escalating. Effective early support can often prevent the need for higher levels of support later on.		
<b>Strategic Priority:</b>	Delivering Together	<b>Last year's data:</b>	747 (2014/15)
<b>Achievement to date:</b>	744 (2015/16)	<b>2015/16 Target:</b>	747
<b>Note:</b>	The graph shows <b>monthly</b> data only. For 2015/16, this measure includes Intensive Family Support Programme.		
<b>Work in progress:</b>	<ul style="list-style-type: none"> <li>* 744 families were supported through the Children's Centres, Intensive Family Support Programme and the Youth Service to prevent escalation to specialist services during 2014-2015. This is just three less than the target for the year.</li> <li>* The work was focused on one to one and group targeted work with young people and with families in response to identified need with a particular focus around improving parenting skills.</li> </ul>		
<b>Issues:</b>	* Performance through the year is affected by seasonality in particular, Youth Services will undertake significantly more work through the holiday periods. The graph has therefore been amended to show cumulative performance.		
<b>Success:</b>	The Council has continued to meet its overall target although year end performance finished just three below the target.		
<b>Intervention required:</b>	None.		



54

<b>Lead Officer:</b>	Elaine Redding	<b>Lead Member:</b>	Cllr Airey
<b>Why is this important?</b>	The programme works intensively with a small number of families in the Borough with multiple and complex problems to enable change in terms of employment, improved school attendance, and reduction in anti social and criminal behaviour.		
<b>Strategic Priority:</b>	Residents First	<b>Last year's data:</b>	191 (2014/15)
<b>Achievement to date:</b>	125 (2015/16)	<b>2015/16 Target:</b>	123
<b>Note:</b>	The graph shows <b>cumulative</b> data. The target has been set at 123 new families by end of March 2016 (start of 3 years period).		
<b>Work in progress:</b>	The Intensive Family Support Programme continues to provide the majority of support to families that meet the Troubled Families Criteria. However the formation of the Early Help Hub has meant that we are now able to provide extended resources and services to these families and we are now able to track their progress more easily given that all families referred via the Early Help Hub will have an Early Help Plan.		
<b>Issues:</b>	Tracking and collating data continues to be a challenge but the Council is in the process of devising a method that will allow us to better track and evidence Payment By Results data.		
<b>Success:</b>	IFSP has worked with 125 new families to date this financial year which is slightly above the target set by the Government for the Royal Borough of working with 123 families in 2015-2016.		
<b>Intervention required:</b>	None.		

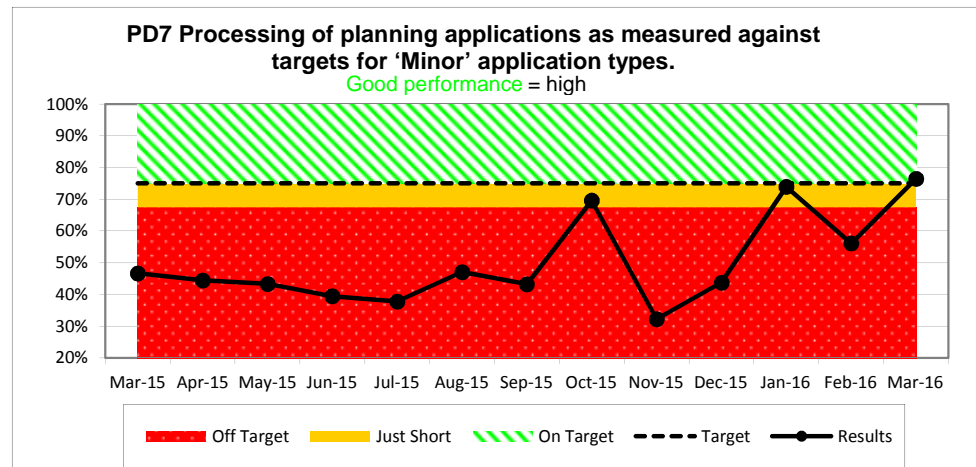
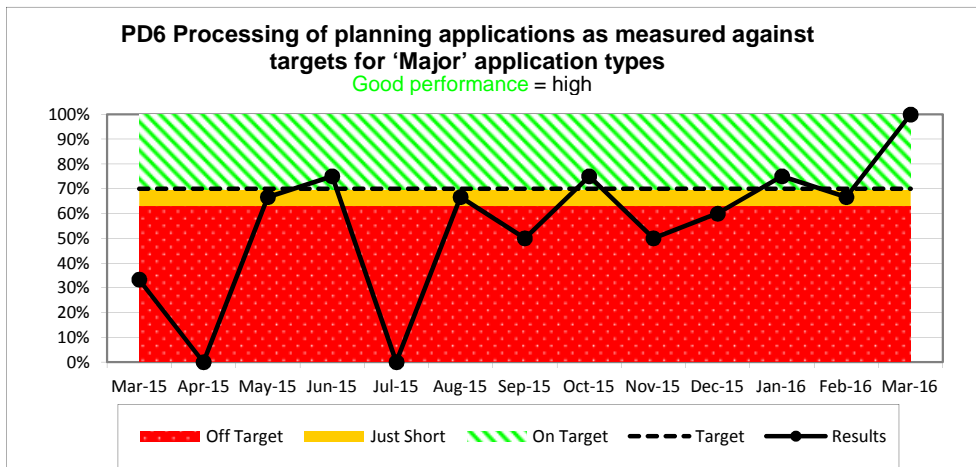
<b>Lead Officer:</b>	Elaine Redding	<b>Lead Member:</b>	Cllr Airey
<b>Why is this important?</b>	The Council wants to provide children in care with a stable home rather than moving them around from one place to another.		
<b>Strategic Priority:</b>	Residents First	<b>Last year's data:</b>	9.1% (2014/15)
<b>Achievement to date:</b>	14.9% (2015/16)	<b>2015/16 Target:</b>	7%
<b>Note:</b>	The graph shows <b>cumulative</b> data only.		
<b>Work in progress:</b>	13 young people out of a cohort of 89 who had been in care for more than two and half years have had more than three placements moves in the last 12 months. Of the 13 young people, two moved into permanent adoptive placements and a further three moved into long term fostering placements. The remaining eight had moved placements during the year due to challenging behaviour and are now placed either in residential provision (three) or fostering placements.		
<b>Issues:</b>	The service works hard to keep any placement moves to a minimum. Sometimes placement moves are positive in terms of a young person moving to their adoptive placement. In other cases, placement moves are required because the placement is not meeting the young person's needs or they are continually going missing from it and residential options have to be considered.		
<b>Success:</b>	All children and young people in the case of the Royal Borough are in appropriate placements.		
<b>Intervention required:</b>	Placement moves are kept to a minimum but will always be made when in the best interest of child/young person.		



55

<b>Lead Officer:</b>	Elaine Redding	<b>Lead Member:</b>	Cllr Airey
<b>Why is this important?</b>	The Council want to increase the number of approved foster carers to provide a secure and caring environment for children and young people who cannot live with their families.		
<b>Strategic Priority:</b>	Delivery Together	<b>Last year's data:</b>	51 (2014/15)
<b>Achievement to date:</b>	45 (3 new) (2015/16)	<b>2015/16 Target:</b>	50 (20 new carers)
<b>Note:</b>	The graph shows <b>cumulative</b> data for total number of RBWM foster carers available (number in brackets show how many has been recruited).		
<b>Work in progress:</b>	<p>* This KPI has been amended to show the total number of foster carers available in order to give a better picture of current performance.</p> <p>* There were three formal approvals of new foster carers through the Fostering Panel during 2014-2015. The service continues to work with a further six potential foster carers who are at different states of the recruitment process. The timescale for assessment of suitability of prospective foster carers from formal application is eight months as determined by the Fostering Regulations.</p>		
<b>Issues:</b>	57% of children in care are aged 13 plus and there is a shortage of in house foster carers for teenagers. The Council have targeted their marketing at the recruitment of foster carers for this age group but it is more challenging. Due to the impact of recruitment difficulties, if the Council have an ongoing demand for placements for teenagers with highly complex needs, they have to place children with Independent Fostering Agencies (IFA) carers or in residential accommodation.		
<b>Success:</b>	The Council has a sufficient number of in house foster carers for the under 10 age range.		
<b>Intervention required:</b>	The Council needs to continue to recruit Foster Carers who will care for 13 plus aged children.		

<b>Lead Officer:</b>	Elaine Redding	<b>Lead Member:</b>	Cllr Airey
<b>Why is this important?</b>	The Council actively seeks to prevent the risk of child sexual exploitation to children & young people in the Borough, protect those experiencing it and support the prosecution of offenders.		
<b>Strategic Priority:</b>	Residents First	<b>Last year's data:</b>	New for 2015/16
<b>Achievement to date:</b>	10 (2015/16)	<b>2015/16 Target:</b>	Less than 38
<b>Note:</b>	The graph shows <b>monthly</b> data only. There are no data available before April 2015 as this is a new performance indicator.		
<b>Work in progress:</b>	The Missing Persons/Child Sexual Exploitation Operational Panel is a multi-agency panel that monitors on a monthly basis children and young people suspected of being at risk of child sexual exploitation and those who are known to be experiencing it. The Panel has an intervention plan in place for each young person on the tracker to mitigate the risks they are facing.		
<b>Issues:</b>	<p>* The number of young people on the tracker rose slightly in Quarter 4, giving a cumulative total for the year of 35.</p> <p>* As at 31 March 2016, there were 10 young people being actively tracked through the Operational Panel.</p>		
<b>Success:</b>	All young people identified on the tracker have a personalised intervention plan in place.		
<b>Intervention required:</b>	None.		

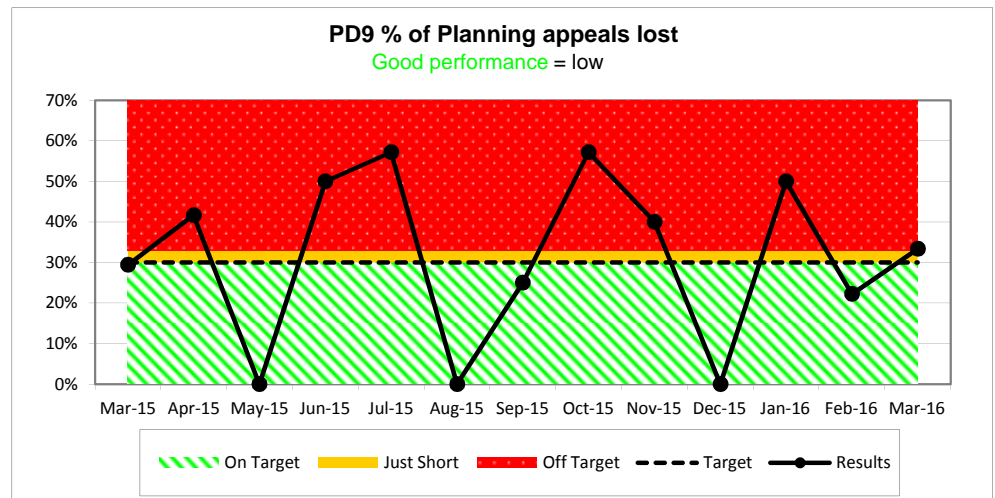
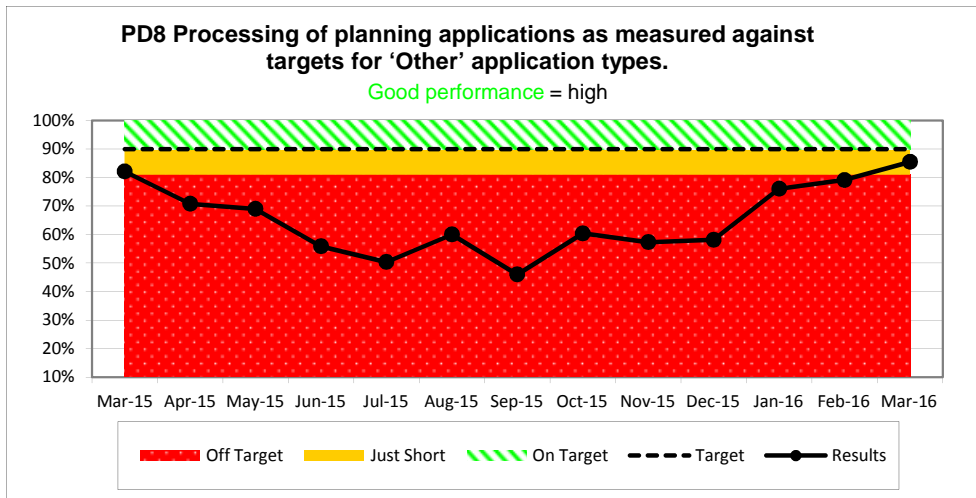


56

<b>Lead Officer:</b>	Chris Hilton	<b>Lead Member:</b>	Cllr Wilson
<b>Why is this important?</b>	This shows the speed of processing "Major" planning applications against their own target.		
<b>Strategic Priority:</b>	Delivery Together	<b>Last year's data:</b>	77.59% (2014/15)
<b>Achievement to date:</b>	67.35% (2015/16)	<b>2015/16 Target:</b>	70.00%
<b>Note:</b>	The graph shows <b>monthly</b> data only. Both last year's and current data are cumulative. National target is 60%.		
<b>Work in progress:</b>	Performance in quarter 4 is significantly improved with 77.78% of applications processed in time, a 16.49% improvement on the previous quarter which has contributed to an improvement on the overall cumulative year figures set out above. Officers are putting Planning Performance Agreements in place for major applications where appropriate and are also using the Extension of Time provisions where applications are reported to Panel. This has supported improved performance in this measure over the last quarter.		
<b>Issues:</b>	Performance fluctuates month-on-month, some major applications are quite complex and some straightforward. The service has received a number of pre application submissions on sites which are complex and will be resource intensive to manage through the process. The changes to the scheme of delegation made in December 2015 are resulting in section 73 applications for amendments to schemes already approved being reported to Panel and this is resulting in delays.		
<b>Success:</b>	Performance in processing major applications is consistently meeting target.		
<b>Intervention required:</b>	The improvement plan includes 12 key actions that are being progressed to improve performance across the who of the development control service area.		
<b>Benchmarking (CIPFA ranking)</b>	11th out of 16 (based on Q3 data)		

<b>Lead Officer:</b>	Chris Hilton	<b>Lead Member:</b>	Cllr Wilson
<b>Why is this important?</b>	This shows the speed of processing "Minor" planning applications against their own target.		
<b>Strategic Priority:</b>	Delivery Together	<b>Last year's data:</b>	65.60% (2014/15)
<b>Achievement to date:</b>	50.34% (2015/16)	<b>2015/16 Target:</b>	75.00%
<b>Note:</b>	The graph shows <b>monthly</b> data only. Both last year and current data are cumulative. National target is 65%.		
<b>Work in progress:</b>	The work in progress set out in quarter 3, including enhanced performance management, is now showing improvement in processing minor applications in quarter 4. The quarter 4 figures for minor applications processed in time has improved to 68.59% which is 25.11% better than the previous quarter. However, due to the poor performance earlier in the year the overall cumulative full year figures remain considerably below target. The Improvement Plan being taken forward from the Development Control Fast FSR will look to underpin this further to show continued improvement and reach a position of sustained good performance during 2016/17.		
<b>Issues:</b>	Applications which are capable of being determined under delegated powers have increasingly been being called to Panel which results in a delay in the decision being made. There have also been significant staffing retention and recruitment and process and ICT issues within the service that have contributed to poor performance across all three processing measures and that the improvement plan is seeking to address moving forward.		
<b>Success:</b>	Performance in processing minor applications is consistently meeting target.		
<b>Intervention required:</b>	The improvement plan includes 12 key actions that are being progressed to improve performance across the whole of the development control service area.		
<b>Benchmarking (CIPFA ranking)</b>	16th out of 16 (based on Q3 data)		

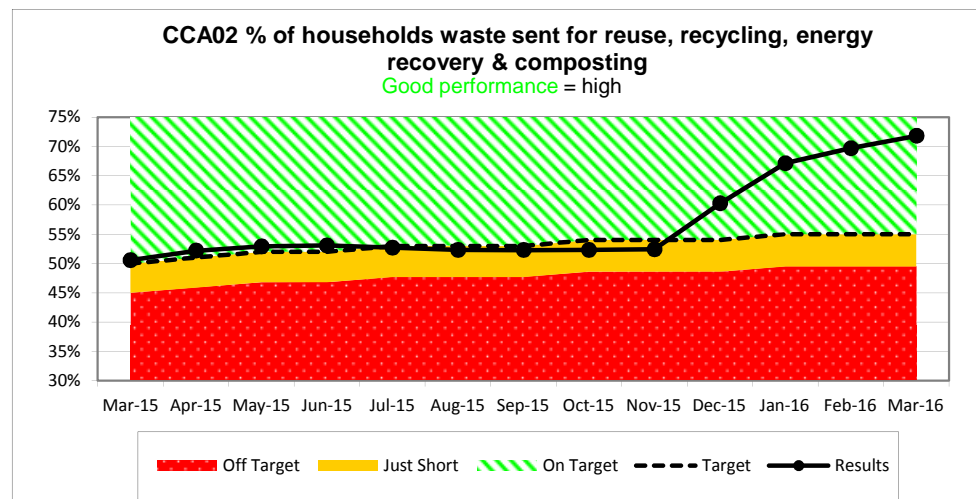
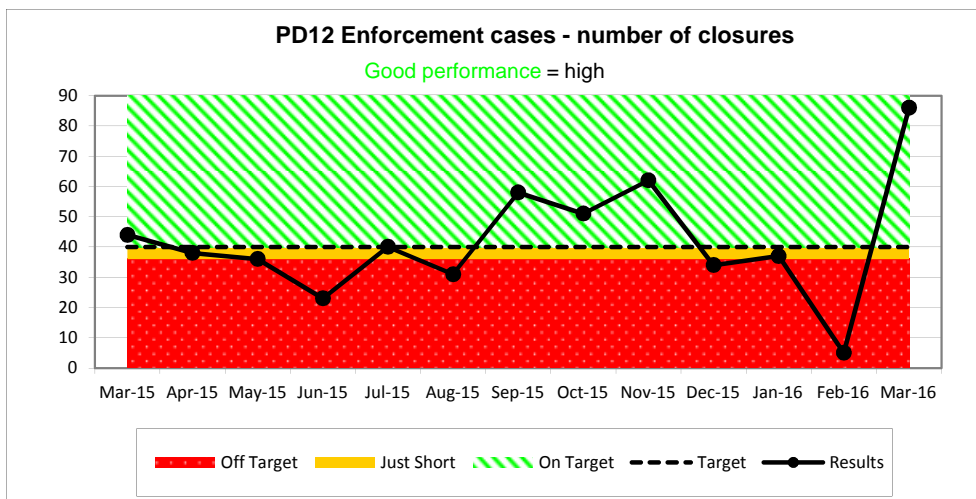




57

<b>Lead Officer:</b>	Chris Hilton	<b>Lead Member:</b>	Cllr Wilson
<b>Why is this important?</b>			
This shows the speed that the Council is processing "Other" planning applications against their own target			
<b>Strategic Priority:</b>	Delivery Together	<b>Last year's data:</b>	89.98% (2014/15)
<b>Achievement to date:</b>	64.08% (2015/16)	<b>2015/16 Target:</b>	90.00%
<b>Note:</b>	The graph shows <b>monthly</b> data only. Both last year and current data are cumulative. National target is 80%.		
<b>Work in progress:</b>			
Performance in quarter 4 is significantly improved with 79.95% applications processed in time which is a 21.93% improvement on the previous quarter. External consultants (TerraQuest) were appointed for 16 weeks from 22 October 2015. They have so far processed 299 'other' applications and are currently working on a further 75. This additional capacity, as well as improving the speed of determining this type of applications, has been one of the factors that has enabled the service to show improvement in Q4.			
<b>Issues:</b>			
Applications which are capable of being determined under delegated powers have increasingly been being called to Panel which results in a delay in the decision being made. There have also been significant staffing retention and recruitment and process and ICT			
<b>Success:</b>			
Performance in processing other applications is consistently meeting target.			
<b>Intervention required:</b>			
The improvement plan includes 12 key actions that are being progressed to improve performance across the whole of the development control service area.			
<b>Benchmarking (CIPFA ranking)</b>		16th out of 16 (based on Q3 data)	

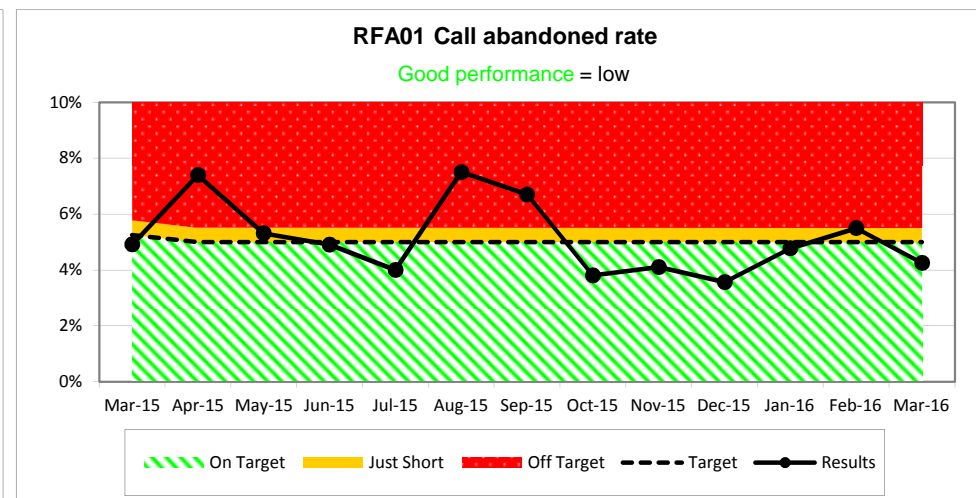
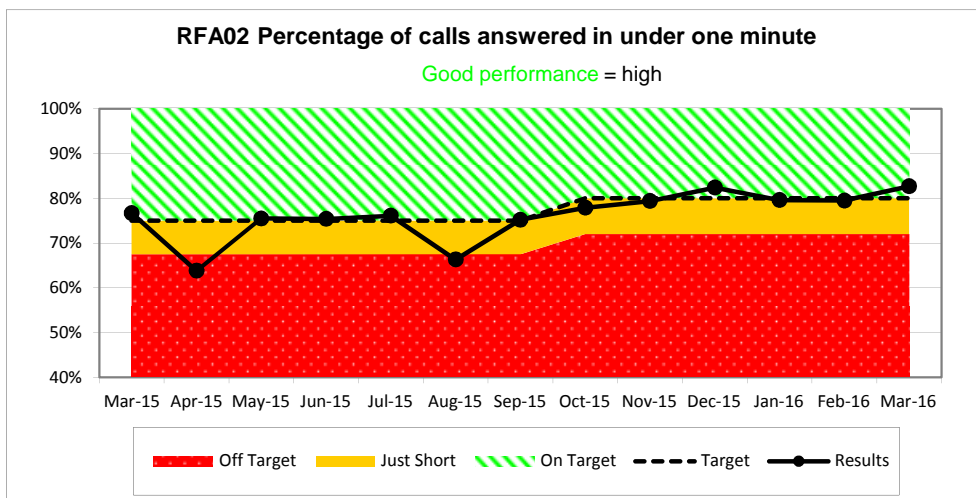
<b>Lead Officer:</b>	Chris Hilton	<b>Lead Member:</b>	Cllr Wilson
<b>Why is this important?</b>			
This indicator measures the percentage of Planning appeals where the Council lost.			
<b>Strategic Priority:</b>	Delivery Together	<b>Last year's data:</b>	37.74% (2014/15)
<b>Achievement to date:</b>	34.52% (2015/16)	<b>2015/16 Target:</b>	Less than 30%
<b>Note:</b>	The graph shows <b>monthly</b> data only. Both last year and current data are cumulative.		
<b>Work in progress:</b>			
Resourcing of planning appeals is challenging currently due to the turnover of staff. Work is now underway, learning from recent cases, to strengthen the council's approach.			
<b>Issues:</b>			
CLG is consulting on changing the thresholds for performance to between 10-20% of decisions overturned at appeal; additionally CLG consider that a rate of 10% of major applications overturned at appeal should be introduced and this would be a challenge for this Authority. Planning appeals are impacted by the lack of an up to date Local Plan and the fact that the Council is not able to demonstrate a 5 year Housing Land supply.			
<b>Success:</b>			
To reduce planning appeals lost further.			
<b>Intervention required:</b>			
When any of the 3 Development Control Panels refuse an application contrary to officer recommendation the Panel is made aware of the risks of any appeal being allowed including the potential for award of costs, as appropriate. Technical briefings before the Panel meetings assist in clarifying any factual matters for Panel members.			



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<b>Lead Officer:</b>	Chris Hilton	<b>Lead Member:</b>	Cllr Wilson
<b>Why is this important?</b>	Closing enforcement cases indicates the number of cases that the Council is dealing with. Enforcement cases can be a lengthy and very complicated process.		
<b>Strategic Priority:</b>	Delivering Together	<b>Last year's data:</b>	New for 2015/16
<b>Achievement to date:</b>	501 (2015/16)	<b>2015/16 Target:</b>	480 cases
<b>Note:</b>	This is a new measure to be reported from 2015/16 which shows the scale and size of the caseload the Enforcement Team are dealing with. The graph shows <b>monthly</b> data only. Target is 40 cases per month.		
<b>Work in progress:</b>	The team has been working to close outstanding cases which it is not expedient to pursue.		
<b>Issues:</b>	None		
<b>Success:</b>	The performance of the team is well above target.		
<b>Intervention required:</b>	None.		

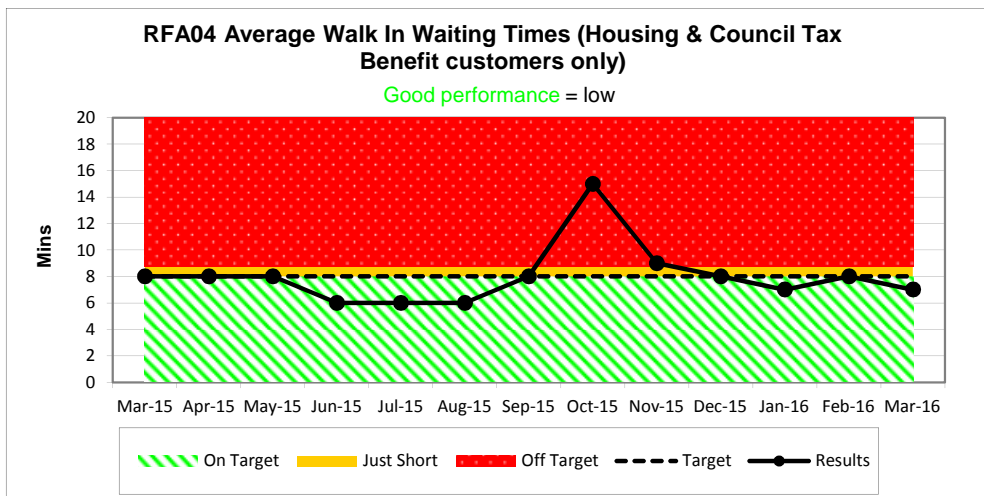
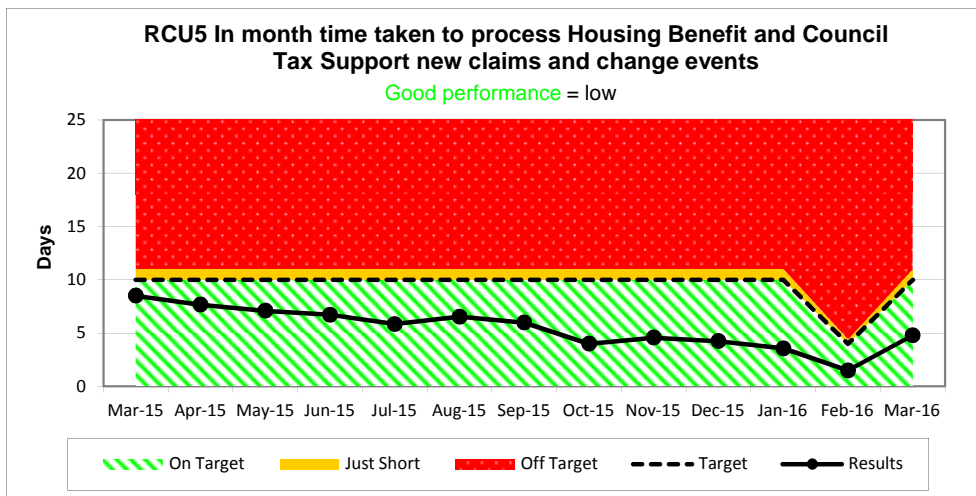
<b>Lead Officer:</b>	Craig Miller	<b>Lead Member:</b>	Cllr Cox
<b>Why is this important?</b>	The Council want to encourage the recycling / reuse and composting of domestic waste.		
<b>Strategic Priority:</b>	Delivering Together	<b>Last year's data:</b>	50.57% (2014/15)
<b>Achievement to date:</b>	71.81% (2015/16)	<b>2015/16 Target:</b>	55%
<b>Note:</b>	Both data and graph are <b>cumulative</b> .		
<b>Work in progress:</b>	Officers are planning detailed campaigns for 2016-17 focussing on lower performing areas of the Borough. These are predominantly areas of flats, or where sacks are still used for the waste and recycling collections as properties are not suitable for bins. In these areas it may be more challenging for people to recycle, and interventions will be undertaken to make it as easy and convenient as possible to recycle.		
<b>Issues:</b>	None.		
<b>Success:</b>	A relaunch of the food waste collection service has successfully taken place. This has resulted in a 42% increase in food waste collected during Quarter 4 compared to the same period in 2014-15. Residual waste has been sent to Energy from Waste for recovery rather than landfill since 26 November 2015, which has increased the reuse, recycling, energy recovery and composting rate.		
<b>Intervention required:</b>	No intervention required.		
<b>Benchmarking (SESL data)</b>	12th out of 16 (based on 2014/15 data)		



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<b>Lead Officer:</b>	Edward Phillips	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>			
It gives a good indication of the availability of the Contact Centre to handle customer enquiries.			
<b>Strategic Priority:</b>	Delivery Together	<b>Last year's data:</b>	72.87% (2014/15)
<b>Achievement to date:</b>	76.20% (2015/16)	<b>2015/16 Target:</b>	80%
<b>Note:</b> This is the percentage of calls into the Contact Centre which are answered in less than 1 minute. The graph & current data shows <b>monthly</b> data only.			
<b>Work in progress:</b>			
The Council continues to analyse customer contacts to understand why they are contacting RBWM. This information allows the Council to work closely with services to continually make improvements and reduce unnecessary contact into the Customer Service Centre. For example;			
<ul style="list-style-type: none"> <li>• Changing and adding the information on the website.</li> <li>• Writing clearer letters and other communication.</li> <li>• Raising awareness of activities through Around The Royal Borough.</li> <li>• Continually training the Customer Service Staff so they can resolve calls first time.</li> </ul>			
In Q1 2016/17, a Digital Channel Solution will be implemented. This will allow customers to have other ways to contact the Council and do business with the option of being kept up to date. Services are being re-designed to be delivered digitally reducing the number of manual touch points. This will allow the Council resources to be focused on improving and maintaining this target.			
<b>Issues:</b>			
None.			
<b>Success:</b>			
Target was increased on 1 October 15 from 75% to 80% . Performance for the period 1 April 15 - 30 September 15 was 72.1% and from 1 October 15 - 31 March 16 was 80.3%			
<b>Intervention required:</b>			
None.			

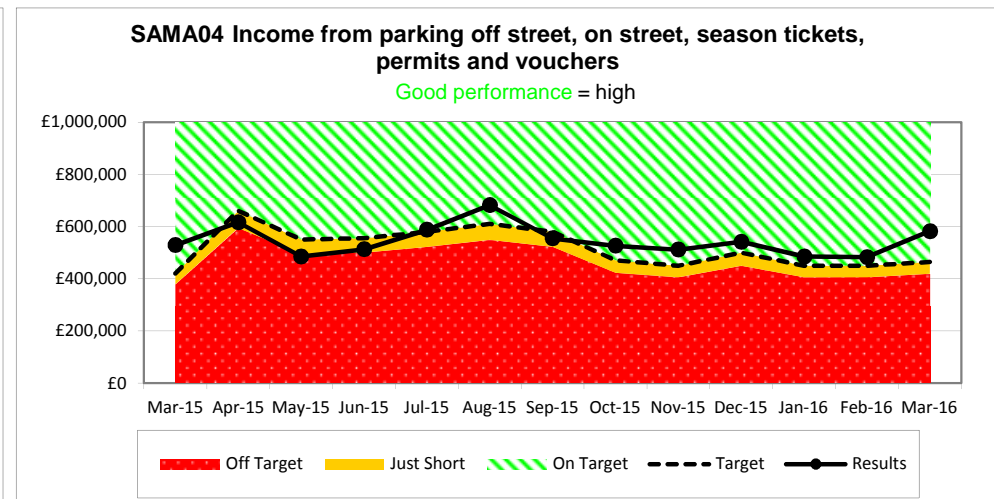
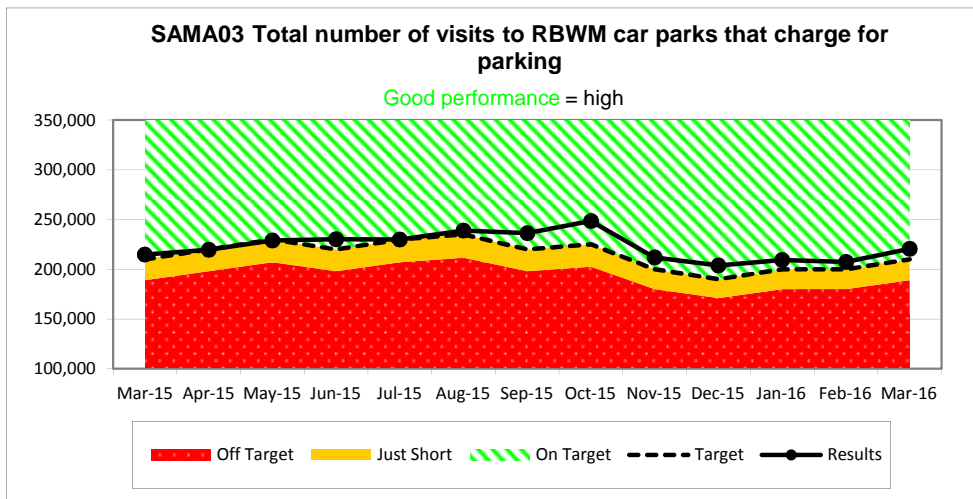
<b>Lead Officer:</b>	Edward Phillips	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>			
To ensure that resources are in place to deal with customer queries and reduce waiting times.			
<b>Strategic Priority:</b>	Resident First	<b>Last year's data:</b>	4.91% (2014/15)
<b>Achievement to date:</b>	5.14% (2015/16)	<b>2015/16 Target:</b>	Less than 5.0%
<b>Note:</b> The graph shows <b>monthly</b> data.			
<b>Work in progress:</b>			
This is linked to RFA02 - % of calls answered in under one minute (see left). The focus during the year has been to analyse avoidable contact to reduce this further. The overall performance 2015/16 is just short of target by 0.14%			
<b>Issues:</b>			
None.			
<b>Success:</b>			
Performance for the period 1 April 2015 - 30 September 2015 was 6% (just off target) and 1 October 15 - 31 March 2016 was 4.3% (ahead of target)			
<b>Intervention required:</b>			
None.			



09

<b>Lead Officer:</b>	Andy Jeffs	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	Ensure that resources are in place to process new claims/change events as quickly and efficiently as possible. Assists residents on low incomes to pay rents, offers assistance to those trying to get back into work and helps prevent homelessness.		
<b>Strategic Priority:</b>	Delivering Together	<b>Last year's data:</b>	12.7 days (2014/15)
<b>Good performance:</b>	Improved performance is typified by lower number		
<b>Achievement to date:</b>	4.8 days (2015/16)	<b>2015/16 Target:</b>	Less than 10 days
<b>Note:</b>	The figure shown is the combined in month processing time for new claims and change events.		
<b>Work in progress:</b>	Note: The <10-day target is an annual one and is based on the time taken to process all new claims and change events from 1 April to 31 March and is measured on 31 March each year. The monthly performance for February each year is lower as that is the month that the Council processes all the rent increases for tenants which as they are automated are all done in 1-day, hence the lower monthly performance and target in February.		
<b>Issues:</b>	None.		
<b>Success:</b>	In Q4 2015/16, the Council's combined average processing time was 3 days, 7 days better than the 10 day target. Year-to-date, the Council's processing time is 4.8 days, 5.2 days better than the target.		
<b>Intervention required:</b>	None.		

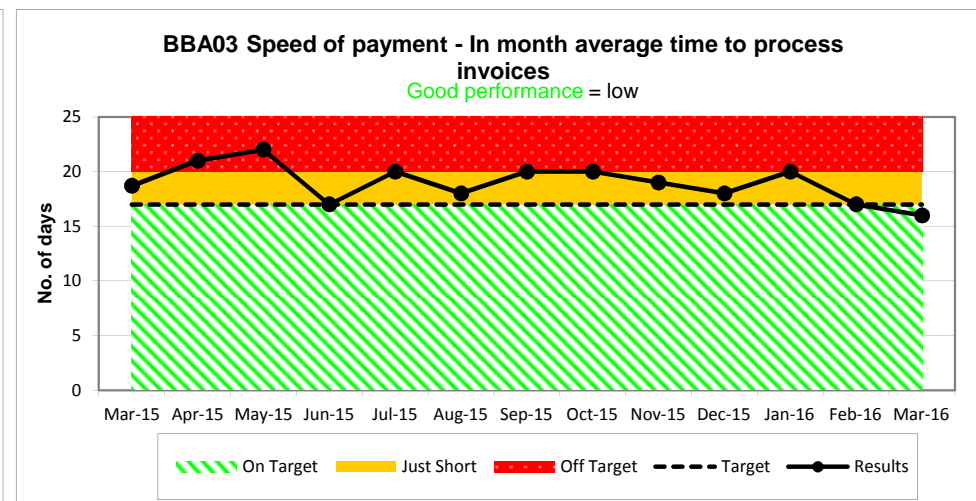
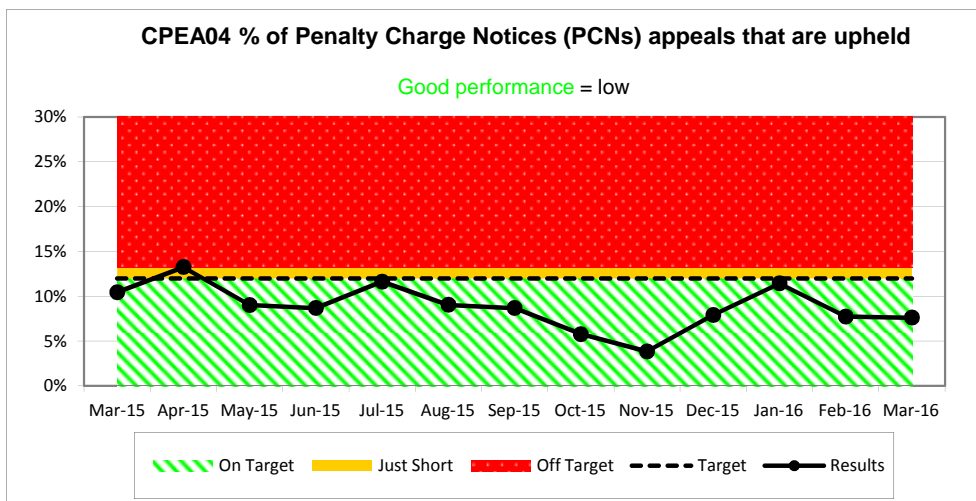
<b>Lead Officer:</b>	Edward Phillips	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	To ensure that resources are in place to deal with customer queries and reduce waiting times.		
<b>Strategic Priority:</b>	Resident First	<b>Last year's data:</b>	8 mins (2014/15)
<b>Achievement to date:</b>	8 mins (2015/16)	<b>2012/13 Target:</b>	Less than 8 mins
<b>Note:</b>	The graph shows <b>monthly</b> data only.		
<b>Work in progress:</b>	During this period changes were made to the way Housing Benefit claims are processed resulting in a initial longer interview time but a significantly quicker processing time. Wait times have now evened out and averaged at 8 minutes as less customers are repeat calling.		
<b>Issues:</b>	None.		
<b>Success:</b>	The focus has been on reducing avoidable contact and getting it right first time. The Council has reduced the number of customers who have to make repeat visits, speeding up the process for them and other customers.		
<b>Intervention required:</b>	None.		



61

<b>Lead Officer:</b>	Neil Walter	<b>Lead Member:</b>	Cllr Rayner
<b>Why is this important?</b>	This gives an indicator that the car park charges are correct and how many people are using the towns.		
<b>Strategic Priority:</b>	Resident First	<b>Last year's data:</b>	2,573,569 (2014/15)
<b>Achievement to date:</b>	2,685,027 (2015/16)	<b>2015/16 Target:</b>	2,580,000
<b>Note:</b>	The graph shows <b>monthly</b> data and target only. The above current data and last year's data are reported as <b>cumulative</b> for the year.		
<b>Work in progress:</b>	Usage figures for 2015/16 includes visits made by those with a season ticket. As the use of season tickets increases the daily usage decreases, however the overall usage was 4.1% above the profiled target.		
<b>Issues:</b>	None.		
<b>Success:</b>	Car park usage for Q4 of 2015/16 is above the target of 2,580,000 (4.1%). Season ticket sales continue to grow in Maidenhead, especially in Hines Meadow, which exceeded budget by over £200k by the end of Q4. The steady increase in the use of season tickets enables forward budget planning as income is received up front either on a monthly, quarterly, half yearly or annual basis.		
<b>Intervention required:</b>	None.		

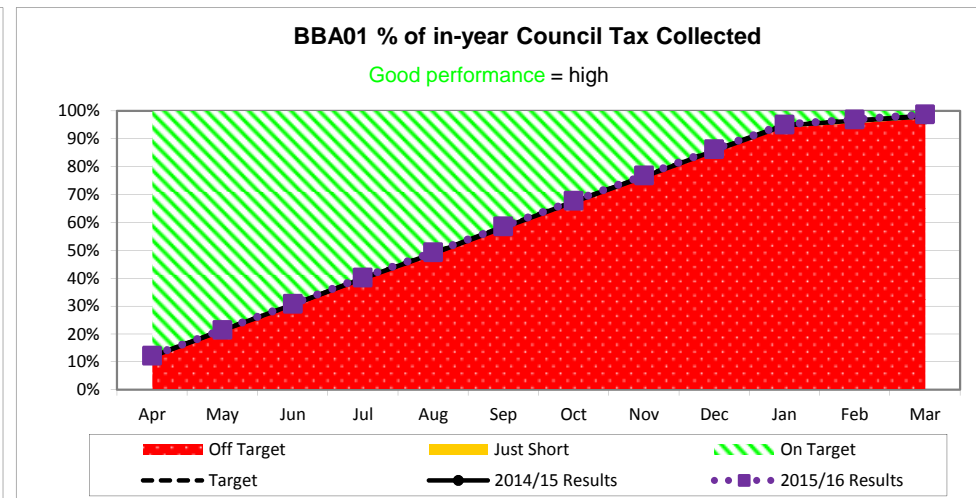
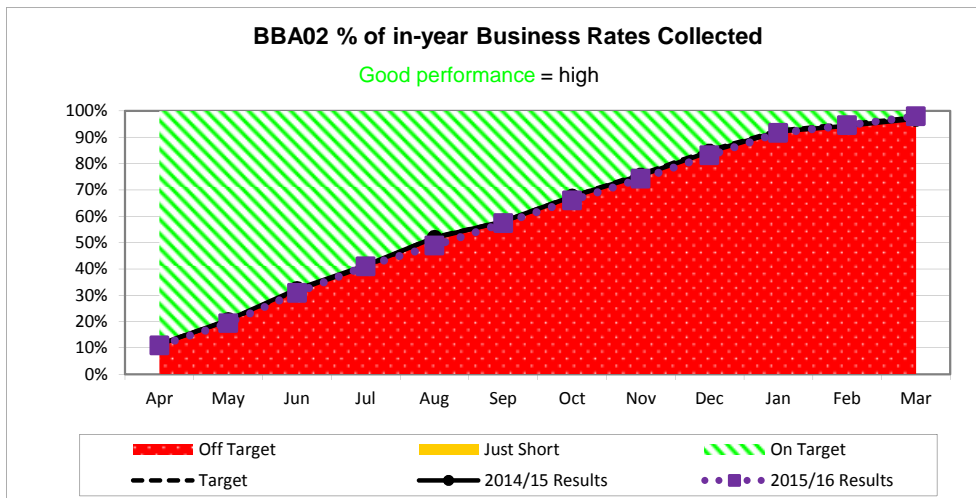
<b>Lead Officer:</b>	Neil Walter	<b>Lead Member:</b>	Cllr Rayner
<b>Why is this important?</b>	This shows how much revenue is generated from the Council's car parks, season tickets, permits and vouchers during the financial year.		
<b>Strategic Priority:</b>	Value for Money	<b>Last year's data:</b>	£5,948,087 (2014/15)
<b>Achievement to date:</b>	£6,567,609 (2015/16)	<b>2015/16 Target:</b>	£6,320,000
<b>Note:</b>	The graph shows <b>monthly</b> data and target only. The above current data and last year's data are reported as <b>cumulative</b> for the year.		
<b>Work in progress:</b>	The target for 2015/16 has increased by £370,000 above 2014/15 actual or £538,000 on last years budget. The total income received at end of Q4 of 2015/16 is £6,567,609 against a target of £6,320,000 or 3.92% up. The Council continues to work closely with key partners to identify ways to increase footfall in the town centres in the Borough.		
<b>Issues:</b>	None.		
<b>Success:</b>	Income in both Windsor and Maidenhead is increasing with Season tickets 20% up on budget, Alma Road (21% up) , River Street (4% up) and Stafferton Way (22% up) doing particularly well.		
<b>Intervention required:</b>	None.		



62

<b>Lead Officer:</b>	Craig Miller	<b>Lead Member:</b>	Cllr Cox
<b>Why is this important?</b>	A low figure will show that the PCN is issued fairly and correctly. A high figure could show that PCNs are issued perhaps unfairly or incorrectly.		
<b>Strategic Priority:</b>	Delivering Together	<b>Last year's data:</b>	9.36% (2014/15)
<b>Achievement to date:</b>	8.60% (2015/16)	<b>2015/16 Target:</b>	Less than 12%
<b>Note:</b>	The graph shows <b>monthly</b> data only. The current data is <b>cumulative</b> .		
<b>Work in progress:</b>	<p>* This is a new key performance indicator for 2015/16 IPMR which has replaced % of PCNs issued that are appealed.</p> <p>* Out of the total of 26,059 PCN's issued up to the end of Q4 2015/16, 2,241 were cancelled after appeals, equating to 8.60%.</p>		
<b>Issues:</b>	None.		
<b>Success:</b>	The Council's performance and accuracy in issuing PCNs has improved from last years performance of 9.36%.		
<b>Intervention required:</b>	None.		

<b>Lead Officer:</b>	Andy Jeffs	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	This indicator reports on the average number of days in the month it has taken to pay invoices for goods and services.		
<b>Strategic Priority:</b>	Delivering Together	<b>Last year's data:</b>	18 days (2014/15)
<b>Achievement to date:</b>	17.6-days (2015/16)	<b>2015/16 Target:</b>	Less than 17 days
<b>Note:</b>	The figure shown is the average number of days taken in the month to pay invoices received by the council for commercial goods and services		
<b>Work in progress:</b>	<p>In Q4 the average number of days to process invoices reduced to 17.6 days. This is 0.6 days above the 17 day target. In March 2016, the Council achieved 15.5 days which is 1.5 days better than target and 3.2 days better than March 2015. Over the full year the average was 18.9 days, 1.9 days off the target.</p>		
<b>Issues:</b>	Invoices that have been disputed and have taken time to resolve have not been correctly highlighted when passed for payment so they are skewing the actual reported performance.		
<b>Success:</b>	The Council's standard payment terms are 30-days so the Council is paying suppliers on average 12.4-days quicker than this in Q4 2015/16.		
<b>Intervention required:</b>	Ensure service areas pass all invoices for payment promptly and where they are disputed they are clearly marked.		



63

<b>Lead Officer:</b>	Andy Jeffs	<b>Lead Member:</b>	Cllr Hill			
<b>Why is this important?</b>	This performance indicator reports the cumulative in-year Business Rates collection.					
<b>Strategic Priority:</b>	Delivering Together	<b>Last year's data:</b>	97.00% (2014/15)			
<b>Good performance</b>	Improved performance is typified by a higher %					
<b>Achievement to date:</b>	97.99% (2015/16)	<b>2015/16 Target:</b>	97.50%			
<b>Note:</b>	The figures shown is the percentage of 2015-16 Business Rates collected by the Council. The graph shows <b>cumulative data for both financial year 2014/15 and 2015/16.</b>					
<b>Work in progress:</b>	In Q4 the Council collected 97.99% of the 2015-16 Business Rates. This is 0.49% above the Q4 target. The Council has collected £78.342m out of the total of £79.950m.					
<b>Issues:</b>	None.					
<b>Success:</b>	The full year Business Rates collection was 97.99%, 0.49% above the 97.5% target and 0.99% higher than the 2014-15 collection.					
<b>Intervention required:</b>	None.					
<b>Monthly Performance Data</b>						
	Oct	Nov	Dec	Jan	Feb	Mar
Last year's performance	67.47%	75.49%	84.54%	92.18%	94.41%	97.00%
Target (2015/16)	67.50%	76.00%	85.00%	92.50%	95.00%	97.50%
Performance 2015/16	66.06%	74.27%	83.15%	91.60%	94.54%	97.99%
Difference 2015/16	-1.44%	-1.73%	-1.85%	-0.90%	-0.46%	0.49%
<b>Benchmarking (CIPFA ranking)</b>	16th out of 8 (based on 2014/15 data)					

<b>Lead Officer:</b>	Andy Jeffs	<b>Lead Member:</b>	Cllr Hill			
<b>Why is this important?</b>	This performance indicator reports the cumulative in-year Council Tax collection.					
<b>Strategic Priority:</b>	Delivering Together	<b>Last year's data:</b>	98.02% (2014/15)			
<b>Good performance</b>	Improved performance is typified by a higher %					
<b>Achievement to date:</b>	98.77% (2015/16)	<b>2015/16 Target:</b>	98.30%			
<b>Note:</b>	The figure shown is the percentage of 2015-16 Council Tax collected by the Council. The graph shows <b>cumulative performance data for both financial year 2014/15 and 2015/16.</b>					
<b>Work in progress:</b>	In Q4 the Council collected 98.77% of the 2015-16 Council Tax. This is 0.47% above the Q4 target. The Council has collected £75.288m out of the total of £76.229m.					
<b>Issues:</b>	None.					
<b>Success:</b>	The full year Council Tax collection was 98.77%, 0.47% above the 98.3% target and 0.75% higher than the 2014-15 collection.					
<b>Intervention required:</b>	None.					
<b>Monthly Performance Data</b>						
	Oct	Nov	Dec	Jan	Feb	Mar
Last year's performance	67.34%	76.44%	85.72%	94.84%	96.46%	98.02%
Target (2015/16)	67.50%	76.50%	86.00%	95.00%	96.50%	98.30%
Performance 2015/16	67.78%	76.87%	86.22%	95.13%	96.93%	98.77%
Difference 2015/16	0.28%	0.37%	0.22%	0.13%	0.43%	0.47%
<b>Benchmarking (CIPFA ranking)</b>	8th out of 16 (based on 2014/15 data)					

**Performance Indicators - secondary indicators**

This shows a secondary set of indicators where monitoring of performance is important and where reporting may become necessary at a particular point in time (for instance underperformance over consecutive quarters). All figures are cumulative unless stated.

\* **DOT** (Direction of Travel) = Indicates whether performance has improved ↑ stayed the same ↔ or got worse ↓ based on previous quarter's performance

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
AS29 Number of new people receiving Telecare	Hilary Hall	Adults, Culture & Health Services	332	350	123	233	343	458	↑	All figures are cumulative unless stated. At the end of quarter 4, a total of 458 residents were being supported by Telecare. The activity in 2015/16 has increased by 37% compared to the same period last year. Please note that last year's data did not include figures from two separate providers.
AS1 Proportion of people using long term social care who receive Self Directed Support (SDS)	Angela Morris	Adults, Culture & Health Services	98.22%	95%	97.2%	98.2%	98.0%	95.8%	↓	The Council's performance for 2015/16 is 95.75%, which means that 627 out of a possible 655 residents are receiving self directed support. This is just above the target of 95%. The target has been met for past 11 months. Good performance is being maintained. Work has increased to ensure residents undergo an assessment where they are identified as meeting the eligibility criteria and are given a support plan enabling them to exercise greater choice and control regarding how their social care needs are met.
9 Increase the proportion of adults with Learning Development Disabilities (LDD) needs in paid employment	Angela Morris	Adults, Culture & Health Services	21%	21%	20.6%	19.8%	N/A	N/A	N/A	It is no longer possible to capture data in this way for WIW as they are no longer part of RBWM and do not have access to Paris. A process of ensuring accurate data collection is currently being explored that complies with data protection laws.
Number of permanent admissions to residential or nursing care 65+ made in a year	Angela Morris	Adults, Culture & Health Services	98	Less than 95	38	77	119	150	↓	The total for 2015/16 is 150. The Council have had additional resources from NHS to facilitate the discharge of people from Wexham Park Hospital (WPH). There was a spike in demand due to the increased number of admissions and consequent discharges from WPH.
Number of people taking up health checks	Hilary Hall	Adults, Culture & Health Services	3,146	3500	930	1,872	2,894		↑	Data for quarter 4 has not yet been released by Public Health England with the complete dataset due to be received by 2 May 2016. Based on local intelligence, it is expected that the target of 3,500 will be achieved. Four community clinics were offered this quarter. Looking forward to 2016-2017, it is known that the bank nurses who deliver community clinics have retired/left, requiring new bank nurses to be recruit in order to be able to offer health checks in the community.



Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Number of residents who quit smoking for at least 4 weeks	Hilary Hall	Adults, Culture & Health Services	866	750	235	305 (up to end of July)			N/A	The Council is still awaiting data / updates from Public Health
Childhood immunisation - MMR2 (measles, mumps and rubella)	Hilary Hall	Adults, Culture & Health Services	86.3%	95% uptake	86.4%	86.7%	89.8%		↑	Data for quarter 4 has not yet been released by NHS England due to issues with data upload. Q3 draft figures from Windsor, Ascot and Maidenhead Clinical Commissioning Group indicate that 89.8% (398 out of 443 eligible children) have received the MMR2 vaccine. Data is only available at CCG area level, not unitary authority level.
Number of households prevented from becoming homeless by Housing Options	Nick Davies	Adults, Culture & Health Services	1,756	1000	481	833	1137	1523	↑	As at 31 March 2016, a total of 1,523 households had been prevented from becoming homeless through a combination of advice, deposits and mortgage rescue. Prevention has risen to 16% of those home seekers who contacted the service, above last year's figure of 12.5%. Homelessness prevention activity includes interest free loans, mortgage rescue, landlord and tenant intervention, nominations and DIY Shared Ownership. A large increase is positive as this means that prevention and intervention is being effective.
% of all RBWM schools inspected by Ofsted to receive a Good or Outstanding Excellent judgement	Kevin McDaniel	Adults, Culture & Health Services	73% - All	73%	75.0%	75.0%	79.0%	79.0%	↔	There have been ten reported inspections to date during this academic year. Six have improved their Ofsted rating while one has fallen. Six of the schools are judged Good or Outstanding and there are no maintained schools in Special Measures. These inspections mean that it is unlikely that there will be enough inspections of schools currently judged as Requires Improvement to reach the 84% target by July 2016. The inspection list is: Holy Trinity Cookham: Outstanding from Requires Improvement. Riverside: Good from Requires Improvement. Churchmead: Good from Requires Improvement. South Ascot Village: Good from Requires Improvement. St Mary's: Remained at Good. Queen Anne: Remained at Good. Eton Wick: Requires Improvement from Good. Bisham: Requires Improvement from Special Measures. Eton Porny: Requires Improvement from Special Measures. Altwood: Remained at Requires Improvement.

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
99 Number of 0-4 year olds registered with Children's Centres in the top 8 deprived areas	Elaine Redding	Adults, Culture & Health Services	935	960	864	881	891	928	↑	<p>The top 8 deprived areas are:                      Little Cygnets E01016566 Datchet 1                      North Town E01016573 Furze Platt 2                      North Town E01016529 Belmont 3                      Manor E01016555 Clewer North 4                      North Town E01016584 Riverside 5                      Manor E01016554 Clewer North 6                      North Town E01016590 Oldfield 7                      Little Acorn E01016599 Pinkneys Green 8</p> <p>0-4 year olds in these areas are targeted by Children's Centres through a combination of volunteer parent champions, targeted services and using opportunities to attend local events for families with young children. The target for this year was not met because the number of children registered in these areas in 2014/15 was 835. In 2015/16 we reached 928. Therefore we exceeded last year's number but did not reach the target due to a variety of reasons:</p> <ul style="list-style-type: none"> <li>• Staff shortage.</li> <li>• There has been an overall decrease in CC universal footfall as the service moves towards more targeted service delivery.</li> <li>• Four Parent Champions moved onto employment, recruitment underway to replace and train.</li> </ul>
Permanent exclusions from schools in RBWM	Kevin McDaniel	Adults, Culture & Health Services	15 (AY 2013/14)	12 (AY 2014/15)	11 (for AY 2014/15)	0 (for AY 2015/16)	2 (for AY 2015/16)	13 (for AY 2015/16)	↓	<p>* AY = Academic Year.</p> <p>The Council has a statutory duty to provide education from the 6th day after exclusion for any statutory school age (5-16) or child with additional needs (0-25) pupil who is resident in RBWM. 12 pupils have been permanently excluded to date during the current academic year who require us to perform this duty. The 12 pupils break down as 8 from RBWM state funded schools, 2 from non-RBWM state funded schools and 2 from independent schools. 9 of the 12 are secondary age, 2 special school pupils and 1 primary age pupil.</p> <p>The national performance indicator (as reported here) counts the permanent exclusions from RBWM based state-funded schools. 13 pupils have been excluded as there are 5 Slough resident pupils in addition to the 8 RBWM pupils. 11 of the pupils are secondary age, 1 primary age and 1 from a special school.</p> <p>All schools are reporting an increasing prevalence of more challenging behaviour.</p>

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
The total number of education health & care plans for pupils aged under 20	Elaine Redding	Adults, Culture & Health Services	739	Less than 750	746	741	738	759	↓	This total includes existing statements of educational need as well as education, health and care plans for children and young people up to 25 years of age. New education, health and care assessments need to be completed within 20 weeks and timeliness of completing new plans is still challenging. This is due to the requirements to secure wider professional input as well as the time it takes for parents to agree a final version of a more robust holistic plan. Transfers from statements to education, health and care plans now need to be completed within 20 weeks and current performance is 18-20 weeks.
Keep the % of 16-19 year olds who are Not in Education, Employment or Training (NEET) below 5.25%	Elaine Redding	Adults, Culture & Health Services	4.6%	Less than 5.25%	3.32%	5.8%	5.3%	5.3%	↔	The proportion of young people not in employment, education or training remains just short of target by 0.05% off target. The Council continues to work with various partners to secure employment or alternative training provision.
Child Protection Plans lasting two years or more	Elaine Redding	Adults, Culture & Health Services	9.1%	Less than 4.5%	4.5%	0.0%	0.0%	0.0%	↑	There are no children with a child protection plan lasting two years or more.
% of care leavers in suitable accommodation	Elaine Redding	Adults, Culture & Health Services	76.9%	100%	84.6%	97.6%	94.7%	94.4%	↓	As at 31 March 2016, two young people were designated as not being in suitable accommodation although they are accommodated.
% of care leavers in education, employment or training	Elaine Redding	Adults, Culture & Health Services	76.9%	80%	84.6%	65.9%	65.8%	61.1%	↓	14 young people out of the cohort of 36 are not in employment, education or training. Two are teenage parents and seven are unable to secure work or education/training due to sickness and/or severe disabilities. The Personal Advisors are working closely with the remaining five young people to secure appropriate education, employment or training for them.
% of children who have become the subject of a Child Protection Plan for the second time	Elaine Redding	Adults, Culture & Health Services	11.4%	Less than 12%	22.9%	13.1%	0.0%	12.9%	↓	22 children were subject of a child protection plan for a second time at 31 March 2016. However, only one child had previously been on a child protection plan within the last two years.
Number of young people, under 18, missing from home three times or more in a quarter	Elaine Redding	Adults, Culture & Health Services	New indicator for 2015/16	TBC (no baseline available to set target as this is a new KPI for 2015/16)	0	9	8	2	↑	Two young people have been recorded as missing from home three times or more in the quarter. All of the children had return interviews and the intelligence from these interviews is used by the Missing Persons/Child Sexual Exploitation (CSE) Operational Panel to ensure timely support and appropriate interventions.

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Number of young people, under 18, missing from care three times or more in a quarter	Elaine Redding	Adults, Culture & Health Services	New indicator for 2015/16	TBC (no baseline available to set target as this is a new KPI for 2015/16)	2	7	0	2	↑	Two children in care went missing three times or more in the quarter. One was a child in care placed in the Royal Borough by another local authority. Both young people had return interviews and both have an intervention plan in place monitored by their social worker and through the Missing Persons/Child Sexual Exploitation Panel.
% of children / young people removed from the Child Sexual Exploitation (CSE) case tracker within three months of identification due to successful intervention	Elaine Redding	Adults, Culture & Health Services	New indicator for 2015/16	TBC (no baseline available to set target as this is a new KPI for 2015/16)	8%	14%	16.0%	25.0%	↑	Five young people were removed from the case tracker in Q4 2015/16; in all cases, the risk had significantly reduced. However, even when children and young people are removed from active monitoring on the tracker, their position is noted in order to ensure that further support and interventions, if needed, can be provided in a timely way.
% of repeat referrals to the Child Sexual Exploitation case tracker within 12 months	Elaine Redding	Adults, Culture & Health Services	New indicator for 2015/16	TBC (no baseline available to set target as this is a new KPI for 2015/16)	8%	0%	13.4%	0.0%	↑	There were no repeat referrals to the Child Sexual Exploitation case tracker within 12 months in Q4 2015/2016.
Rents receivable as a percentage of total rental value of commercial estate	Mark Shephard	Corporate & Community Services	95.3%	92.0%	95.70%	94.80%	96.20%	95.80%	↑	The target of 92% has been chosen with due regard to commercial estates in the private sector where 85% and above is considered representative of a well managed commercial estate. This target is ambitious but it has been adopted to reflect the improving economic environment. The indicator would be at its theoretical maximum value of 100% if every property in the portfolio was let and produced income. In practice, a small proportion of property is usually held within the portfolio awaiting redevelopment.

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Number of milestones hit on Area Action Plan (AAP) sites	Chris Hilton	Corporate & Community Services	New indicator for 2015/16	8	2	6	9	11	↑	<p>During Q4 2015/16, 2 milestones hit on AAP sites being:-</p> <p>1) GL Hearne appointed as Development Manager for York Road / West Street JV delivery vehicle. 2) Lambert Smith Hampton appointed as Development Manager for West Street SPD.</p> <p>Milestones include:</p> <ol style="list-style-type: none"> <li>1. Development Manager appointed.</li> <li>2. Feasibility study completed.</li> <li>2. Development framework completed.</li> <li>3. Planning application in.</li> <li>4. Planning consent obtained.</li> <li>5. Contract in place with contractor or development partner.</li> <li>6. Contractor on site.</li> </ol>
Number of participants in the So Much Improvement with a Little Exercise (SMILE) programme	Kevin Mist	Corporate & Community Services	63,691	64,960	19,305	37,672	54,743	64,113	↓	The Council was just short of target by 1.3%. Easter holidays in March which reduce attendance/ classes running
Percentage of empty shops in Maidenhead Town Centre	Steph James	Corporate & Community Services	13.6% vacancy rate	Less than 10.9%	13.0%	10.9%	8.5%	11.5%	↓	Vacancy rate at the end of Q4 2015/16 is 11.5% (38 units). The increase is due to some businesses leaving the top end of the High Street and fewer temporary shops that occupied during the Christmas period. On a positive note, Coffee Republic and Kokoro have opened on the High Street and H&M is due to open soon in the shopping centre.
Percentage of empty shops in Windsor Town Centre	Paul Roach	Corporate & Community Services	5.8% vacancy rate	Less than 5%	4.57%	5.11%			↓	Awaiting data/updates from Town Centre Manager
Number of footfall in Maidenhead Town Centre	Steph James	Corporate & Community Services	5,623,127	5,735,590	1,392,006	2,717,891	4,119,556	5,562,169	↑	Target is to increase the footfall by 2% from 2014/15 baseline. Footfall in quarter 4 was 7% up compared to same period last year. For 2015/16, the Council was just short of target by 3%.
Number of footfall in Windsor Town Centre	Paul Roach	Corporate & Community Services	New indicator for 2015/16	7,500,000	2,113,498	3,515,799 (up to end of August)			N/A	* Awaiting data/updates from Town Centre Manager who has been informed that the footfall counter in one of the stations has been reported faulty which is being investigated
Reduction in the use of gas and electricity	Michael Potter	Corporate & Community Services	3.3%	7% reduction on 2013/14 baseline	2.6%	2.5%	3.4%	3.4% (up to end of February 2016)	↔	Please note that the Council has not received all invoices for March 2016. Up to end of February 2016, the Council has reduced the energy use by 3.4% when compared to the same period in the baseline of 2013/14. The annual projected target is not being met due to increasing street lighting consumption which has increased by 6.4% compared to last year. It is predicted that the Council will not meet the year-end target of 7%.

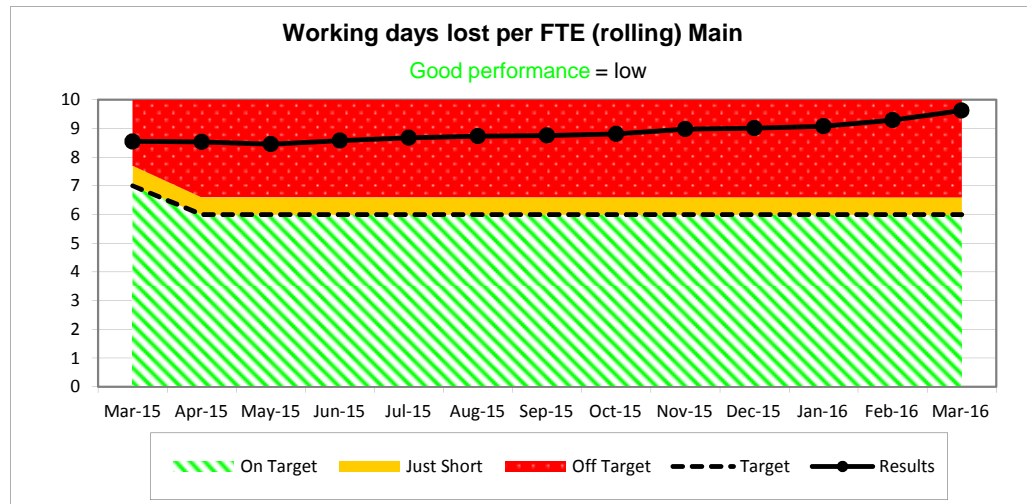
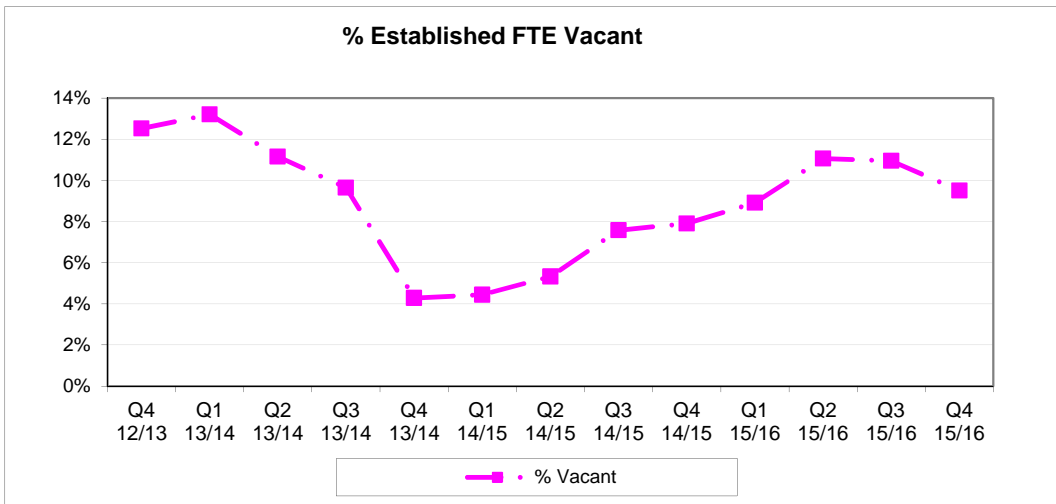
Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Number of volunteers supporting Council services	Harjit Hunjan / Debra Beasley	Corporate & Community Services	3,200	4,000	3,388	3,418	4,125	4,150	↓	Target Met
Number of work placements offered within the Council	Harjit Hunjan / Joanne Horton	Corporate & Community Services	79	75	17	36	51	78	↑	Target met Three Strive Courses delivered.
Amount of external funding secured	Harjit Hunjan	Corporate & Community Services	£2,520,060	£600,000	£175,410	£210,590	£812,561	£941,112	↓	February - MoD - RBWM School Service Children - £29,945 funding secured  The team has already met the year-end target during Q3 2015/16.
Number of visitors to Windsor & Royal Borough Museum	Mark Taylor	Operations & Customer Services	55,336	52,000	34,037	49,748	61,259	73,150	↑	The Q4 2015/16 performance was over target for the first two months or just under for the month of March. The Council has exceeded the profiled target by just under 40.7 % for the year. The very high figures during May and June 2015 due to interest in Magna Carta events and higher than expected take up of activities related to the HLF funded For King and Country project have contributed to a positive variance of just over 21K visits relative to the target for the year.
Percentage of calls answered in over 5 minutes	Edward Phillips	Operations & Customer Services	0.83%	Less than 1%	1.8%	2.64%	1.70%	1.80%	↓	Q4 performance was 1.8%, the overall 2015/16 out turn was just off target at 1.7% against the target of 1%.  By 30 April 16 the first process within the new online Digital Channel (Green Waste) will be live. Several others will be developed within the year enabling customers to access services via an additional channel.  This will see call volumes reduce enabling this target to be achieved.
Number of Licensing compliance operations completed (across all towns and parishes)	Craig Miller	Operations & Customer Services	66	60	16	31	48	60	↓	Sixty licensing compliance operations were completed during the financial year of 2015/16. The Council has achieved the year-end target.
Number of under age sales compliance operations completed by Community Protection and Enforcement Services	Craig Miller	Operations & Customer Services	11	12	1	2	4	8	↑	The Council has completed 8 under age sales compliance operations to date.
Reduction in the number of food premises that have a rating of 0 or 1 out of 5, with five being very good. (34 premises due for inspection in 2015/16 have a 0 or 1 rating as of 01/04/15).	Craig Miller	Operations & Customer Services	6	26 premises to improve from a 0 or 1 rating to a rating of 2 or more	0	8	15	29	↑	The Council has met the target for this performance indicator.

Appendix B - Secondary Indicators

Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Number of Waste Awareness events undertaken by end of 2015/16	Craig Miller	Operations & Customer Services	25	25	12	17	23	27	↓	An additional four waste awareness events were carried out during Quarter 4. The Council has successfully achieved the year-end target.
Number of Community Recycling Champions recruited by end of 2015/16	Craig Miller	Operations & Customer Services	20	5 additional recycling champions	2	2	8	9	↓	The target for 2015/16 is find 5 additional recycling champions. Nine additional community champions have successfully been recruited during 2015/16 financial year. Champions have assisted at recycling events, encouraged their neighbours to recycle, and monitored recycling sites in the Borough.
Number of highway schemes delivered	Christopher Wheeler	Operations & Customer Services	420	250	21	72	127	250*	↑	The annual stretched target for 2015/16 is 250. The Cabinet Prioritisation Sub Committee (CPSC) has agreed the individual schemes within each capital code. * provisional out-turn: to be confirmed week commencing 11th April 2016
NSDA01 % of dangerous potholes repaired within 24 hours	Ben Smith	Operations & Customer Services	99.6%	98.0%	100.0%	99.4%	99.6%	100.0%	↑	The Council repaired all 135 dangerous potholes during Q4 within 24 hours

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## The Royal Borough of Windsor and Maidenhead - Human Resources Workforce Profile



<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	TBC
<b>Why is this important?</b>	To ensure efficient resources are available to meet service needs.		
<b>Strategic Priority:</b>	Equipping ourselves for the future	<b>Last year's data:</b>	7.9% (14/15)
<b>Achievement to date:</b>	9.51% (Q4 15/16)	<b>2014/15 Target:</b>	No Target
<b>Note:</b>	Exclude schools and does not include agency FTE as the data is not available. There is no target available for this HR measure.		
<b>Work in progress:</b>	The current strategy to reduce the number of vacant roles includes: 1) Analysis of vacant roles. 2) Pay data comparisons against the SE region, for social care roles. 3) A series of recommendations to Employment Panel in May. These include: <ul style="list-style-type: none"> <li>Recruitment incentive payment.</li> <li>Retention payment.</li> <li>Revised pay scales for difficult to fill roles in Adult Social Care.</li> <li>Application of the relocation policy for difficult to fill roles.</li> <li>Review of allowances for specific, difficult to fill roles.</li> </ul> PTO for Issues, Success and Intervention required.		

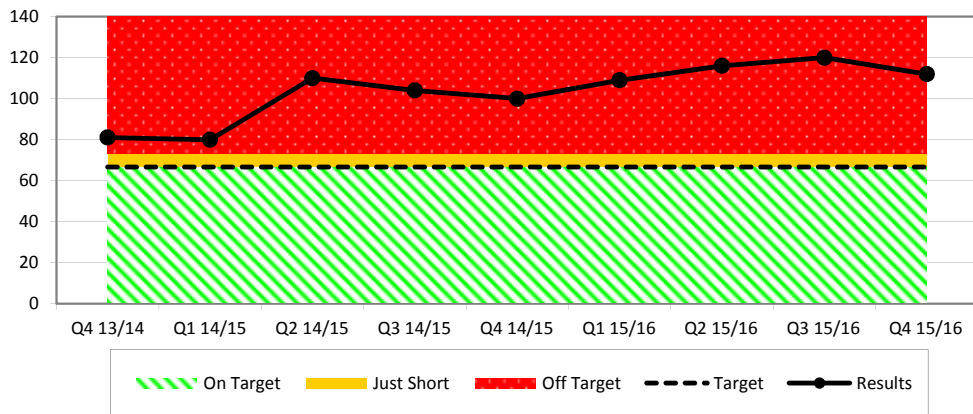
<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	TBC
<b>Why is this important?</b>	We want to continue to maintain low sickness levels, which will enable teams to deliver the best service possible.		
<b>Strategic Priority:</b>	Equipping ourselves for the future	<b>Last year's data:</b>	6.14 (14/15)
<b>Achievement to date:</b>	9.63 (Mar 2016)	<b>2014/15 Target:</b>	Less than 6 days
<b>Note:</b>	Exclude schools. The 2014 absence survey report identified the days lost per employees for public sector as 7.9, and 5.5 for private sector for organisations.		
<b>Work in progress:</b>	Work this quarter: 1. Analysis of current data 2. Segregated the absence – long term (62%) vs short term (38%) 3. Identified and corrected data errors 4. Consulted with senior leadership team (SLT) on proposal to take corrective action 5. Implemented five measures with immediate effect (training, formal reviews, trigger level meetings, occupational health and DMT scrutiny) 6. Taking proposals to EP in May prior to consultation with staff and unions.		



<p><b>Issues:</b></p> <p>Over a period of time we have identified a number of professional roles that are hard to fill:</p> <ul style="list-style-type: none"> <li>• Social Workers – Children</li> <li>• Social Workers – Adults</li> <li>• Occupational Therapists</li> <li>• Team Managers</li> <li>• Service Leader – Safeguarding and CIC</li> <li>• Lead Mental Health Professional</li> <li>• Approved Mental Health Professionals</li> <li>• Senior Educational Psychologist</li> <li>• Educational Psychologist</li> <li>• Group Accountant</li> <li>• Senior Planning Officer</li> <li>• Planning Policy Manager.</li> </ul> <p>Many of these roles are not Royal Borough specific and have been identified nationally as difficult to fill. In addition, the level of vacancies can add to the workload of remaining staff, increasing stress and sickness absence.</p> <p><b>Success:</b></p> <p>The % established FTE vacant has decreased this quarter, compared to the previous two quarters. Whilst 9.51% of posts are vacant, statutory posts are covered by agency staff to ensure services are provided to residents.</p> <p><b>Intervention required:</b></p> <p>Recommendations to include:</p> <ul style="list-style-type: none"> <li>• Implementation of recommendations from employment panel in May.</li> <li>• Further partnering with recruitment specialists for difficult to fill roles.</li> <li>• Review career/organisation structure for accountants and difficult to fill planning roles.</li> </ul>	<p><b>Issues:</b></p> <p>In July 2015 the absence figures appeared to be very low so the reporting tool was reviewed.</p> <ul style="list-style-type: none"> <li>• The report was found to be incorrect, duplicating data following restructures and omitting sickness absence for some leavers.</li> <li>• This was corrected, the data re-run and confirmed to be accurate. However in August the reporting error reappeared.</li> <li>• This coincided with the need to decommission the server that hosted the reporting software (Business Objects) as it no longer complied with PSN requirements.</li> <li>• A new version of the sickness absence report was developed and tested in March 2016. The report is now providing accurate data.</li> </ul> <p>A number of factors have contributed to the current levels of sickness absence, which reflects feedback in:</p> <ul style="list-style-type: none"> <li>• Staff survey</li> <li>• Exit interviews</li> <li>• Feedback at DMT's</li> <li>• Comments about levels of workload, causing stress and additional pressure on remaining staff.</li> </ul> <p><b>Success:</b></p> <p>In order to ensure the data provided from the new report was accurate, 40% of the data was tested for validity and was 100% accurate. There is now significant confidence in the data provided.</p> <p><b>Intervention required:</b></p> <p>Actions and recommendations:</p> <ul style="list-style-type: none"> <li>• A report is being considered at employment panel in May, which contains three areas for further consideration.</li> <li>• Monitoring of staff absence on a monthly basis to ensure actions taken are effective.</li> </ul>
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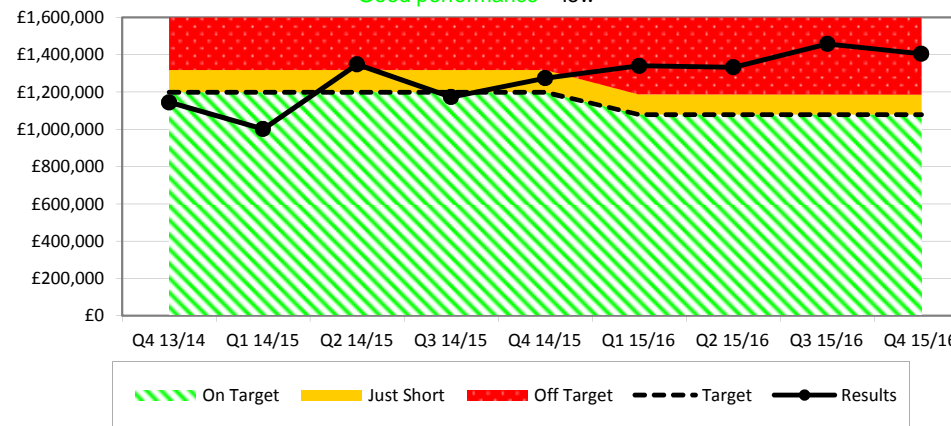
### Agency staff number

Good performance = low



### Agency spend (£)

Good performance = low

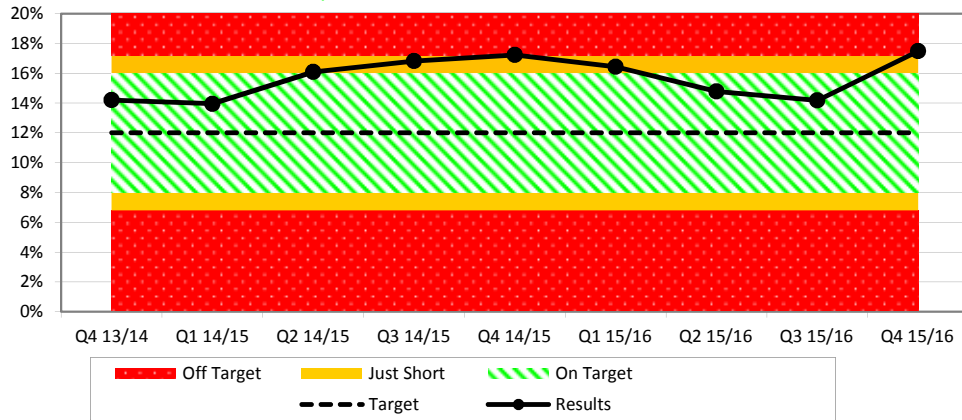


<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	TBC
<b>Why is this important?</b>			
To monitor the level of agency staff the Council are using.			
<b>Strategic Priority:</b>	Equipping ourselves for the future	<b>Last year's data:</b>	100 (14/15)
<b>Achievement to date:</b>	112 (Q4 15/16)	<b>2014/15 Target:</b>	67
<b>Note:</b>	The target is based on no more than 5% of total workforce (the total headcount at end of 2014/15 was 1334).		
<b>Work in progress:</b>			
Continuing to work with South East authorities to increase the impact of the memorandum of cooperation, which 17 authorities have signed. This memorandum caps the level of payment to agency staff, restricts the use of previously permanent staff who have moved to an agency for higher rates of pay and sets out a standard template for references for agency workers. Staff forums undertaken and data used in conjunction with the staff survey results to better understand concerns and issues of permanent staff and the effect on retention, especially within social care roles.			
<b>Issues:</b>			
Ongoing need for specialist agency staff in particular in the hard to fill posts in accountancy, planning and social work			
<b>Success:</b>			
A reduction in 8 agency staff from previous quarter.			
<b>Intervention required:</b>			
Continued working with memorandum of cooperation for Children's Service social workers to: * Stabilise rates across South East to prevent Social workers moving from authority to authority for the sake of hourly rates.			

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	TBC
<b>Why is this important?</b>			
To monitor the level of agency staff the Council are using.			
<b>Strategic Priority:</b>	Equipping ourselves for the future	<b>Last year's data:</b>	£4.8m (14/15)
<b>Achievement to date:</b>	£1,404,657 (Q4 15/16)	<b>2014/15 Target:</b>	< £1.079m per quarter
<b>Note:</b>	The graph shows <b>quarterly data and target only</b> . The year-end target is less than £4.317m (based on 10% reduction on 2014/15 baseline).		
<b>Work in progress:</b>			
All requests for agency staff to be channelled through De Poel, our supply partner, to ensure that the off framework agency numbers reduce, allowing more control of costs and supply of agency workers.			
<b>Issues:</b>			
The comparable quarter from 14/15 is over £200k lower than current spend. This is as a result of more professionally qualified posts, especially statutory posts, requiring agency staff to cover, which links back to vacancy rate and hard to recruit posts.			
<b>Success:</b>			
Small reduction from previous quarter spend of £50k.			
<b>Intervention required:</b>			
Ensure De Poel is consistently used as the main supplier to reduce off contract spend. Undertake further recruitment campaigns and consider recruitment incentives, to reduce the reliance on agency staff.			

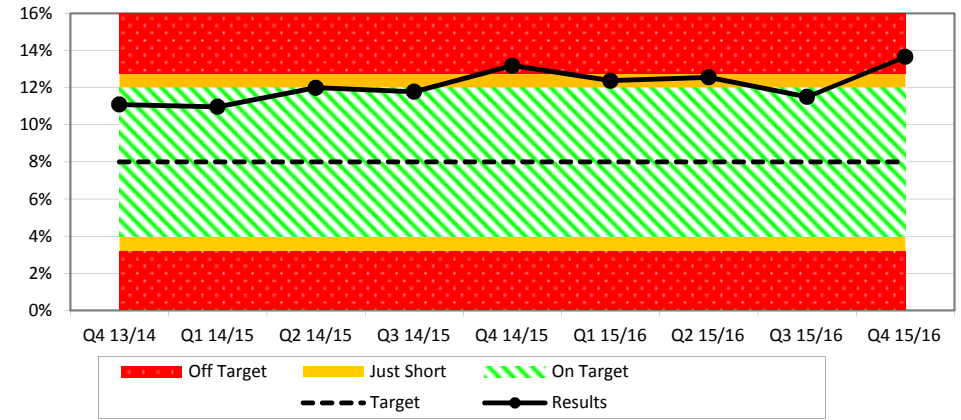
### % Staff Turnover

Good performance = between 8% to 16%



### % Staff Voluntary Turnover

Good performance = between 4% to 12%



<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	TBC
<b>Why is this important?</b>	We want to become an employer of choice, so that we attract and retain highly skilled employees.		
<b>Strategic Priority:</b>	Equipping ourselves for the future	<b>Last year's data:</b>	17.2% (14/15)
<b>Achievement to date:</b>	17.48% (Q4 15/16)	<b>2014/15 Target:</b>	12%
<b>Note:</b>	Exclude schools.		
<b>Work in progress:</b>	Restructures concluded in Operations and Customer Services Directorate and Adult Children and Health Services.		
<b>Issues:</b>	Increase in turnover has been contributed to by the restructure and resulting redundancies.		
<b>Success:</b>	Staff redeployed to alternative roles within the Royal Borough, wherever possible, to avoid redundancy.		
<b>Intervention required:</b>	Staff survey results to be disseminated to all levels of the organisation and lessons learned from teams with high positive responses in areas of concern generally across the Council.		

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	TBC
<b>Why is this important?</b>	We want to become an employer of choice, so that we attract and retain highly skilled employees.		
<b>Strategic Priority:</b>	Equipping ourselves for the future	<b>Last year's data:</b>	13.2% (14/15)
<b>Achievement to date:</b>	13.65% (Q4 15/16)	<b>2014/15 Target:</b>	8%
<b>Note:</b>	Exclude schools.		
<b>Work in progress:</b>	Analysis and dissemination of staff survey results and exit information. Ensuring that all HR lead initiatives can be linked back to staff survey results and demonstrate positive impact on areas highlighted as causing concern.		
<b>Issues:</b>	Key messages and themes from the staff survey and leaver information from ExitView indicate staff dissatisfaction in a number of areas. A report is being considered at employment panel in May. Action plans will be implemented following the meeting.		
<b>Success:</b>	None.		
<b>Intervention required:</b>	Staff survey results to be disseminated to all levels of the organisation and lessons learned from teams with high positive responses in areas of concern generally across the Council.		

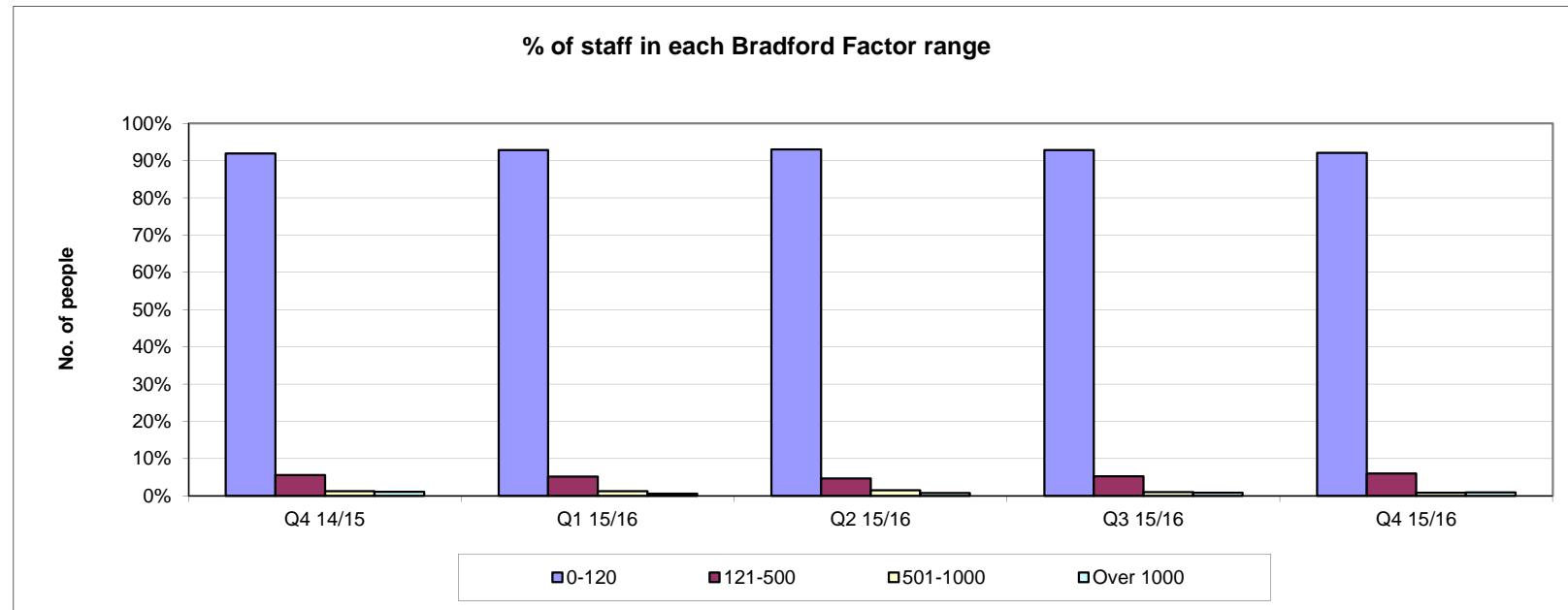
## The Royal Borough of Windsor and Maidenhead - Human Resources Workforce Profile

### Number of people in each Bradford Factor range

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	TBC
<b>Note:</b>	"The Bradford Factor identifies persistent short-term absence for individuals, by measuring the number of spells of absence, and is therefore a useful measure of the disruption caused by this type of absence" - Chartered Institute of Personnel & Development.		
<b>Strategic Priority:</b>	Equipping ourselves for the future	<b>Good performance:</b>	Improved performance is typified by a lower number in range 120+
<b>Comments:</b>	The overall FTE for the Council has reduced by circa 35 with a slightly higher number of staff being in the trigger of a Bradford factor of over 120. The increase could be linked to the poor morale indicated in the staff survey and staff taking time off due to pressures of smaller teams and covering more vacancies than 12 months ago. This has been highlighted through the staff survey and forums and will be addressed through HR initiatives.		

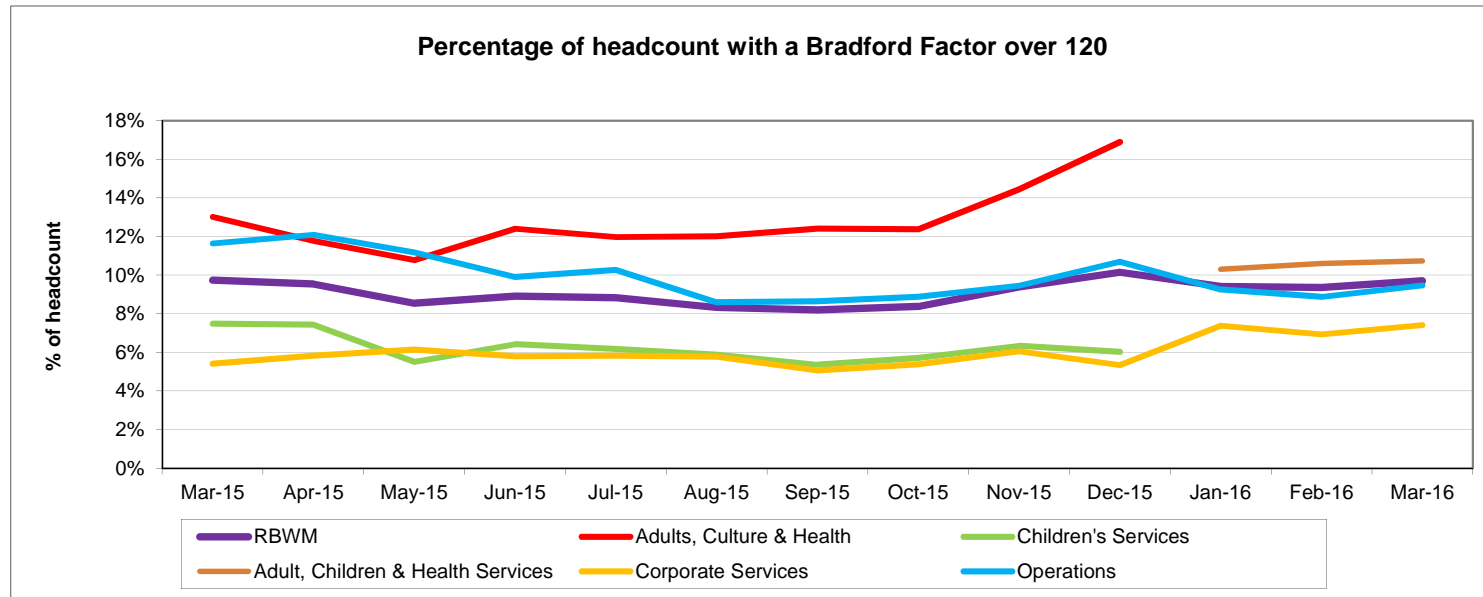
Bradford factor range	2014/15								2015/16							
	Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
0-120	1471	92.3%	1467	93.4%	1507	93.4%	1228	92%	1229	92.9%	1227	93.0%	1216	92.9%	1174	92.2%
121-500	81	5.1%	59	4.2%	68	4.2%	75	6%	69	5.2%	62	4.7%	69	5.3%	77	6.0%
501-1000	19	1.2%	20	1.3%	21	1.3%	17	1%	17	1.3%	20	1.5%	13	1.0%	11	0.9%
Over 1000	23	1.4%	19	1.1%	18	1.1%	15	1%	8	0.6%	10	0.8%	11	0.8%	12	0.9%
<b>TOTAL</b>	<b>1594</b>	<b>100%</b>	<b>1565</b>	<b>100%</b>	<b>1614</b>	<b>100%</b>	<b>1335</b>	<b>100%</b>	<b>1323</b>	<b>100%</b>	<b>1319</b>	<b>100%</b>	<b>1309</b>	<b>100%</b>	<b>1274</b>	<b>100%</b>

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**Bradford Factor - % of headcount with a Bradford Factor score over 120 - split by Directorate**

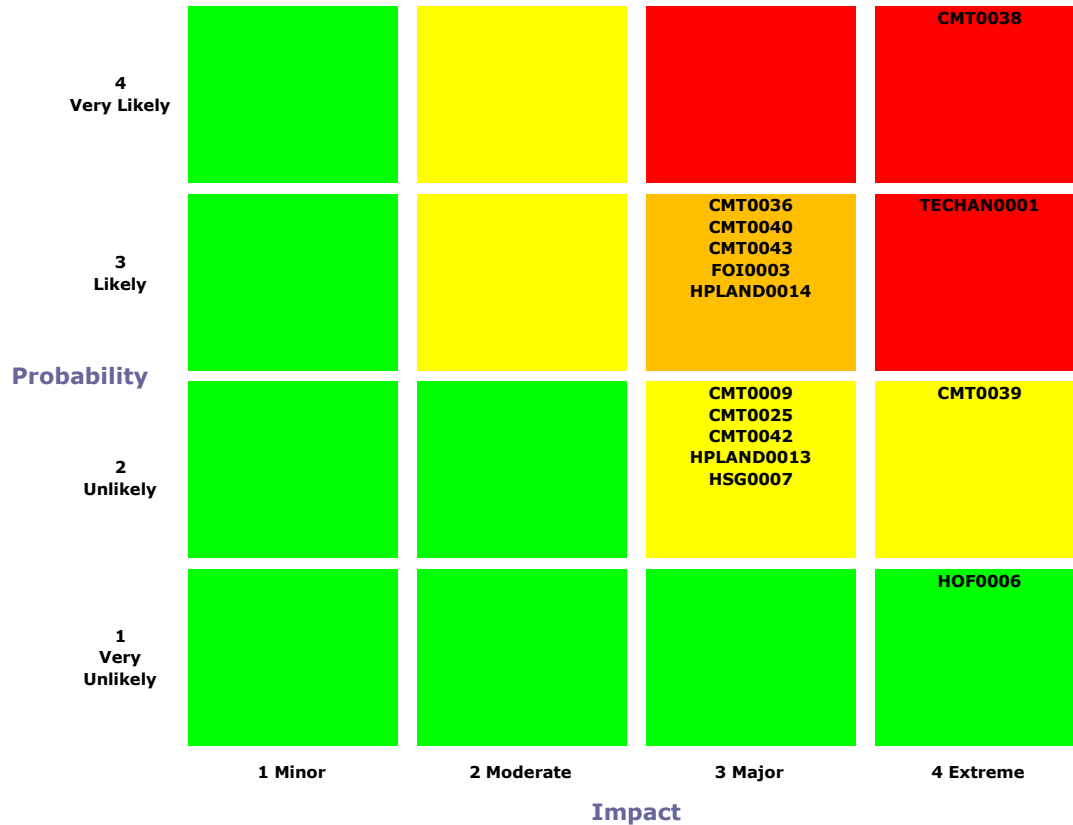
Directorate	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Adult, Culture & Health	13%	12%	11%	12%	12%	12%	12%	12%	14%	17%			
Children's Services	7%	7%	6%	6%	6%	6%	5%	6%	6%	6%			
Adult, Children & Health Services											10%	11%	11%
Corporate & Community Service	5%	6%	6%	6%	6%	6%	5%	5%	6%	5%	7%	7%	7%
Operations & Customer Services	12%	12%	11%	10%	10%	9%	9%	9%	9%	11%	9%	9%	9%
RBWM	10%	10%	9%	9%	9%	8%	8%	8%	9%	10%	9%	9%	10%



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**Please note** there was restructure that commenced from January 2016. Adult, Culture & Health and Children's Services are now part of the new the Adult, Children & Health Services Directorate.

## Heat Map - Key Strategic Risk Status



### Key Strategic Risks (in order of risk rating from high to low)

This report provides detailed information on the following pages.

Risk Ref	Details	Trend	Changes in risk rating
CMT0038	Technology obsolescence/inadequate for task.	↔	Same
TECHAN0001	Disaster recovery - IT application systems infrastructure. IT infrastructure failure i.e. data storage infrastructure, systems access or total loss of council data centre affects the ability to function normally.	New	New for Q4 2015/16
CMT0036	No overall strategic leadership for the Council leads to insufficient forward thinking and hence resource focussing overwhelmingly on the short term.	↔	Same
CMT0040	Resilience	↔	Same
CMT0043	Safeguarding failures leads to injuries with particular focus on issues identified nationally as part of recent reports published on safeguarding children and Child Sexual Exploitation (CSE).	↔	Same
FOI0003	Threats arising from: (a) Serious external security breaches. In the event of a major security breach the Council could incur significant financial penalties (up to £500,000) levied by the Information Commissioners Office. (b) Data loss or damage to data caused by inadequate information security leads to delays and errors in business processes.	New	New for Q4 2015/16
HPLAND0014	Failure to adopt a new Community Infrastructure Levy (CIL) on schedule.	New	New for Q4 2015/16
CMT0039	The Council is at the heart of building a safe, secure and cohesive community.	↔	Same
CMT0009	Failure to manage partnership relations.	↔	Same
CMT0025	Insufficient staff resources/capacity - That a coherent transformation programme fails to deliver efficiencies, improve service quality and manage organisational change in a controlled manner.	↔	Same

Risk Ref	Details	Trend	Changes in risk rating
<b>CMT0042</b>	Demographic change - Significant increases of volume, complexity and in social cohesion of the Borough population.	↔	Same
<b>HPLAND0013</b>	Failure to deliver Maidenhead regeneration programme on time and on budget.	New	New for Q4 2015/16
<b>HSG0007</b>		New	New for Q4 2015/16
<b>HOF0006</b>	Economic climate	↔	Same

**Key for Risk appetite**

Low appetite	Low / Medium appetite	Medium appetite	Medium / High appetite	High appetite
Avoidance of risk and uncertainty is a key organisational objective.	Preference is for ultra safe business delivery options that have a low level of inherent risk and only have a potential for limited reward.	Preference is for safe delivery options that have a low degree of inherent risk and likely to only have limited potential for reward in most circumstances.	Willing to consider all potential delivery options and choose the one most likely to result in successful delivery while also providing an acceptable level of reward.	Eager to be innovative and to choose options offering potentially higher business rewards despite greater inherent risks.

Note: The Risk Team will work with all Directorates during future reviews to ensure that all mitigations meet SMART criteria.

# Combined Savings Tracker Summary 2015/16

Directorate 2015/16	RBWM Target Saving (£k)	Forecast Savings (£k)	Savings Delivered to date (£k)
Adult, Children & Health Services	2552	2352	2284
Corporate & Community Services	985	1037	930
Operations & Customer Services	1340	1340	1340
<b>Total</b>	<b>4877</b>	<b>4729</b>	<b>4554</b>

Directorate	Risk Level	
	At Risk	Major Risk
Adult, Children & Health Services		ST000974
Corporate & Community Services		ST000999
		ST001156



# Project Summary Report

Project Code	Project Name	Project Manager	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
<b>Key Corporate Project</b>														
<b>G1 - Pre Live</b>														
PR000305	Ray Mill Road East	Zareena Ahmed Shere	Chris Hilton	29/09/13	30/09/18	Current	AMBER	AMBER	GREEN	AMBER	AMBER	BLUE	<p>March 2015 Cabinet paper approved to appoint DM from the Framework Panel.</p> <p>Work has commenced to deliver the Council's agreed strategy as reported in the above Cabinet paper.</p>	30/3/2016
						Previous	GREEN	GREEN	GREEN	AMBER	GREEN	BLUE		
PR000481	Stafferton Way Multi Storey Car Park	Ben Smith	Chris Hilton, Simon Fletcher	30/11/14	30/11/16	Current	RED	RED	GREEN	AMBER	GREEN	GREEN	<p>Cabinet paper drafted for consideration seeking approval to approach the 'market' with respect to design, construction and operation of a 1000 space car park.</p> <p>Parking Principle to go out to the market to seek a delivery partner and ascertain whether there is a desire within the market to provide new car parks on behalf of RBWM. Parking Principle met with Indigo Parkinmg and Britannia Parking and eraly indication are positive in that both companies are interested in working with the council to develop new and existing car parks.</p> <p>Current Project end date of 30/11/16 will not be achievable. A new project end date of 30/9/17 is suggested as this would meet the Landings timetable for Nicholson's MSCP</p> <p>(30/03/16)</p>	30/3/2016
						Previous	RED	RED	GREEN	AMBER	GREEN	GREEN		

Project Code	Project Name	Project Manager	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
<b>Key Corporate Project</b>														
<b>G1 - Pre Live</b>														
PR000483	Maidenhead Railway Station Opportunity Area	Kiran Hunjan	Chris Hilton	01/01/13	30/11/19	Current	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN	<p>A workshop with officers was held following the Rail Working Group meeting to review the viability of the options. None of the options were able to be progressed without significant gap funding. It was also apparent that the scope of the interchange to be delivered that could be supported by the LEP funding was not known. The team were asked to comment on a scheme that merged 2 of the options presented to see if it delivered a more appropriate interchange and its impact on viability. Appraisals are being run on a merged option looking at how high the buildings would need to be in order to break-even.</p> <p>A meeting is to be arranged with Richard Tyndall from the LEP to discuss what the minimum requirements would be of an interchange and how the business case would need to be presented. Also, to understand the level of funding that would be made available if a lesser interchange is delivered.</p> <p>Once further viability work is carried out, a paper will be presented to Members with the options and recommendations.</p>	30/3/2016
82						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR000485	West Street	Zareena Ahmed Shere	Chris Hilton	01/04/14	31/03/21	Current	GREEN	GREEN	GREEN	AMBER	AMBER	GREEN	<p>The DM team have drafted a Supplementary Planning Document (SPD) containing an illustrative Masterplan based on the Development Framework's Cabinet preferred option 1e) (approved on by Cabinet on 29th October 2015 for the comprehensive development of the site. RBWM are running a 6 week public consultation on this document and feedback from the public and key stakeholders is invited by the closing date of 14th April 2016. Following the closing date all comments / representations received will be considered and changes where appropriate will be made to the draft SPD. The final SPD document will be presented to Cabinet in the Summer of 2016 for approval for its formal adoption as a Statutory Planning Document (SPD) which will support the AAP policy aspirations for Maidenhead and serve as a material consideration when determining planning applications. This document will also support the JV delivery option along with the York Road OA.</p>	17/3/2016
						Previous	GREEN	GREEN	GREEN	AMBER	AMBER	GREEN		
PR000491	St Cloud Gate/Magnet	Marie Percival	Chris Hilton	01/01/14	01/06/22								<p>Development Framework G L Hearn have produced a draft development framework</p>	30/3/2016

Current

GREEN

GREEN

GREEN

AMBER

GREEN

GREEN

for St Clouds Way which is currently held back from the next step of public consultation until decisions related to the Magnet Centre have been resolved. As part of the exercise they have financially appraised various development options. They are now tasked by the CRSC to appraise the likely capital receipt for the site against a range of options for a replacement leisure centre. It will consider the additional purchase cost of the TenPin site in 2017.

To date the work has confirmed that just under 500 units could be developed on the St Clouds core site, with an additional 90 on land RBWM own on the adjacent Ivy Leaf Club site (they have indicated that they would be happy to be accommodated within any new development).

A report setting out the receipts and expenditure as they relate to St Clouds and the Magnet Centre will be brought to the CRSC in May, as requested by Members on 23 March 2016.

#### Magnet/Braywick

The appointed DM team is liaising closely with the PM and Head of Leisure on additional options for the Magnet to include Reform Road, Howarth Road Industrial Estate and a Compact leisure centre option.

A presentation was given to members of CRSC on 23 March. This set out the facility options against a number of cost ranges and be benchmarked against other leisure centres elsewhere in the country.

#### Golf Range

Negotiations have concluded with the Golf Range tenant to acquire the leasehold interest. Solicitors have been appointed to draw up a contract. The golf range is scheduled to close in September, by which time a decision should have been made by Cabinet regarding the new location of a leisure centre.

The PM has advised the Shooting Club that they will be updated in May on progress.

#### Tenpin

Letters have been exchanged confirming the agreed deal for TenPin to Surrender their existing protected lease for a new lease with rolling 3 month breaks in favour of RBWM (the landlord). The new lease would commence on 25 March 2017.

Sollictors will be appointed to draw up the documentation after CRSC have confirmed their approval to this approach.

#### Kingston

A scheduled stakeholder meeting has been postponed with Kingston Estates and other stakeholders until Members have been briefed about the Development Framework proposals for the St Clouds site. The update to Members and any consultation which is endorsed, will follow the report in May concerning the Magnet options as outlined above.

						Previous	AMBER	AMBER	GREEN	AMBER	GREEN	GREEN		
PR000492	Reform Road OA	Zareena Ahmed Shere	Chris Hilton, Mark Shephard	26/06/15	30/12/21	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	DM (LSH) appointed to assess the opportunity for residential use on the Reform Road OA, by undertaking both a financial viability and flood modelling.  Work on flood information / mitigation opportunities and land assembly strategy are in progress. A planning policy review and an assessment of market demand has been completed. The quantum and location of housing and employment will be identified as part of the scope, each of which may be constrained by factors under review. The outcome of the technical studies / feasibility work will drive the production of development options for a Development Framework.	30/3/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR000751	Borough Local Plan	Terry Ann Cramp	Chris Hilton	01/01/08	31/07/16	Current	AMBER	GREEN	GREEN	AMBER	AMBER	GREEN	Key risks and the revised project timetable continue to be monitored via weekly BLP Management meetings and updates provided at LPWG.  Edge of Settlement study has been completed and circulated to LPWG Members.  LPWG met on 7th March and revisited policies BLP 12-16 and 26. In addition it was agreed that a Communications Strategy would be developed and a report would be produced on the Summer consultation. A FEMA update will also be supplied at the next meeting.  The report for 31st March Cabinet was considered by O&S on 29th March and minor amendments were suggested and made to policies. The report will ask Cabinet to consider the revised Local Development Scheme which proposes Reg 19 consultation in August/September 2016.  A resourcing plan is being developed to allocate BLP related activity until September 2016.  A new interim Planning Policy Manager appointed end March (2 days per week)	30/3/2016
						Previous	AMBER	GREEN	GREEN	AMBER	AMBER	GREEN		
PR001179	The Windsor Learning Partnership expansion / Holyport College	Danuta Derczynska	Ann Pfeiffer	18/09/14	25/08/17	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	In Detailed Design phase.	1/4/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		

Project Code	Project Name	Project Manager	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
<b>Key Corporate Project</b>														
<b>G1 - Pre Live</b>														
PR001181	Dedworth Middle School expansion	Danuta Derczynska	Ann Pfeiffer	07/12/15	30/03/18	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Consultants are being appointed imminently to act as Employer's Agent for the expansion. They are undertaking surveys of the site and preparing initial options.	29/3/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR001182	Furze Platt Senior School Expansion	Danuta Derczynska	Ann Pfeiffer	14/01/15	30/03/18	Current	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN	The broad scope of project has been agreed with the school. Consultants from the new framework are in the process of being appointed.	30/3/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR001183	Charters School	Danuta Derczynska	Ann Pfeiffer	05/02/16	30/03/18	Current	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN	Feasibility study is complete. Awaiting decision on procurement route.	30/3/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR001268	Establishing a Satellite Grammar School	Kevin McDaniel	Alison Alexander	04/05/15	30/09/19	Current	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN	April cabinet update report in progress to report on the demand forecast, based on currently active survey of some 300 families whose children had the potential to access Grammar school but chose not to in 2014 and 2015. Report will cover the satellite site operational model as required by Sir William Borlase to make educational and economic sense.	30/3/2016
						Previous	GREEN	GREEN	GREEN	AMBER	AMBER	GREEN		
PR001274	Moorbridge Gateway	Sue Fox	Ben Smith	18/06/15	31/03/16	Current	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN	Scheme details: - open the junction of Moorbridge Road and the A4 Bridge Road to westbound traffic, including works to facilitate a cycle route linking the A4 Bridge Road to the town centre. Detailed design work in progress, works to be programmed to co-ordinate with other major town centre highway schemes and developments.  Budget includes contribution from Waitrose, which is not currently achievable.	29/3/2016
						Previous	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN		

85

Project Code	Project Name	Project Manager	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
<b>Key Corporate Project</b>														
<b>G1 - Pre Live</b>														
PR001327	Keeping the Borough Moving - Transport (Category Management)	Christopher Wheeler	Ben Smith	27/07/15	31/03/16	Current	GREEN	GREEN	BLUE	GREEN	AMBER	GREEN	<p>This project aims to deliver 'Transport' efficiencies across the Royal Borough, encompassing all Directorates.</p> <p>Target savings of £100k are embedded in approved budgets for 2015/16.</p> <p>Significant progress is being made in realising these savings with a suite of ongoing initiatives to deliver ongoing efficiencies in future years.</p> <p>Savings in 2015/16 have been delivered through reduced expenditure on mileage (realised through an increased pool car fleet - proof of concept currently being undertaken in the Operations Directorate); fleet savings and community transport efficiencies.</p> <p>A full programme of future year efficiencies is currently being developed. This is underpinned by agreement from the Corporate Management Team (CMT) to manage, and report, on Transport as a 'Category' from 1st April 2016</p> <p>Reviewed 22/03/16.</p>	22/3/2016
98						Previous	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN		
PR001831	Cox Green Expansion	Danuta Derczynska	Kevin McDaniel	02/10/15	30/03/18	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Awaiting fee proposal for feasibility study from proposed consultants via Shared Building Services.	1/4/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	AMBER		

Row	Decision Date	Report Title	Directorate	Officer	Defined Outcome	Target?	Qtr.	Outcome Date	Actual achieved (or predicted) outcome measure	Status (key is at the bottom)	Commentary
428	30/01/2014	Maidenhead Business & Shop Front Design Guide	Corporate & Community Services	Gail Kenyon	Maidenhead Town Centre rejuvenated	10 of the business and shop owners progressing with business and shop front improvements	2015/16 Q4	Significant impact by April 2016	3 businesses awarded shop front grants. Guide used by retailers to maintain style. 3 developments use the guide as a basis for site hoardings.	Red	
463	27/02/2014	Outcome Based Commissioning for Social Care Services	Adult, Children & Health Services	Nick Davies	Improved outcomes for service users	Improved outcomes for 60% of users.	2015/16 Q4	31-Mar-16		Red	Due to the delay in the roll out of the Outcome Based Service the targets have not been achieved by March 2016 ; the targets should be achieved by January 2017 (end of yr1).
464	27/02/2014	Outcome Based Commissioning for Social Care Services	Adult, Children & Health Services	Nick Davies	Reduction in average hours of care required per user	Reduction of 6% in hours per user (year 1)	2015/16 Q4	31-Mar-16		Red	Due to the delay in the roll out of the Outcome Based Service the targets have not been achieved by March 2016 ; the targets should be achieved by January 2017 (end of yr1).
465	27/02/2014	Outcome Based Commissioning for Social Care Services	Adult, Children & Health Services	Nick Davies	Reduction in hourly rate of home care contracts	6.7% reduction in rate	2015/16 Q4	31-Mar-16		Red	Due to the delay in the roll out of the Outcome Based Service the targets have not been achieved by March 2016 ; the targets should be achieved by January 2017 (end of yr1).
511	16/07/2014	Award of Contract for Leisure Services	Corporate & Community Services	Andrew Brooker/Kevin Mist	Annual Financial Savings	£575 - £625 k pa	2015/16 Q4	From January 2016	Contract awarded to Parkwood Leisure in 2015 , increases in contract fee payable over the first 3 years are written into the contract and are non negotiable.	Green	Contract awarded to Parkwood Leisure in 2015, increases in contract fee payable over the first 3 years are written into the contract and are non negotiable.
516	26/06/2014	Shared Service Internal Audit	Corporate & Community Services	Richard Bunn	External Audit can rely on work of internal audit	Yes	2015/16 Q4	01-Mar-16	Achieved.	Light Green	KPMG rely on internal audit evidence and reports and this contributes to driving down the external audit fee.
517	26/06/2014	Shared Service Internal Audit	Corporate & Community Services	Andrew Brooker	Client Survey Response (Average Score where 1 is Excellent and 5 is poor)	2.5	2015/16 Q4	01-Mar-16	2	Purple	Grounds Maintenance Services Contract - Procurement Options.
567	21/08/2014	Savings in Respect of 2015-16 Budget	Corporate & Community Services	Richard Bunn	Savings delivered from the implementation of these proposals	£1.81m	2015/16 Q4	01-Mar-16	Achieved.	Light Green	Award.
576	25/09/2014	Provision of an Archaeological Advice Service Consultancy Contract	Corporate & Community Services	Jenifer Jackson	% of Archaeological requests dealt within SLA timeframe	80-85	2015/16 Q4	01-Mar-16	Not met.	Red	
580	25/09/2014	Shared Internal Audit Service – Inclusion of Corporate Investigations	Corporate & Community Services	Richard Bunn	Cashable savings identified from Corporate Investigations activity	£100k -£150k pa	2015/16 Q4	01-Mar-16	£100k restructure saving achieved.	Light Green	
581	25/09/2014	Business Rate Discounts – Empty Retail Premises	Corporate & Community Services	Andrew Brooker	Business Rate Income from retail premises increases	£16.4m – £16.49m	2015/16 Q4	01-Mar-16	16.6m	Purple	15 retail premises have been reoccupied in 2015-16 with total business rates payable of £201k.
582	25/09/2014	Business Rate Discounts – Empty Retail Premises	Corporate & Community Services	Andrew Brooker	The number of empty retail units reduces	1% reduction	2015/16 Q4	01-Mar-16	12%	Purple	15 of the 129 empty retail premises have been re-occupied.
601	30/10/2014	Contract Award for Operation of Leisure Centres	Corporate & Community Services	Andrew Brooker	Savings delivered by the end of the 2015/16 financial year	£225k-£250k	2015/16 Q4	31-Mar-16	Saving of £276k achieved.	Dark Green	
602	30/10/2014	Contract Award for Operation of Leisure Centres	Corporate & Community Services	Kevin Mist	Levels of customer satisfaction with Leisure Services improve	By 5%-10% (Measured by annual customer satisfaction survey)	2015/16 Q4	31 March 2016 (Measured by annual customer satisfaction survey)		N/A	Legacy Leisure plan to launch user survey in June 2016.
603	30/10/2014	Savings in Respect of 2015-16 Budget	Corporate & Community Services	Richard Bunn	2015/16 savings delivered from the implementation of these proposals	£3.002m - £3.100	2015/16 Q4	March 2016	Achieved.	Light Green	Based on 2015-16 outturn reports which show all Directorates underspending.
605	30/10/2014	Fitting of Solar Panels to Council-owned Properties	Corporate & Community Services	Michael Potter	Overall annual reduction of grid supplied electricity at the Town Hall after solar panels have been installed.	4.0 – 4.5%	2015/16 Q4	31-Mar-16	6%	Purple	
612	27/11/2014	Schools Capital Programme 2015-16	Corporate & Community Services	Ann Pfeiffer	Agreed schemes delivered by	31/03/2016	2015/16 Q4	31-Mar-16	Agreed schemes delivered.	Light Green	
613	27/11/2014	Schools Capital Programme 2015-17	Corporate & Community Services	Ann Pfeiffer	Programme budget (under) / overspend	+2% to -4%	2015/16 Q4	31-Mar-16	Underspend of 2.8%	Light Green	
619	27/11/2014	Framework Agreement For Consultants Panel	Corporate & Community Services	John Spencer	Annual fee rates	<5% reduction	2015/16 Q4	31-Mar-16	No savings were achieved as agreed rates for each Framework consultant on the six panels, which are already extremely low rates.	Red	Frameworks for the six consultant panels expired last August 2015, as they had already been extended up to maximum duration. From 1/1/16 we are now a Shared Service with Wokingham Borough Council. The Council is now experiencing 2-3% increases to the rates in our expired Framework contracts.
639	17/12/2014	Council Tax Base 2015-16	Corporate & Community Services	Richard Bunn	The rate of council tax not collected	1.45% - 1.55%	2015/16 Q4	31-Mar-16	Non-collection rate was 0.5%.	Light Green	
643	29/01/2015	Care Act - Impact and Target Operating Model	Adult, Children & Health Services	Nick Davies	Percentage of carer assessments delivered to those who present within 42 days	90%-94%	2015/16 Q4	31-Mar-16	97.60%	Green	
644	29/01/2015	Care Act - Impact and Target Operating Model	Adult, Children & Health Services	Nick Davies	Number of mitigation projects delivered to enable the Care Act operating model	1	2015/16 Q4	31-Mar-16	x	Green	
647	29/01/2015	Customer Relationship Management (CRM) Upgrade (Channel Shift)	Operations	Jacqui Hurd	% Calls answered in one minute	85-90	2015/16 Q4	31-Mar-16	76.20%	Red	SADC target is 80%. Target was 75% in Q1 and Q2, and increased to 80% in Q3.

Row	Decision Date	Report Title	Directorate	Officer	Defined Outcome	Target?	Qtr.	Outcome Date	Actual achieved (or predicted) outcome measure	Status (key is at the bottom)	Commentary
649	29/01/2015	Customer Relationship Management (CRM) Upgrade (Channel Shift)	Operations	Jacqui Hurd	% increase in unique visitors to RBWM website from 14/15 baseline	5-15	2015/16 Q4	31-Mar-16		N/A	Information not currently available.
650	29/01/2015	Customer Relationship Management (CRM) Upgrade (Channel Shift)	Operations	Jacqui Hurd	% reduction in numbers of customer calls from 14/15 baseline	5-15	2015/16 Q4	31-Mar-16	6.29%	Light Green	2014/15 = 254,000 2015/16 = 238,000 = 6.29%
659	12/02/2015	Budget 2015/16	Corporate & Community Services	Richard Bunn	Services delivered within approved budget	Budget Variance +/- £250k	2015/16 Q4	31-Mar-16	Final variance was a £212k underspend.	Light Green	
664	12/02/2015	Sustainability Strategy 2014-2018 Update	Corporate & Community Services	Michael Potter	Reduce Council's energy usage by: (compared to 2013/14 baseline – measured in kWh)	7-8%	2015/16 Q4	31-Mar-16	11%	Purple	
665	12/02/2015	Sustainability Strategy 2014-2018 Update	Corporate & Community Services	Michael Potter	Increase percentage of household waste sent for reuse, recycling, heat recovery or composting to:	55%	2015/16 Q4	31-Mar-16	56%	Green	
675	27/02/2015	Review of Progress of the Various Groups Preparing Neighbourhood Plans on Behalf of their Local Communities	Corporate & Community Services	Robert Paddison	Neighbourhood plans submitted for examination	2	2015/16 Q4	29-Feb-16	1	Orange	Several Neighbourhood Plans are at pre-submission stage some are close to being submitted to the Council for examination.
681	27/02/2015	Maidenhead Access and Parking Strategy	Operations	Ben Smith	Delivery of transport and parking initiatives increases Maidenhead Town Centre footfall by: (2014 baseline 5,613,358)	1 - 2%	2015/16 Q4	31-Mar-16	Actual = 5,562,169 (- 1%) (2015 Financial).	Red	Nationally footfall has been trending downwards. However, footfall in Maidenhead is currently up on the corresponding period last year (i.e.. March 2015 to March 2016).
682	27/02/2015	Maidenhead Access and Parking Strategy	Operations	Ben Smith	Delivery of transport and parking initiatives increases car park visits by: (2014 baseline 1,353,287)	1 – 2 %	2015/16 Q4	31-Mar-16	Actual = 1,369,835 (+ 1%).	Light Green	
685	26/03/2015	Better Care Fund - Pooled Budget Agreement	Adult, Children & Health Services	Nick Davies	A reduced number of residents (proportion of the population) being permanently admitted to residential or nursing care, meaning residents are living more independently for longer.	135-130	2015/16 Q4	31-Mar-16	140	Red	
686	26/03/2015	Better Care Fund - Pooled Budget Agreement	Adult, Children & Health Services	Nick Davies	Reablement services ensure that more people are living independently 91 days after being discharged from hospital.	85-87%	2015/16 Q4	31-Mar-16	x	Green	
687	26/03/2015	Better Care Fund - Pooled Budget Agreement	Adult, Children & Health Services	Nick Davies	The number of delayed discharges due to health and social care from hospital is reduced so patients recover quicker at home.	28-27	2015/16 Q4	31-Mar-16	12	Green	
688	26/03/2015	Better Care Fund - Pooled Budget Agreement	Adult, Children & Health Services	Nick Davies	The number of injuries as a result of falls in those who are 65+ is reduced and improves health and well being of vulnerable older people.	490-485	2015/16 Q4	31-Mar-16	x	Green	
689	26/03/2015	Care Act - Consultation Results	Corporate & Community Services	Alan Abrahamson	Number of weeks Deferred Payment Agreements are processed and completed within:	12 - 10	2015/16 Q4	31-Mar-16	Over 12 weeks.	Orange	Only 2 applications. First one was not processed in target timescale, second application proceeding well.
690	26/03/2015	Care Act - Consultation Results	Corporate & Community Services	Alan Abrahamson	Percentage of Deferred Payment administration costs recovered following alteration of charging policies:	90-94%	2015/16 Q4	31-Mar-16	Not met.	Red	Administration costs will not be covered until volume increases. But no budget overspend.
691	26/03/2015	Review of Child Sexual Exploitation in the Royal Borough	Adult, Children & Health Services	Hilary Hall	Prevention:% of children/ young people removed from the child sexual exploitation case tracker within three months of identification due to successful intervention.	90-94%	2015/16 Q4	31-Mar-16	95% of young people have been removed from the tracker within three months of identification due to successful intervention.	Green	
692	26/03/2015	Review of Child Sexual Exploitation in the Royal Borough	Adult, Children & Health Services	Hilary Hall	Protection: No. of children/ young people identified at risk level 3.	5 - 3	2015/16 Q4	31-Mar-16	2 young people are identified at risk level 3.	Green	
693	26/03/2015	Review of Child Sexual Exploitation in the Royal Borough	Adult, Children & Health Services	Hilary Hall	Establish an RBWM Task and Finnish group to oversee implementation of actions in the action plan.	90-100%	2015/16 Q4	31-Mar-16	Task and Finish Group set up and 100% of actions completed by 31 March 2016.	Light Green	
695	26/03/2015	The Future Use of the Site at Ray Mill Road East - Update	Corporate & Community Services	Mark Shephard	Development Partner identified by	29-Feb-16	2015/16 Q4	29-Feb-16	31-May-16	Red	Property being marketed from 30 April 2016 as part of 6 week period to identify a partner. Delay due to appointment of Regeneration Manager and wildlife complications.
701	26/03/2015	Ways into Work - Spin Out as a Social Enterprise	Adult, Children & Health Services	Nick Davies	Additional number of RBWM residents supported into paid employment by WiW's increased capacity:	7 - 8	2015/16 Q4	31-Mar-16	15	Dark Green	
702	26/03/2015	Ways into Work - Spin Out as a Social Enterprise	Adult, Children & Health Services	Nick Davies	Percentage of working age RBWM residents with a learning disability in real paid employment:	20-22%	2015/16 Q4	31-Mar-16	24%	Dark Green	
703	26/03/2015	Ways into Work - Spin Out as a Social Enterprise	Adult, Children & Health Services	Nick Davies	Cost avoidance achieved for RBWM via the spin out of WiW:	£4k-£5k	2015/16 Q4	31-Mar-16	40k	Purple	
715	28/05/2015	Flood Risk Management: Monitoring Report	Operations	Ben Smith	Investment of the approved capital and revenue budgets to deliver benefits for residents, business and visitors	85 – 89%	2015/16 Q4	31-Mar-16	86%	Light Green	
716	28/05/2015	Flood Risk Management: Monitoring Report	Operations	Ben Smith	Delivery of approved flood related schemes to deliver benefits for residents, business and visitors	85 – 89%	2015/16 Q4	31-Mar-16	74%	Red	Service area fully resourced in-house from November 2015 and now on track to meet performance standard. 148 applications have been processed between April 2015 and March 2016.
717	28/05/2015	Flood Risk Management: Monitoring Report	Operations	Ben Smith	Creation of a Sustainable Urban Drainage process which responds to major planning applications within the statutory timescale	85 – 89%	2015/16 Q4	31-Mar-16	90%	Green	



Row	Decision Date	Report Title	Directorate	Officer	Defined Outcome	Target?	Qtr.	Outcome Date	Actual achieved (or predicted) outcome measure	Status (key is at the bottom)	Commentary
722	25/06/2015	Shared Lives and High Cost Placement Project Update	Adult, Children & Health Services	Nick Davies	Efficiency delivered from HCP project during 2015/16	£300k-£310k	2015/16 Q4	31-Mar-16	300k	Green	
723	25/06/2015	Shared Lives and High Cost Placement Project Update	Adult, Children & Health Services	Nick Davies	Number of new Shared Lives placements delivered during 2015/16	06-Aug	2015/16 Q4	31-Mar-16	1	Red	A new approach to commissioning shared lives is being developed in an options paper to cabinet in April 2016.
729	30/07/2015	Monitoring of Activities to Prevent and Protect Against Child Sexual Exploitation in the Royal Borough	Adult, Children & Health Services	Hilary Hall	Prevention - % of children/ young people removed from the Child Sexual Exploitation case tracker within three months of identification due to successful intervention	90-94%	2015/16 Q4	31-Mar-16	95% of young people have been removed from the tracker within three months of identification due to successful intervention.	Green	
730	30/07/2015	Monitoring of Activities to Prevent and Protect Against Child Sexual Exploitation in the Royal Borough	Adult, Children & Health Services	Hilary Hall	Protection –No. of children/ young people identified at risk level 3	05-Mar-15	2015/16 Q4	31-Mar-16	2 young people are identified at risk level 3.	Green	
737	30/07/2015	Highways and Transport Capital Works: 3-Year Programme (2015 to 2018)	Operations	Ben Smith	Delivery of highways and transport schemes	85-90%	2015/16 Q4	31-Mar-16	90%*	Light Green	249 schemes were delivered in 2015-16.
740	27/08/2015	Integrated Performance Monitoring Report (IPMR) Quarter 1 2015/16	Corporate & Community Services	Andrew Scott	% of KPIs Achieved Adult Services	60-79%	2015/16 Q4	Annually at end of 31st March	37.50%	Red	Directorate has been restructured to Adult, Children & Health Services. 3 out of 8 KPIs have met the target (at the end of Q4 2015/16).
741	27/08/2015	Integrated Performance Monitoring Report (IPMR) Quarter 1 2015/17	Corporate & Community Services	Andrew Scott	% of KPIs Achieved Children's Services	60-79%	2015/16 Q4	Annually at end of 31st March	37.50%	Red	Directorate has been restructured to Adult, Children & Health Services. 3 out of 8 KPIs have met the target (at the end of Q4 2015/16).
742	27/08/2015	Integrated Performance Monitoring Report (IPMR) Quarter 1 2015/18	Corporate & Community Services	Andrew Scott	% of KPIs Achieved Corporate Services	60-79%	2015/16 Q4	Annually at end of 31st March	29.00%	N/A	2 out of 7 KPIs have met the target at the end of Q4 2015/16. Note: data not available for the remaining five KPIs at the time of issue of the report.
743	27/08/2015	Integrated Performance Monitoring Report (IPMR) Quarter 1 2015/19	Corporate & Community Services	Andrew Scott	% of KPIs Achieved Operations	60-79%	2015/16 Q4	Annually at end of 31st March	75%	Light Green	9 out of 12 KPIs have met the target at the end of Q4 2015/16.
751	24/09/2015	Shared Lives and High Cost Placement Project Update	Adult, Children & Health Services	Nick Davies	Efficiency delivered from HCP project during 2015/16	£300k-£310k	2015/16 Q4	31-Mar-16	300k	Green	
752	24/09/2015	Shared Lives and High Cost Placement Project Update	Adult, Children & Health Services	Nick Davies	Number of new Shared Lives placements delivered during 2015/16	06-Aug-15	2015/16 Q4	31-Mar-16	1	Red	
753	24/09/2015	S106 Income/Expenditure Report 2014-2015	Corporate & Community Services	Hilary Oliver	S106 income received to meet cost of infrastructure required as a result of new development 2015/16 Target £2,000,000	£2m-£2.3m	2015/16 Q4	31-Mar-16	£6.6m	Purple	
754	24/09/2015	S106 Income/Expenditure Report 2014-2015	Corporate & Community Services	Hilary Oliver	S106 income spent to meet the cost of infrastructure required as a result of development. Target £6,000,000	£6m-£6.1m	2015/16 Q4	31-Mar-16	£9.4m	Purple	
770	29-Oct-15	Ofsted Improvement Plan	Adult, Children & Health Services	Hilary Hall	Percentage of actions achieved within the 2015-2016 Improvement Plan	100%	2015/16 Q4	01-Mar-16	100% achieved by 31 March 2016.	Orange	
771	29-Oct-15	Ofsted Improvement Plan	Adult, Children & Health Services	Hilary Hall	Rating secured within March 2016 safeguarding peer review	Good (or equivalent)	2015/16 Q4	01-Mar-16	Planned delay in LGA safeguarding peer review to September 2016.	N/A	
772	29-Oct-15	Drug and Alcohol Service Review - Consultation Timetable	Adult, Children & Health Services	Hilary Hall	Consultation with stakeholders and service users underway by:	04-Jan-16	2015/16 Q4	04-Jan-16	Consultation started on 4 January 2016 and completed on 12 February 2016.	Light Green	
773	29-Oct-15	Treasury Management – Annual Report	Corporate & Community Services	Richard Bunn	A return that exceeds benchmark (Bank of England base rate plus 0.25%)*	>0%	2015/16 Q4	31-Mar-16	Return was 085% which exceeds benchmark by 0.1%.	Light Green	
779	26-Nov-15	Chobham Road, Sunningdale - Petition to Reduce Weight Limit from 18T to 7.5T	Operations	Ben Smith	Undertake consultation and report outcomes to Cabinet	25-Feb-16	2015/16 Q4	25-Feb-16	Report considered by Cabinet on 25th February 2016.	Light Green	
780	26-Nov-15	Chobham Road, Sunningdale - Petition to Reduce Weight Limit from 18T to 7.5T	Operations	Ben Smith	Introduction of a reduced weight limit by (Subject to consultation outcome)	31-Mar-16	2015/16 Q4	31-Mar-16	Reduced weight limit introduced in line with Cabinet resolution.	Light Green	Reduced weight limit introduced on 4th April 2016.
781	26-Nov-15	Chobham Road, Sunningdale - Petition to Reduce Weight Limit from 18T to 7.5T	Operations	Ben Smith	Reduced number of lorries using Chobham Road (Subject to consultation outcome)	0 – 70%	2015/16 Q4	31-Mar-16	16%	Light Green	The reduction to date relates to a 6-month period following the introduction of the 18t weight limit. Further reductions are expected following the introduction of the 7.5t weight limit introduced on 4th April 2016.
785	26-Nov-15	Integrated Performance Monitoring Report (IPMR) Quarter 2 2015/16	Corporate & Community Services	Andrew Scott	% of KPIs Achieved - Adult Services	60-79%	2015/16 Q4	31-Mar-16	37.50%	Red	Directorate has been restructured to Adult, Children & Health Services. 3 out of 8 KPIs have met the target (at the end of Q4 2015/16).
786	26-Nov-15	Integrated Performance Monitoring Report (IPMR) Quarter 2 2015/16	Corporate & Community Services	Andrew Scott	% of KPIs Achieved - Children's Services	60-79%	2015/16 Q4	31-Mar-16	37.50%	Red	Directorate has been restructured to Adult, Children & Health Services. 3 out of 8 KPIs have met the target (at the end of Q4 2015/16).
787	26-Nov-15	Integrated Performance Monitoring Report (IPMR) Quarter 2 2015/16	Corporate & Community Services	Andrew Scott	% of KPIs Achieved - Corporate Services	60-79%	2015/16 Q4	31-Mar-16	29.00%	N/A	2 out of 7 KPIs have met the target at the end of Q4 2015/16. Note: data not available for the remaining five KPIs at the time of issue of the report.
788	26-Nov-15	Integrated Performance Monitoring Report (IPMR) Quarter 2 2015/16	Corporate & Community Services	Andrew Scott	% of KPIs Achieved - Operations	60-79%	2015/16 Q4	31-Mar-16	75%	Light Green	9 out of 12 KPIs have met the target at the end of Q4 2015/16.
789	26-Nov-15	Night Time Economy Enforcement Pilot – Interim Review and Report	Operations	Craig Miller	Reduce NTE noise & nuisance complaints by:	10-15%	2015/16 Q4	31-Mar-16	26% reduction.	Purple	26% reduction - 14 less complaints than in '14/15.

Row	Decision Date	Report Title	Directorate	Officer	Defined Outcome	Target?	Qtr.	Outcome Date	Actual achieved (or predicted) outcome measure	Status (key is at the bottom)	Commentary
790	26-Nov-15	Night Time Economy Enforcement Pilot – Interim Review and Report	Operations	Craig Miller	Reduce NTE ASB & complaints by:	10-15%	2015/16 Q4	31-Mar-16	38% reduction.	Purple	38% reduction - 89 less complaints than in '14/15.
791	26-Nov-15	Night Time Economy Enforcement Pilot – Interim Review and Report	Operations	Craig Miller	Reduce taxi-related NTE complaints by:	10-15%	2015/16 Q4	31-Mar-16	3% reduction.	Red	The number of complaints received during the pilot period was one less than the number received in the same period in the previous year. The complaint numbers for this parameter are relatively small, 30 complaints in 2015/16 against 31 in 2014/15. Specific enforcement patrols and activity are being scheduled for this work stream within the NTE hours to mitigate this position.
792	26-Nov-15	Furthering the Principles of Love Dedworth across the Royal Borough of Windsor and Maidenhead.	Corporate & Community Services	Harjit Hunjan	Number of new areas identified and included within a phase 2 Love Dedworth project.	1-2	2015/16 Q4	01-Mar-16	Ward Members have been consulted - & areas identified.	Light Green	Ward Members have been consulted and asked to propose new areas to be included. The following areas have been identified: Ward Royal and South Path, Clewer East, Castle Without, Laggan and Larchfield areas within Maidenhead.
794	26-Nov-15	Flood Risk Management: Monitoring Report	Operations	Ben Smith	Investment of the approved capital and revenue budgets to deliver benefits for residents, business and visitors	85 – 89%	2015/16 Q4	31-Mar-16	86%	Light Green	
795	26-Nov-15	Flood Risk Management: Monitoring Report	Operations	Ben Smith	Delivery of approved flood related schemes to deliver benefits for residents, business and visitors	85 – 89%	2015/16 Q4	31-Mar-16	74%	Red	Service area fully resourced in-house from November 2015 and now on track to meet performance standard.
796	26-Nov-15	Flood Risk Management: Monitoring Report	Operations	Ben Smith	Creation of a Sustainable Urban Drainage process which responds to major planning applications within the statutory timescale	85 – 89%	2015/16 Q4	31-Mar-16	90%	Green	
797	26-Nov-15	Annual Consultation on School Admission Arrangements	Adult, Children & Health Services	Kevin McDaniel	The Royal Borough's admissions arrangements are determined on time.	Determined by 28th February 2016.	2015/16 Q4	28-Feb-16	Arrangements determined by 28 February 2016.	Light Green	
808	17-Dec-15	Missing Young People/Child Sexual Exploitation Strategy	Adult, Children & Health Services	Hilary Hall	Prevention - % of children/young people removed from the Child Sexual Exploitation case tracker within three months of identification due to successful intervention	90-94%	2015/16 Q4	31-Mar-16	95% of young people have been removed from the tracker within three months of identification due to successful intervention.	Green	
809	17-Dec-15	Missing Young People/Child Sexual Exploitation Strategy	Adult, Children & Health Services	Hilary Hall	Protection – No. of children/young people identified at risk level 3	2-3	2015/16 Q4	31-Mar-16	2 young people are identified at risk level 3.	Green	
831	11-Feb-16	Maidenhead High Street Post Office	Corporate & Community Services	Kevin Mist	Number of opportunities for residents and businesses to express their views publicised by the Council.	1-2	2015/16 Q4	31-Mar-16	Petition launched.	Light Green	
836	25-Feb-16	Integrated Performance Monitoring Report (IPMR) Quarter 3 2015/16	Corporate & Community Services	David Scott	Adult, Children & Health Services	60-79%	2015/16 Q4	31-Mar-16	37.50%	Red	3 out of 8 KPIs have met the target (at the end of Q4 2015/16).
837	25-Feb-16	Integrated Performance Monitoring Report (IPMR) Quarter 3 2015/16	Corporate & Community Services	David Scott	Corporate & Community Services	60-79%	2015/16 Q4	31-Mar-16	29.00%	N/A	2 out of 7 KPIs have met the target at the end of Q4 2015/16. Note: data not available for the remaining five KPIs at the time of issue of the report.
838	25-Feb-16	Integrated Performance Monitoring Report (IPMR) Quarter 3 2015/16	Corporate & Community Services	David Scott	Operations & Customer Services	60-79%	2015/16 Q4	31-Mar-16	75%	Light Green	9 out of 12 KPIs have met the target at the end of Q4 2015/16.

Red	"Not Met" (or worse)
Orange	Between "Not Met" and "Met"
Light Green	Met
Green	Between Met and Exceeded
Dark Green	Exceeded
Purple	Beyond exceeded (whether or not significantly exceeded has been met)
N/A	Original target/end date superseded by a further report

Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	Bus Services in the Royal Borough
<b>Responsible Officer(s)</b>	Simon Fletcher, Strategic Director of Operations Ben Smith, Head of Highways and Transport
<b>Contact officer, job title and phone number</b>	Lynne Penn, Transport & Access Team Leader, 01628 796481
<b>Member reporting</b>	TBC
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 May 2016
<b>Implementation Date if Not Called In</b>	12 June 2016.
<b>Affected Wards</b>	Furze Platt, Pinkneys Green, Belmont, Maidenhead Riverside, Boyn Hill, Oldfield, Bray, Clewer North, Clewer South, Clewer East, Park, Castle Without, Eton and Castle.

## REPORT SUMMARY

**This report considers whether to continue funding local bus services and requests Cabinet to consider the following:**

1. Prior to February 2014, Courtney Buses operated the Maidenhead bus network under contract to RBWM. In February 2014 most of these services became commercial, saving RBWM around £220,000 a year. At the same time a number of service enhancements were introduced grant funded by the Local Sustainable Transport Fund for a period of two years (ending 31<sup>st</sup> March 2016).
2. Following a review with RBWM officers, Courtney Buses are able to sustain operation of most of the Maidenhead services commercially. The exceptions are (annual funding support required in brackets): services (a) to the Riverside (£20,000); (b) Sunday services in Maidenhead (£14,000); (c) evening service in Maidenhead (£10,000).
3. **The report recommends that additional funding of £44,000 is approved for 12 months only to enable a full review of bus services.**
4. **This is recommended as it supports the operation of local bus services in the Maidenhead area promoting accessibility and offering travel choices. This is in line with local transport policy and manifesto commitments**

**5. The financial implications of this report are an increase of revenue funding of £44,000 (2016/17)**

<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Help improved mobility.	Continuation of services from 12 <sup>th</sup> June 2016.
2. Help increased ability to participate in work, education, health and leisure activity.	Continuation of services from 12 <sup>th</sup> June 2016.
3. We hope this will decrease volumes of car journeys by offering choice.	Continuation of services from 12 <sup>th</sup> June 2016.

**1. DETAILS OF RECOMMENDATIONS**

**OFFICER RECOMMENDATION: That Cabinet Agree additional funding of £44,000 to maintain the current level of bus services**

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

2.1 The following options have been considered in formulating the recommended option

<b>Option</b>	<b>Comments</b>
Secure services (a), (b) and (c) by direct negotiation ('de minimis') with Courtney Buses at a cost of £44k for 12 months only.	2016/17 budget would need to increase by £44k. This retains Service (a) to the Riverside area; Service (b) Sunday services in Maidenhead and between Windsor, Holyport and Maidenhead; Service (c) Evening services after 18.30pm in Furze Platt, Pinkneys Green and Belmont Wards.  This option is recommended as it supports the operation of local bus services in the Maidenhead area; promotes accessibility and offers travel choices. This is in line with local transport policy and manifesto commitments
Withdraw Service (a) to the Riverside (£20k)	There would be no additional budget pressure, but there will only be a service at school start and finish times <b>This option is not recommended</b>
Withdraw Service (b) Sunday services in Maidenhead and between Windsor, Holyport and	There would be no additional budget pressure, but there will be no services on Sundays or Bank Holidays. Rail services

Option	Comments
Maidenhead (£14k)	are available Maidenhead – Slough – Windsor. <b>This option is not recommended</b>
Withdraw Service (c) Evening services after 18.30 in Furze Platt, Pinkneys Green and Belmont Wards (£10k)	There would be no additional budget pressure, but there will be no evening bus services after 18.30pm. Rail services are available from Furze Platt via Furze Platt station. <b>This option is not recommended</b>

2.2 Cabinet are recommended to increase the revenue budget 2016/17 by £44,000 to retain the existing level of bus services in the Maidenhead area. This option is recommended as it supports the operation of local bus services in the Maidenhead area; promotes accessibility and offers travel choices. This is in line with local transport policy and underpins the manifesto commitment ‘...Seek improvements (eg extensions and frequency of services) to bus routes across the Borough...’

### 3.KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Bus Services retained	<3	3	3	3	June 2016
Bus patronage on supported routes increases	0%	1-5%	6-10%	Above 10%	June 2017

### 4. FINANCIAL DETAILS

#### Financial impact on the budget

	2016/17	2017/18	2018/19
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£44	0	0
Reduction	0	0	0

	2016/17	2017/18	2018/19
	Capital £'000	Capital £'000	Capital £'000
Addition	0	0	0
Reduction	0	0	0

4.1 The recommendation seeks an increase of £44,000 in revenue funding (2016/17) Budget line ‘Transport Contracts (P130) refers.

4.2 The additional revenue is sought from Council funds and will be mitigated by savings in reduction in Cabinet membership and structure around previous leader.

## 5. LEGAL IMPLICATIONS

5.1 The Council has the power to secure these bus services by direct negotiation ('de minimis').

## 6. VALUE FOR MONEY

6.1 This proposal retains the network benefits of common publicity and ticketing available across all Courtney services and in these circumstances provides best value to the Council and to bus passengers.

6.2 RBWM officers will continue to review and monitor the services with Courtney. RBWM will require Courtney to provide monthly passenger figures as it does with other supported services.

## 7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 These services will help to:
- Reduce traffic congestion
  - Reduce carbon emissions
  - Improve air quality
  - Reduce traffic noise

## 8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Loss of funding	Medium	RBWM to fund existing bus services.	Low

## 9. LINKS TO STRATEGIC OBJECTIVES

9.1 This bid will support the following strategic Objective:

### Local Transport Plan

- To improve access to everyday services and facilities for everyone
- To improve road safety and personal security for all transport users
- To improve quality of life and minimise the social, health and environmental impacts of transport
- Meet the council manifesto commitment on improving bus services:

## **10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION**

10.1 No issues were identified by the equalities impact assessment initial screening exercise.

## **11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS**

11.1 The services will be managed using existing staff within the Highways and Transport Unit.

## **12. PROPERTY AND ASSETS**

12.1 None.

## **13. ANY OTHER IMPLICATIONS**

13.1 None.

## **14. CONSULTATION**

14.1 This report will be considered by the Highways and Transport Overview and Scrutiny Panel on 18th May 2016.

## **15. TIMETABLE FOR IMPLEMENTATION**

<b>Date</b>	<b>Details</b>
May 2016	Funding approval by Cabinet
June 2016	Continuation of services by Courtney Buses.

## **16. APPENDICES:**

16.1 **Appendix 1** - RBWM Bus Service Contracts

16.2 **Appendix 2** - RBWM Maidenhead Bus Services - last buses from Maidenhead

## **17. BACKGROUND INFORMATION**

17.1 The following is offered as Background Information to Cabinet.

Boulton Lock / Riverside area.

- Lost links: if additional subsidy is not approved, the only services to be retained in Boulton Lock will be those coinciding with school start / finish times at Newlands School
- Alternative services: none
- Annual Passenger journeys: 28,800
- Annual cost to retain: £20,000
- Cost per passenger: £0.69

Retain Sunday services in Maidenhead and between Windsor, Holyport and Maidenhead.

- Lost links: if additional subsidy if not approved, no Sunday or Bank Holiday services will operate on the Maidenhead network or between Maidenhead and Windsor.
- Alternative bus services: none., although rail services are available Maidenhead – Slough – Windsor
- Passenger journeys: 22,100
- Annual cost to retain: £14,000
- Cost per passenger £0.63

Retain evening services after 18:30 in Furze Platt, Pinkneys and Belmont wards

- Lost links: if additional subsidy is not approved, no evening services will operate to these areas
- Alternative bus services: none, although rail services are available from Furze Platt via Furze Platt station
- Annual cost to retain: £10,000
- Passenger journeys: 6,100
- Cost per passenger: £1.64

Document	Format	Date
Briefing Note to Lead Member	Word Document	14/12/2015
Briefing Note to Lead Member rev	Word Document	22/03/2016

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Burbage	Leader of the Council	13/04/16	13/0416	
Cllr Colin Rayner	Lead Member	13/0416	13/0416	No recommendations to be given. Please circulate to all ward councillors affected Please make sure lead member of finance is aware of budget request. To include 'Officer Recommendation'
Russell O'Keefe	Strategic Director Corporate and Community Services			
Alison Alexander	Managing Director/Strat			



Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
	egic Director Adults, Children and Health			
Simon Fletcher	Strategic Director Operations and Customer Services	13/04/16	13/0416	
Ben Smith	Head of Highways and Transport	13/04/16	13/0416	03/05/16 Amendments following review with Cllr Rayner.
Mark Lampard	Finance Partner	13/04/16	13/0416	13/0416 Additional financial information requested and shown in green.
Michael Llewellyn	Cabinet Policy Officer	13/04/16	13/0416	22/04/16 Amendments requested and shown in purple.
<b>External</b>				

## REPORT HISTORY

Decision type:	Urgency item?
07/04/2016	Yes Service provider cannot maintain current service levels without financial support from the Council.

Full name of report author	Job title	Full contact no:
Lynne Penn	Transport & Access Team Leader	01628 796481

Appendix 1 - RBWM Bus Service Contracts

Operator	Route	Route Description	RBWM funding	RBWM	
				2016/17 contract price	Accessibility function
Bear Bus	305	Staines - Hythe End - Wraysbury - Horton - Poyle	provision of Saturday service	£5,058.56	Only daytime bus service to Hythe End; only service to Horton
Bracknell Forest Council	53	Bracknell - Jeallotts Hill - Holyport Green - Braywick - Maidenhead - Burnham - Wexham Park Hospital	joint contribution with Bucks CC	£24,717.80	Link to major regional A&E Hospital
Courtney	4; 238/9	Maidenhead rural	entire service	£137,707.00	Only service to Paley St, The Walthams, Knowl Hill, Hurley, BCA, Cookham Dean
First	77	1 Dedworth - Windsor - Slough - Terminal 5: Mon - Sat eves + Sun & BH	joint contribution with SBC and HAL	£17,939.28	Provides link to Slough & T5
		2 Dedworth - Windsor - Slough - Terminal 5: early mornings to / from T5 Mon - Sun	joint contribution with SBC and HAL	£17,659.08	
	60	1 Eton Wick - Slough - Datchet - Wraysbury - T5: Eton W - Wraysbury Mon - Sat	joint contribution with SBC and HAL	£17,939.28	Provides only regular service to Eton, Eton Wick (also served 2x a week by Bucks-supported 63 & 68 - under review) and Datchet (also served by P1 3x a day) and Wraysbury (also served by 305). Direct link to T5
2 Eton Wick - Slough - Datchet - Wraysbury - T5: Eton W - Wraysbury Mon - Sat		joint contribution with SBC and HAL	£15,533.88		
3 Eton Wick - Slough - Datchet - Wraysbury - T5: Wraysbury - T5: Sundays		joint contribution with SBC and HAL	£12,501.72		
White Bus	1	The Sunnings - Ascot - Great Park - Windsor	RBWM procurement with BFC contribution	£114,326.00	Provides only daytime service to The Sunnings and Windsor Great Park
	88	Fifield - Windsor Schools	entire service	£10,000.00	Service Fifield and Dedworth to Windsor schools
	PR1	Home Park Park and Ride with 3 trips to Datchet	entire service	£132,957.62	Link Datchet - Windsor; duplicates railway and alternative Slough link
	PR2	seasonal Centrica Park and Ride	entire service	£16,500.00	None
	W1	West Windsor shuttle	entire service	£33,963.00	Introduced in response to changes to First 77 to provide a fine grain level of accessibility.

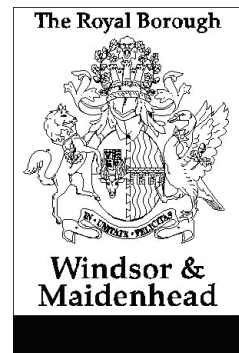
Slough Borough Council SBC  
 Heathrow Airport Limited HAL  
 Bracknell Forest Council BFC

**Appendix 2 - RBWM Maidenhead Bus Services - last buses from Maidenhead**

<u>Route</u>	<u>Operator</u>	<u>Area</u>	<u>Last Bus from Maidenhead (current) MF</u>	<u>Last Bus from Maidenhead (without support) MF</u>
4	Courtney	Maidenahead Rural: Paley Street, White Waltham, Shurlock Row, Waltham St Lawrence, Knowl Hill	17:20	
4A	Courtney	Maidenahead Rural: Knowl Hill	19:10	
5/5A	Courtney	Farmers Way - Maidenhead - Cranbrook Drive	19:28 - to Cranbrook Drive / Halifax Road (5A) 19:58 - to Farmers Way (5A)	18:30 - to Halifax Road (5) 18:56 - to Farmers Way (5)
7	Courtney	Cox Green and Woodlands Park	20:30	
8	Courtney	Boulters Lock - Maidenhead - Halifax Road	18:42 - to Halifax Road 18:15 - to Boulters Lock	18:42 - to Halifax Road No service - to Boulters Lock
16/16A	Courtney	Maidenhead - Bray - Holyport - Dedworth - Windsor	18:35 (from 12 June Timetable Change)	
37	Arriva	Maidenhead - Cookham - Bourne End - High Wycombe	18:50	
53	Courtney	Bracknell - Maidenhead - Burnham - Wexham Park Hospital	18:35 - to Wexham Park Hospital 19:48 - to Bracknell	
75	First Berkshire	Maidenhead - Slough - Heathrow Central	22:20 - to Slough and Heathrow 23:20 - to Slough only	
238/239	Courtney	Maidenhead Rural: BCA, Hurley, Bisham/Henley	18:20 - to Hurley (239)	

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Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	Drug and Alcohol Services – Outcome of Review
<b>Responsible Officer(s)</b>	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services
<b>Contact officer, job title and phone number</b>	Hilary Hall, Head of Commissioning, Adults, Children and Health
<b>Member reporting</b>	TBC
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 May 2016
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. This report presents the outcome of the comprehensive review of drug and alcohol services commissioned by Cabinet in October 2015 and undertaken by a multi-stakeholder Task and Finish Group, under the leadership of the Deputy Lead Member for Public Health.
2. It recommends that Cabinet accepts the recommendations of the Task and Finish Group to specify a best practice model for RBWM, and approves a procurement exercise to secure drug and alcohol services for adults, effective from 1 April 2017.

## 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. Delivering awareness campaigns to residents, particularly young people, which prevent them from needing drug and alcohol services in the first place.	April 2017 onwards
2. Providing services which enable residents who are chaotic users of drugs/alcohol to start to achieve stability and ultimately to work towards recovery.	April 2017 onwards

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

- i. **Notes the outcome of the Drug and Alcohol Services review undertaken by the Task and Finish Group and agrees the recommendations, see box 1.**
- ii. **Approves a tender exercise to secure drug and alcohol services for adults, effective from 1 April 2017.**
- iii. **Notes that Cabinet will receive a report back on the outcome of the tender in January 2017.**

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

- 2.1 On 29 October 2015, Cabinet approved a timetable and methodology for reviewing the Royal Borough's drug and alcohol services. The review was designed to explore the best drug and alcohol service model for the Royal Borough. It was also set in the context of a 6.2% reduction in the Public Health grant announced earlier in 2015. Cabinet approved the fundamental review of the service which would include benchmarking, identification of best practice in the UK and abroad and full risk mitigation for viable options.
- 2.2 A Task and Finish Group was set up, led by Councillor Stuart Carroll the Deputy Lead Member for Public Health, comprising:
- Councillor Hilton, representing the Crime & Disorder Overview and Scrutiny Panel.
  - Councillor Jones, representing the Adult Services Overview and Scrutiny Panel.
  - Councillor Saunders, representing the Mental Health Partnership Board.
  - Councillor Airey, Lead Member for Youth Services and Safeguarding.
  - Berkshire Director of Public Health.
  - Thames Valley Police representative.
  - Windsor, Ascot and Maidenhead Clinical Commissioning Group representative.

### **Current provision and performance**

- 2.3 Drug and alcohol services in the Royal Borough are commissioned for adults and provided for young people by the Drug and Alcohol Action Team (DAAT).
- 2.4 Overall, in terms of prevalence and complexity factors, the needs of residents in the Royal Borough appear to be less than those of Slough and Reading, similar to those in West Berkshire but largely higher than those of Wokingham and Bracknell.
- 2.5 Performance for adults is measured through successful treatment completions. Performance compares well with the other Berkshire authorities, with the September 2015 data placing the Royal Borough second for the non-opiate and alcohol cohorts and third for the combined alcohol and non-opiate cohort. There are some improvements to be gained in the opiate cohort. Performance around 'in treatment' benefits which seeks to demonstrate the positive gains experienced before people exit formal treatment showed that the Royal Borough compares well with national averages.

- 2.6 The directly provided young people's service performs well compared to the other Berkshire services, with the highest rates of planned exits for young people in service, in 2014/15.

### **Consultation**

- 2.7 A full consultation exercise on future service provision was undertaken for adult and young people's drug and alcohol services in January and February 2016 to seek views on needs and service design. The headlines from the consultation responses were:
- Prevention was seen as a priority as a measure of success.
  - There should be a range of prevention and treatment services with resources being flexibly deployed to meet changing needs.
  - There should be a balance between drug and alcohol provision.
  - Anyone requiring services should be able to access them although specific priority groups should be targeted.
  - Those who had relapsed should be able to re-access services and access should be unlimited.

### **Options and models**

- 2.8 Based on the assessment of need and the feedback from the consultation, the Task and Finish Group concluded that users of drug and alcohol services can be categorised into four groups:
- Group 1: Preventing people from needing drug and alcohol services in the first place.
  - Group 2: Enabling those who are chaotic users of drugs/alcohol to start to achieve stability and reducing usage.
  - Group 3: Enabling those who are stable to work towards recovery.
  - Group 4: Enabling those who are being maintained on substitute drugs to achieve full recovery.
- 2.9 Measures of success for each of these outcome groups were defined by the Group with an additional overall measure of success for drug and alcohol services being value for money. The current saving for the Royal Borough is £5.51 per £1 spent – the expectation is that any new model would maintain value for money at least at this level.
- 2.10 The Task and Finish Group concluded that the current range of high quality prevention and treatment services should continue recognising the need to evolve services in line with demand and need. It concluded that the current commissioning team and young people's service should continue in their current forms, at no additional cost. In relation to adult services, it concluded that the interventions needed could broadly be separated into four areas:
- Those which are fundamental for the core service model.
  - Those which enable the core service model.
  - Those which enhance the core service model.
  - Other health treatments/services provided by the wider health economy, including mental health services, to which service users are signposted
- 2.11 Estimated costings for the core service model, enabling services and desirable services are set out in the review report. The Task and Finish Group's recommendations are that the core service model and enabling services should be the subject of a procurement exercise for new services to be in place effective 1 April 2017 for three years. The recommended procurement route would be to

utilise the more flexible negotiated tender methodology. Whilst a negotiated tender process benefits from the selection process at a pre-qualification stage, it also allows the purchaser flexibility to negotiate the model and terms of the contract further prior to award. This ensures that innovation from providers and ideas from commissioners can be included in the final model.

2.12 It should be noted that the Task and Finish Group did explore the potential for joint procurement with other Berkshire Authorities. However at this stage the Berkshire Director of Public Health advised that it was not an option, though it might be in future.

2.13 The full set of recommendations from the review is set out in box 1.

**Box 1: Recommendations of the Drug and Alcohol Task and Finish Group**

The recommendations of the Drug and Alcohol Task and Finish Group in relation to the **commissioning** of drug and alcohol services in the Royal Borough are to:

- Retain the current commissioning staff of one manager and two commissioning officers to ensure tight contract management, effective coordination across all services and specialist advice and guidance.
- Carry out a systematic review of the services provided by other agencies in the Royal Borough for drug and alcohol substance misusers in order to provide assurance around quality and breadth of provision.

The recommendations of the Drug and Alcohol TFG in relation to **adults** are to:

- At a minimum, commission the essential core service model.
- Commission the essential enabling services required to ensure maximum impact of the core service model or at least a significant proportion of these services according to priority to allow for effective implementation, see table 5 in appendix 1.
- Work with partners to ensure that the services which enhance the core service model and its enabling services, see table 6 in appendix 1, are provided within the Royal Borough. The costs of these additional services could be split across local partners and be implemented in an integrated fashion based on the JHWS and JSNA. Undertake a feasibility study to assess opportunities in this area with a detailed budget proposal to follow to assess cost-effectiveness and financial viability.
- Deploy a flexible negotiated tender methodology in order to secure maximum efficiencies from the procurement process.

The recommendations of the Drug and Alcohol TFG in relation to **young people** are to:

- Move the current young people's substance misuse workers into children's early help services to enable integration with the wider children's service delivery. This is viewed as the only credible and viable option.



Option	Comments
Approve the recommendations of the Task and Finish Group.  <b>Recommended</b>	This option enables a continuation of the current high quality services providing open access at all whilst at the same time ensuring priority groups are targeted. The approach to procurement has the potential enable better value for money.
Not approve the recommendations.	

### 3. KEY IMPLICATIONS

3.1 The key implications of the recommendations are detailed in table 1.

**Table 1: Defined outcomes**

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
New Drug and Alcohol service for adults in place by	After 1 April 2017	1 April 2017	15 March 2017	1 March 2017	1 April 2017

### 4. FINANCIAL DETAILS

#### Financial impact on the budget

4.1 The financial outcome of the recommended procurement exercise will not be known until tenders have been received and evaluated. It is expected that the proposed tender exercise will deliver better value for money for the Council, with a reduction in spend. Value for money should be maximised by the use of the recommended flexible negotiated tender methodology.

**Table 2: Financial implications**

	2016/17	2017/18	2018/19
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	0	0	0
Reduction	0	0	0

### 5. LEGAL IMPLICATIONS

#### Public Health Statutory Duty

5.1 The National Health Service Act 2006 ("the 2006 Act") (as amended by the Health and Social Care Act 2012) imposes a statutory duty on the Council in respect of public health.

- 5.2 Section 2B(1) of the 2006 Act imposes the core statutory duty. This provides that “*each local authority must take steps as it considers appropriate for improving the health of the people in its area*”. Therefore the Council has discretion to decide what steps it considers “appropriate” to take for improving the health of the people in their particular area. When exercising its discretion the Council must act in accordance with public law principles of rationality, i.e. it must take into account all material considerations, omit immaterial considerations, act in accordance with its legal requirements and act fairly and in accordance with requirements of natural justice. Therefore the Council must have regard to the JSNA and the JHWS.

### **Public Health England – Ring-Fenced Grant Conditions**

- 5.3 The Public Health Ring-Fenced Grant Conditions 2016/2017 are set out in Annex A of Local Authority Circular LAC(DH)(2016)1. The conditions make clear that if there is a failure to comply with the grant conditions, the Secretary of State may reduce, suspend or withhold grant payments or requirement the repayment of the whole or part of the monies paid. In using the grant the Council is obliged to “have regard to the need to reduce inequalities between the people in its area” and where drug and alcohol misuse services are concerned, there is a specific condition which requires the Council to have regard to the need to improve the take up of, and outcomes from, these services.

### **Consultation**

- 5.4 There is no specific requirement to undertake statutory consultation under s 2B in deciding what steps the local authority considers appropriate for improving health. There are detailed provisions in Part 14 (esp ss 221-2) of the Local Government and Public Involvement in Health Act 2007 for the involvement of local people in decisions regarding the commissioning, provision and scrutiny of local care services (including health and social services functions). Therefore, the Council is required to undertake a consultation process – details of which are set out in this report.

### **Commissioning**

- 5.5 The Council is enabled, by section 111 of the Local Government Act 1972, to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The Council therefore has a general power to enter into contracts for the discharge of any of its functions; including the proposed contract for Community Drug and Alcohol Recovery Services. More detailed legal Implications are set out in the review report at Appendix 4.

## **6. VALUE FOR MONEY**

- 6.1 Return on investment calculations are based on an assessment of psychosocial provision and pharmacological interventions which should be balanced in any treatment programme. Based on the core and enabling service requirements set out in the review, the return on investment figures are set out in table 3. Using the latest Public Health England calculator, these are arrived at by using the previous year’s official treatment figures, the numbers accessing the service during 2014/15, against the money spent on each part of the service, in order to calculate the average cost of treating each person per day.

**Table 3: Return on investment figures**

<b>Assessment</b>	<b>Return on investment</b>
Community drug treatment – pharmacological	Royal Borough = <b>£3.18</b> per person per day. National published average span = £6.56-£9.06 per person per day.
Community drug treatment – psychosocial	Royal Borough = <b>£4.49</b> per person per day. National published average span = £8.45-£11.29 per person per day.
Community alcohol treatment – psychosocial	Royal Borough = <b>£7.06</b> per person per day. National published average span = £8.26-£16.02 per person per day.

- 6.2 It should be noted that a significant part of the return on investment from such services will, by definition, be qualitative and difficult to capture in pure monetary terms. This is particularly relevant in terms of downstream costs from events avoided and the overall value of preventative aspects of the service and treatment.

## **7. SUSTAINABILITY IMPACT APPRAISAL**

- 7.1 None.

## **8. RISK MANAGEMENT**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
New service model doesn't deliver improved outcomes	Medium	Close monitoring of the service to ensure that it delivers.	Low
Identified savings are not achieved	Medium	Use of flexible negotiated tender to secure maximum efficiencies.	Low

## **9. LINKS TO STRATEGIC OBJECTIVES**

- 9.1 The recommended approach, if adopted, predominantly supports the council's strategic objectives of Putting Residents First and Value for Money.

## **10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION**

- 10.1 An equalities impact assessment was undertaken as part of the review and is at Appendix 11 to the review report.

## **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 report will be considered by the Crime and Disorder Services Overview and Scrutiny Panel and the Adult Services and Health Overview and Scrutiny Panel on 19 May 2016.

14.2 A summary of the views received from consultation as part of the review is set out in Section 7 of the review report with the detailed feedback at Appendix 6. Two online surveys were undertaken between 15 January and 12 February 2016 – one focussed on adult treatment services and the other on services for young people. In addition, bespoke meetings were held with key stakeholders during January 2016: Probation, SMART, Claremont Surgery, Public Health England and Berkshire Healthcare Foundation Trust.

## **15. TIMETABLE FOR IMPLEMENTATION**

<b>Date</b>	<b>Details</b>
June 2016	Finalise specification for services
July to December 2016	Procurement exercise
January 2017	Cabinet approval
April 2017	Implementation of new contract(s)

## **16. APPENDICES**

- Appendix 1 – Drug and alcohol services: Outcome of review and recommendations, May 2016. Appendices to the review report are available in electronic format only.

## **17. BACKGROUND INFORMATION**

- Cabinet report – Drug and alcohol services – substitute prescribing and recovery service contract procurement, 24 September 2015.
- Cabinet report – Drug and alcohol services – consultation timetable.
- Drug and Alcohol service – equalities impact assessment.

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Burbage	Leader of the Council			
Cllr D Coppinger	Lead Member	23/4/16	27/4/16	
Russell O'Keefe	Strategic Director Corporate and Community Services	23/4/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	23/4/16	25/4/16	
Simon Fletcher	Strategic Director Operations and Customer Services	23/4/16		
Alan Abrahamson	Finance Partner	23/4/16		
Michael Llewellyn	Cabinet Policy Officer	23/4/16	25/4/16	
	Shared Legal Solutions	23/4/16	28/4/16	

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>
Key decision:	No

Full name of report author	Job title	Full contact no:
Hilary Hall	Head of Commissioning Adults, Children and Health	01628 683893

**Royal Borough of Windsor and Maidenhead**  
**Drug and alcohol services**  
**Outcome of review and recommendations**

**May 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*

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### Frequently used acronyms

CQC	Care Quality Commission
DAAT	Drug and Alcohol Action Team
FTE	Full time equivalent
JHWS	Joint Health and Wellbeing Strategy
JSNA	Joint Strategic Needs Assessment
NICE	National Institute for Health and Care Excellence
OCU	Opiate/and or crack cocaine users
PHE	Public Health England
RBWM	Royal Borough of Windsor and Maidenhead
TFG	Task and Finish Group
UNODC	United Nations Office of Drug Control



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## 1. EXECUTIVE SUMMARY

1.1 The role of the Drug and Alcohol Task and Finish Group (TFG) was to undertake a full review of current service delivery, benchmark the provision and performance, conduct a consultation with residents and stakeholders and generate options for future service delivery. The multi-stakeholder membership of the TFG ensured effective engagement with all key strategic partners. In addition, bespoke meetings were held with Public Health England (PHE), service providers and service users, Probation and Berkshire Healthcare Foundation Trust.

### **Current provision and performance**

1.2 Drug and alcohol services in the Royal Borough are commissioned for adults and provided for young people by the Drug and Alcohol Action Team (DAAT). The team is responsible for:

- Commissioning drug and alcohol services for adults including the community recovery services, as well as residential placements and pharmacy schemes.
- Providing a young people's treatment and prevention service.
- Raising awareness of the dangers of drug and alcohol misuse within the local community.
- Partnership work with local agencies, in order to reduce the crime and anti-social behaviour associated with substance misuse.

1.3 Overall, in terms of prevalence and complexity factors, the needs of the Royal Borough appear to be less than those of Slough and Reading, similar to those in West Berkshire but largely higher than those of Wokingham and Bracknell.

1.4 Performance in the Royal Borough around successful treatment completions by adult service users has compared well to the other Berkshire authorities, with the September 2015 data placing the Royal Borough second for the non-opiate and alcohol cohorts and third for the combined alcohol and non-opiate cohort. There are some improvements to be gained in the opiate cohort. Performance around 'in treatment' benefits which seeks to demonstrate the positive gains experienced before people exit formal treatment showed that the Royal Borough compared well to national averages.

1.5 The directly provided young people's service performed well compared to the other Berkshire services, with the highest rates of planned exits for young people in service, in 2014/15.

### **Consultation**

1.6 A full consultation exercise was undertaken for adult and young people's services in January and February 2016 in order to seek views on the future shape of the services. The headlines from the consultation responses were:

- Prevention was seen as a priority as a measure of success.
- There should be a range of prevention and treatment services with resources being flexibly deployed to meet changing needs.
- There should be a balance between drug and alcohol provision.
- Anyone requiring services should be able to access them although specific priority groups should be targeted.
- Those who had relapsed should be able to re-access services and access should be unlimited.

## **Options and models**

- 1.7 Based on the assessment of need and the feedback from the consultation, the TFG concluded that service users of drug and alcohol services can be categorised into four outcome groups:
- Group 1: Preventing people from needing drug and alcohol services in the first place.
  - Group 2: Enabling those who are chaotic users of drugs/alcohol to start to achieve stability.
  - Group 3: Enabling those who are stable to work towards recovery.
  - Group 4: Enabling those who are being maintained on substitute drugs to achieve full recovery.
- 1.8 Measures of success for each of these outcome groups were defined by the TFG with an additional overall measure of success for drug and alcohol services being value for money. The current saving for the Royal Borough is £5.51 per £1 spent – the expectation of the TFG was that any new model would maintain value for money at least at this level.
- 1.9 The TFG concluded that the current range of good services should continue recognising the need to evolve services in line with demand and need. A range of prevention and treatment services flexibly deployed would meet changing needs meaning that the service would not focus on specific substances but could change focus as the needs of the population change as evidenced through the Joint Strategic Needs Assessment (JSNA) and detailed data through the National Drug Monitoring System.
- 1.10 In order to inform decisions around the future configuration of the Royal Borough's adult substance misuse services, the interventions needed to serve the existing client group can broadly be separated into:
- Those which are fundamental for the core service model and are therefore deemed essential.
  - Those which enable the core service model and are therefore deemed essential.
  - Those which enhance the core service model and can therefore be deemed desirable.
  - Other health treatments/services provided by the wider health economy, including mental health services, to which service users are signposted

## **Recommendations**

- 1.11 The options and recommendations presented in this report are based on the TFG's current understanding of prevalence and need in the Royal Borough. However, it recognises that this is an area of work that is affected significantly by a number of variables, including demographic change, public health priorities, addiction patterns and the introduction of different drugs. It is on this basis that the TFG is recommending a flexible and responsive service delivery model. Notwithstanding the overall reduction in public health budget, the TFG is clear that the risks of not investing in drug and alcohol services are significant.

## **2. OVERVIEW OF CURRENT SERVICE**

2.1 Drug and alcohol services in the Royal Borough are commissioned for adults and provided for young people by the Drug and Alcohol Action Team. The team, comprising 2.7 FTE officers, is responsible for:

- Commissioning drug and alcohol services for adults including the community recovery services, as well as residential placements and pharmacy schemes.
- Providing a young people's treatment and prevention service.
- Raising awareness of the dangers of drug and alcohol misuse within the local community.
- Partnership work with local agencies, in order to reduce the crime and anti-social behaviour associated with substance misuse.

2.2 Commissioning includes community tier two and three drug and alcohol services, residential rehabilitation and inpatient detoxification placements, and provision for pharmacy schemes and primary care. The latter includes:

- Supervised consumption, essential for effective opiate substitution schemes.
- Pharmacy needle exchanges, to reduce the spread of blood borne viruses.
- GP prescribing or 'Shared Care', delivering services to residents who are stable enough to move out of the specialist prescribing service.

### **Current adult provision in the Royal Borough**

2.3 The current model of adult drug and alcohol treatment services in the Royal Borough has been in place since April 2012. The fully integrated drug and alcohol recovery service is delivered in partnership by SMART, a charity set up in 1997 to help people overcome drug and alcohol dependency, and Claremont GP Surgery in Maidenhead. The service offers community based treatment for all those who wish to gain support around their substance misuse, including those who self-refer and those who are referred as part of a criminal justice order.

2.4 The service currently delivers both one to one and group work on a wide range of topics such as peer support, relapse prevention, cognitive behavioural therapy, anxiety management and health and wellbeing recovery skills. There is nursing input in the form of a blood borne virus service, community alcohol detox and general health and wellbeing interventions.

### **Current young people's provision in the Royal Borough**

2.5 In addition to working with clients on a one-one basis, the young people's service carries out additional prevention initiatives and targeted support to those at risk of becoming involved with substance misuse, including:

- Reaching young people through awareness sessions, presentations and workshops in schools, youth clubs and other young people's organisations.
- Running peer education training programmes for young people aged 16 and 17 years old in order to learn about drugs, alcohol and sexual health and to train them in presentation skills so that they can provide awareness sessions to their younger peers.
- Speaking to parents and foster carers at evening sessions.
- Raising awareness about the service among professionals when they attend team meetings or carry out formal training around substance misuse.

2.6 A more detailed overview of the service is at Appendix 1 to this report.

### **3. OBJECTIVES OF THE DRUG AND ALCOHOL TASK AND FINISH GROUP**

3.1 In October 2015, prior to re-tendering the Royal Borough's drug and alcohol treatment services, Cabinet agreed that a full review should be conducted. It was agreed that the review should reflect the cross-cutting nature of substance misuse. Under the leadership of the Deputy Lead Member for Public Health, the Drug and Alcohol TFG was established, comprising elected members, representatives from the Thames Valley Police and Windsor, Ascot and Maidenhead Clinical Commissioning Group (WAM CCG), and the Berkshire Director of Public Health, supported by officers from Commissioning Adult, Children and Health Services, see Appendix 2 for the terms of reference and membership. The TFG held over 10 meetings in total each with a predefined agenda and subsequent minutes.

3.2 The objective of the review was to recommend to Cabinet the most cost-effective and outcome-based drug and alcohol service model for the Royal Borough, in the light of the year on year reductions in public health grant funding announced in 2015, see Appendix 3 for details. The terms of reference for the TFG were to:

- Benchmark service outcomes.
- Review best practice.
- Develop options for future service delivery.
- Assess risk of options and mitigation.
- Consult on options.
- Conduct crime and health impact assessments on proposed options.

3.3 The review has been carried out in accordance with the Council's transformation principles of being data-driven, outcomes-orientated and evidence-based. By 2018, the Council is expected to be more self-reliant, equipped to work in new ways, quicker to respond and providing a mixed economy of service provision.

3.4 The Council's ambition is the delivery of effective and efficient services that improve outcomes of our residents. There is no preferred operating model – the important point is that any delivery model that the Council chooses provides:

- An opportunity to secure increased levels of resources to meet residents' needs through having access to different income streams.
- Scope to drive innovation, sustain and improve services, and operate in a competitive market, with less rigid procurement frameworks.
- Scope for more integrated, cross-organisational – private, public and voluntary – delivery of services tailored to residents.

3.5 The report is structured on the basis of the plan and timelines followed by the TFG including:

- An exploration of the national context and the definition of what constitutes a 'good' drug and alcohol service.
- An outline of the defined need based on a systematic review of the evidence including a detailed benchmarking analysis, consultation with key stakeholders and empirical analysis including a health and crime impact assessment.

- A thorough exploration and development of appropriate service delivery models.
- A set of recommendations for the type of DAAT service with approximate budgets and costings.

3.6 Through the consultation and bespoke meetings, other ideas were put forward which were not directly relevant to the TFG's terms of reference but these have been captured in Appendix 12 for broader learning and the wider policy context, including linkages to the Joint Health and Wellbeing Strategy (JHWS), housing strategy, homelessness and education in schools. The TFG encourages Cabinet to consider these additional insights, which may in turn want to be picked up by the Royal Borough's Policy Committee as appropriate.

#### **4. NATIONAL CONTEXT**

4.1 The National Drug Strategy is the responsibility of the Home Secretary and has been in existence, with various ambitions, since 1999. The 2010-2015 strategy<sup>1</sup> is centred on the ambition of recovery rather than maintenance and has two overarching aims:

- Reduce illicit and other harmful drug use.
- Increase the numbers recovering from their dependence.

4.2 The Strategy is structured around three key themes:

- Reducing demand by creating an environment where the majority of people who have never taken drugs continue to resist any pressures to do so, and making it easier for those that do, to stop. This is key to reducing the huge societal costs, particularly the lost ambition and potential of young drug users.
- Restricting supply – with drugs costing the UK an estimated £15.4 billion each year, the Government's aim is to make the UK an unattractive destination for drug traffickers by attacking their profits and driving up their risks.
- Building recovery in communities by working with people who want to take the necessary steps to tackle their dependency on drugs and alcohol, and by putting the goal of recovery at the heart of all that is done.

4.3 The Strategy states that approximately 400,000 benefit claimants, around 8% of all working age benefit claimants, in England are dependent on drugs or alcohol and generate benefit expenditure costs of approximately £1.6 billion per year. If these individuals are supported to recover and contribute to society, the societal change would be significant.

4.4 A new National Drugs Strategy is due to be published this spring and will feed into future policy thinking around delivery of local services in the Royal Borough.

4.5 Appendix 4 sets out the legal position on the statutory duties around drug and alcohol services.

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<sup>1</sup> Drug Strategy 2010: Reducing demand, restricting supply, building recovery, Home Office, 2010.

## 5. BEST PRACTICE IN DRUG AND ALCOHOL SERVICES

5.1 A good drug and alcohol service represents a balance of outcomes and service configuration. There is no one overarching document that describes all elements of substance misuse provision but a collection of guidance papers, from PHE and the National Institute for Health and Care Excellence (NICE). The key determinant is that there are features that any good service must display but there is no one favoured model due to the differing needs of different communities.

### Prevention

5.2 Preventing harmful alcohol and drug use is central to a public health approach, which emphasises tackling the root causes of health and social harms and dependence and aims to reduce the number of people whose alcohol and drug use has a long-term negative effect on their own and their family's wellbeing. There are many factors associated with an increased risk of alcohol and drug problems among young people and adults. These are often factors that lead to other adverse outcomes and risky behaviour, such as mental health problems, offending or risky sexual behaviour.

5.3 Alcohol and drug prevention, delivered as part of a wider resilience programme, tackles the risk factors which increase the likelihood of someone suffering harm. It can help build resilience to developing alcohol and drug problems. It can also help people avoid problems by providing opportunities for alternative, healthier life choices and developing better skills and decision making. Interventions can range from targeted programmes to universal environmental or fiscal policies.

5.4 The classification of prevention interventions is the one used in the United Nations Office of Drug Control (UNODC) standards and internationally:

- **Universal** prevention strategies address an entire population. Universal prevention messages and programmes are delivered to large groups without any prior screening for risk of substance use and are aimed at preventing or delaying the start of substance use.
- **Selective** prevention serves specific sub-populations: individuals, groups, families and communities, whose risk of substance misuse is known to be higher than average, either imminently or over a lifetime. A primary advantage of focusing on vulnerable populations is that they are identifiable, and resources can be targeted by relevant agencies.
- **Indicated** prevention is aimed at people who are already using substances, are not yet experiencing dependence, but who may be showing signs of problematic use, eg, falling grades at school; absenteeism from work, antisocial behaviour, mental health problems. They are targeted with interventions to prevent their substance use and associated problems escalating.

5.5 UNODC has summarised the various types of intervention across an individual's life course<sup>2</sup>. It concluded that consistent and coordinated prevention activities delivered through a range of programmes and in a variety of settings, eg, at home; in school; among peers; in the workplace; throughout the local community and in the media, seem most likely to lead to positive outcomes.

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<sup>2</sup> The international evidence on the prevention of drug and alcohol use: Summary and examples of implementation in England, Public Health England, 2015.

- 5.6 Evidence also suggests that modifying the environment where risky behaviour takes place can reduce harmful outcomes, eg, controlling alcohol sales, density of outlets and alcohol price, or by imposing bans on smoking of tobacco in public places.
- 5.7 Accurate and consistent information about the health and social impacts of alcohol and drug use is only effective when delivered alongside interventions that develop the skills and personal resources people need to avoid early initiation to drug taking and developing harmful use.

### Adults

5.8 Key features of a good service are:

- Drug misuse and dependence are prevented by early identification and interventions.
- There should be prompt access to effective treatment, with a national target of less than three weeks from referral.
- Effective population-level actions should be in place to reduce alcohol-related harms.
- There should be large scale delivery of targeted brief advice, particularly for alcohol.
- There should be specialist alcohol care services for people in hospital.
- There should be interventions to address the health harms of drug and alcohol use.
- Treatment should be recovery-orientated, effective, high-quality and protective.
- Treatment should support people to sustain their recovery.
- Local authority commissioners should work closely with all relevant partners to commission high-quality, evidence-led alcohol and drug services based on outcomes.

5.9 The last four bullet points are in scope of this drug and alcohol service review.

5.10 The Care Quality Commission (CQC) is responsible for inspecting substance misuse services. New standards were released in January 2015 which focus on whether services are safe, effective, responsive and well led.

- **Safe:** clinical practice as well as evidence of robust safeguarding procedures.
- **Effective:** whether national guidance and evidence is used in practice and whether there is provision for all tiers of treatment, from early intervention to aftercare, a range of interventions offered including one to one and group work and an approach that confirms holistic health needs such as people's nutritional needs being assessed alongside their drug use.
- **Responsive:** whether the service meets the needs of the local population, can work with those who need it in a timely way and shows flexibility in approach.
- **Well led:** evidence of a robust, clearly guided workforce with embedded and well developed policies and procedures.

5.11 Overall, evidence suggests that the recovery model is only achievable through provision of holistic treatment services that include:

- Pharmacological modalities, such as prescribing or alcohol detoxification.
- Psychosocial modalities, such as one to one work, groups and counselling.



- Focus on the other aspects of a person's life that stops them moving forward, such as housing, employment, family breakdown, physical or mental health etc.

### **Young people**

- 5.12 Evidence shows that very few young people develop dependency. Those who use drugs or alcohol problematically are likely to be vulnerable and experiencing a range of problems, of which substance misuse is one. Therefore, the aim is to address all needs, rather than addressing substance misuse in isolation.
- 5.13 The majority of young people accessing specialist drug and alcohol interventions have problems with alcohol and cannabis requiring psychosocial, harm reduction and family interventions, rather than treatment for addiction, which most adults require. Most young people only need to engage with specialist drug and alcohol interventions for a short period of time, often weeks, before continuing with further support elsewhere, within an integrated care plan.
- 5.14 The emphasis within the young people's strand of the National Drug Strategy 2010-2015 is on protecting young people by preventing or delaying the onset of substance use. The Strategy advocates for:
- The provision of good quality education and advice to young people and their parents.
  - Targeted support to prevent drug or alcohol misuse.
  - Early interventions to avoid any escalation of risk and harm when such problems first arise.
- 5.15 However, evidence does suggest that specialist substance misuse interventions, such as one to one psychosocial support and harm reduction, contribute to improved health and wellbeing, better educational attendance and achievement, reductions in the numbers of young people not in education, employment or training and reduced risk taking behaviour, such as offending, smoking and unprotected sex.

## **6. DRUG AND ALCOHOL SERVICES IN THE ROYAL BOROUGH**

- 6.1 The JHWS builds on the JSNA and sets out how key local health and wellbeing issues in the Royal Borough need to be addressed. The Strategy is designed to enable residents to help themselves and to support partners to secure key health and wellbeing issues within their priorities and strategic plans.
- 6.2 Within the emerging Strategy are two key priorities relating to drug and alcohol services within the theme of Supporting a Healthy Population – specifically Priority 2 and Priority 4, see figure 1.

**Figure 1: Theme 1, Joint Health and Wellbeing Strategy**

**Theme 1 – Supporting a Healthy Population**

**Priority 1 – Enable more children and adults to be at a healthy weight.**

**Priority 2 – Lower risky levels of alcohol intake.**

**Priority 3 – Get more people to be more active more often.**

**Priority 4 – Empower people to be educated to ‘Self Care’.**

**Drugs**

- 6.3 The Royal Borough’s JSNA states that locally, around three people in every 1,000 living in the Royal Borough of Windsor and Maidenhead are in drug treatment. Local information shows that out of 279 clients, the most prevalent drug is heroin, followed by cannabis and then cocaine. Clients’ planned exits continue to improve year on year, and successful completions for opiate clients are above national performance.
- 6.4 Locally, the DAAT has continued to focus on reducing harm and ultimately aim for abstinence, through a range of treatment interventions. Additional priorities have been to create stronger links with mental health services, increase the number of clients being screened for and vaccinated against blood-borne viruses and to deliver a robust communications strategy. In addition, the team has continued to develop the 'recovery' agenda, ensuring clients are able to positively contribute towards their communities.
- 6.5 Since the integration of the drug and alcohol service, there has been an increase in the number of alcohol clients. Local information shows that in 2011-2012, 32% of clients were in treatment for alcohol problems, which rose to 44% in 2012-2013. Overall, the number of heroin and crack users is reducing and there is an increase in the use of legal highs and 'party drugs', such as MDMA and mephedrone. The percentage of clients with a dual diagnosis – substance misuse and mental health problems – has risen.
- 6.6 SMART has been recognised as working with a greater percentage of complex clients than would be reasonably expected by the inherent social factors within the Royal Borough.

**Alcohol**

- 6.7 The Local Alcohol Profiles for England show that admissions to hospital that are estimated to be due to alcohol have risen slightly over the past five years for both men and women living in the Royal Borough. They still remain below the national and South East region averages, as well as the average for local authorities with similar levels of deprivation. Around 11 in every 100,000 people under 75 locally die as a result of liver disease. This is lower than the national figure and comparable to the average of local authorities with similar levels of deprivation.
- 6.8 Around 20 people of working age in every 100,000 are claiming Incapacity Benefit or Severe Disablement Allowance with the main reason to not work being alcoholism. This is fewer than the average nationally and in the South East. Crime attributable to alcohol has decreased over the past five years to a rate of fewer than seven crimes per 1,000 people. This is lower than the national average, although higher than the

South East region average. Violent crime estimated to be due to alcohol was falling in the Royal Borough although recent data suggests the figure is rising.

- 6.9 Overall, the numbers of adults accessing treatment has risen from 141 in 2011-2012 to 215 in 2012-2013. In addition, in common with the national increase in those experiencing problematic drinking over the age of 50, the age of those entering treatment has increased locally.
- 6.10 A survey conducted of 756 young people, aged between 13 and 17, in June 2013. Indicated that the substances used by young people in the last year were alcohol, 84%, tobacco, 42%, cannabis, 22%, MDMA/ecstasy, 7%, legal highs, 6% and mephedrone, 6%. Only a very small number of respondents admitted to having tried cocaine, ketamine and speed, less than 10 in each case, and none stated that they had tried heroin.
- 6.11 The use of party drugs such as MDMA and Ecstasy has increased in prevalence, but the numbers using them are still low in comparison to alcohol and cannabis. A small number of clients are in treatment for mephedrone use, but numbers have fallen. Cannabis remains the most commonly used drug amongst young people. However, substances are often used in combination, illustrated by the high incidence of cannabis and alcohol use.

#### **Adult prevalence and performance**

- 6.12 In broad terms, the Royal Borough is considered to have a level of need which is “consistent” with the rest of the country. This is a categorisation given by PHE in their ‘Healthier Lives’ mapping. All authorities have a formulated estimation of the prevalence of opiate/and or crack cocaine users (OCU) per 1000 of the population aged 15 to 64.
- 6.13 At 6.2 per 1000, prevalence of opiate/and or crack cocaine users in the Royal Borough is average in terms of the national picture for England. However, in comparison with the other 15 authorities who are in the comparative socio economic group (decile 10 least deprived in England), the Royal Borough and Bath and North East Somerset are the only two authorities considered to have a higher than average level of need. The estimation of 6.2 per 1000 adults, equates to 582 heroin and or crack users in the community who could be accessing treatment. This would represent a significant increase from current numbers in service.
- 6.14 In terms of alcohol use, the data is not entirely equivalent. However, the North West Public Health Observatory publishes estimations of drinking populations for each authority which shows that 16.6% of residents in the Royal Borough are estimated to be at ‘increasing risk’ due to alcohol consumption and 6.8% at ‘high risk’. The Berkshire alcohol needs assessments showed that, of the Berkshire authorities, the Royal Borough was third in terms of both male and female alcohol related mortality rates, although this is below the national averages. The Royal Borough was also ranked third in Berkshire in terms of alcohol related recorded crime. Emergency admissions to hospital are measured by Clinical Commissioning Group area and for liver disease for 2013/2014, were higher in Windsor and Maidenhead than in Wokingham or Bracknell and Ascot.

### Adult performance

- 6.15 Adult drug and alcohol treatment is primarily judged upon **successful completions** which is the number of people completing treatment who are either abstinent or have significantly reduced their substance misuse. However, significant reduction does not count as a 'success' if the substance is a Class A drug. As at September 2015, latest data available, there had been 525 successful completions in the Royal Borough, 229 for opiates, 41 for non-opiates, 172 for alcohol and 83 for alcohol and non-opiate.
- 6.16 Whilst important, successful completions only measure those exiting treatment in a planned way as a proportion of all those 'in treatment' at any one time. The measure does not necessarily show the benefits for all of those who remain in the service but are not yet ready to leave. For example, if a person is maintaining their employment and home but is still on a low dose of methadone, they cannot yet be counted as a successful completion, yet there would be clear benefits to the individual as well as the economy.
- 6.17 Another measure is the percentage of service users in '**effective treatment**' which is the number of people who have remained in treatment for 12 weeks or more, a length of time which has been evidenced as being likely to have significantly reduced substance use and improved other outcomes for the service user. In 2014-2015, the Royal Borough performed equal to, or better than, the national averages, with 98.2% of opiate users, 97.3% of non-opiate users and 97.5% of alcohol and non-opiate users.
- 6.18 **Unplanned exits** from the service measures the new presentations who had an unplanned exit, or were transferred before the 12 weeks had been completed. The Royal Borough performed better than national averages meaning less drop outs were occurring at a crucial point and therefore benefits of treatment should have been gleaned by more service users – 5.8% of opiate users, 0% of non-opiate users, 3% of alcohol and non-opiate users and 3.8% of alcohol users.
- 6.19 Service users' drug and alcohol use is recorded at a six month review. The figures for 2014-2015 show that most services users in the Royal Borough have already secured significant benefits from treatment, see table 1.

**Table 1: Abstinence and reliably improved rates, 2014-2015**

Main substance	RBWM abstinence rate	National abstinence rate	RBWM reliably improved rate	National reliably improved rate
Opiate	26%	41%	26%	25%
Crack	67%	49%	3%	13%
Cocaine	77%	69%	13%	9%
Alcohol (adjunctive)	19%	31%	18%	16%

- 6.20 Employment rates are measured by recording all those who had worked for more than 10 days out of the previous 28 at the point of successfully leaving treatment. The Royal Borough is consistently above the national average at 47.6% for opiate users compared with 22.9%, and 44.8% for non-opiate users compared with 32.3%.

### Young people's performance

- 6.21 In the Royal Borough, the two Young People's Substance Misuse Workers provide one to one treatment work and the prevention work. There were 79 young people in

**treatment** during 2013-14. The Royal Borough had a slightly greater percentage of young people who were 13 or under in treatment, 8% compared with 6% nationally. The Borough has a significantly higher percentage of 14 and 15 year olds in treatment, 49% compared with 35% nationally. This is due to the service's success in getting young people into treatment at an early age before their problems become severe or complex.

6.22 In quarter one of 2015/16, the Royal Borough compares favourably with the other Berkshire authorities in terms of number in treatment, third highest with 68, and percentage of planned exit rates, second highest with 83%. Planned exit refers to those that have stopped using all substances, or only occasionally using non Class A substances, as well as having reached the goals in their treatment plan.

#### **Value for money and return on investment**

6.23 In terms of overall value for money, the latest PHE Value for Money tool showed that the Royal Borough offered a saving of £5.51 for every £1 spent. This compares favourably with the national average of £2.50 saved for every £1 spent. This is due to the likely costs that would be incurred by the wider community, namely health and criminal justice services and other local authority costs.

6.24 In early 2015, a specific piece of work was undertaken in order to compare the Royal Borough with Wokingham in terms of value for money as Wokingham had the lowest spend in Berkshire. In terms of relative demand for drugs and alcohol, the spend ratio in the Royal Borough was proportionate. In addition, a cost per head comparison between Wokingham and the Royal Borough was carried out based on 2014-15 data. The current average cost per person per day in the Royal Borough was £5.52, compared with £6.04 per head per day in Wokingham.

6.25 Full information on prevalence and performance in relation to drug and alcohol services in the Royal Borough is set out in the Benchmarking and Best Practice Report, see Appendix 5.

## **7. FEEDBACK FROM RESIDENT AND STAKEHOLDER CONSULTATION**

7.1 Two online surveys were undertaken between 15 January and 12 February 2016 – one focussed on adult treatment services and the other on services for young people. The survey web link was emailed to a wide range of internal and external partners and could also be accessed via the Royal Borough website allowing residents and users to participate. Forty seven respondents completed the adult drug and alcohol services consultation and 23 completed the young people's survey. The respondents were made up of both those feeding back individual opinions and those who were answering on behalf of an organisation. Detailed feedback from the surveys, including the questions and methodology, is available in Appendix 6 of this report.

7.2 In addition, bespoke meetings were held with key stakeholders during January 2016 to inform the outcome of the review and provide more detailed insights on current best practice and service models

#### **Summary of the online consultation feedback – adult services**

7.3 The headlines from the consultation responses were:

- Prevention was seen as a priority as a measure of success.

- Adult drug and alcohol service should provide a range of prevention and treatment services with resources being flexibly deployed to meet changing needs.
- There should be a balance between drug and alcohol provision.
- Those requiring services should be able to access them.
- Those who had relapsed should be able to re-access services and access should be unlimited.

7.4 When asked about the future focus of the service, over 75% of respondents felt it should have a wide range of drug and alcohol provision that offers prevention alongside treatment as opposed to a service with more emphasis on particular elements. Over 90% of respondents felt that the service should be flexible rather than targeted towards specific needs. The majority of respondents, 60%, felt that the service should not focus on any specific substances.

7.5 The view that the service should be needs led came through in a number of the comments. Sixty seven per cent of respondents felt that alcohol and drugs should have equal standing and a further 25% of people felt that provision should be needs led. One hundred per cent of respondents felt that service users should be able to access further treatment after relapse and 63% felt that access should be unlimited.

7.6 Nearly three quarters of respondents felt that different groups of service users should be looked at in different ways and with different expectations. Eighty seven per cent of respondents felt that it would be reasonable to categorise service users into three outcome groups:

- Enabling those who are chaotic users of drugs/alcohol to start to achieve stability.
- Enabling those who are stable to work towards recovery.
- Enabling those who are being maintained on substitute drugs to achieve full recovery.

7.7 In relation to priority groups, parents with safeguarding issues were ranked highest followed by those with mental health conditions, pregnant women and those who were high risk/dependent drug and alcohol users. Those using legal highs and recreational drug users/binge drinkers were given the lowest priority. The majority of respondents, 64%, wanted a holistic service which offered a full range of both prevention and treatment services. Desirable elements of the service should be, group work followed by education and skills, outreach work and prevention work.

7.8 Seventy six per cent of respondents felt that there should be one contract for both recovery and prescribing services. Just over half of respondents, 53%, felt it would not be a good idea to buy the service with other Berkshire authorities on the basis that the service needed to be able to meet local needs, the six local authorities were very different and there was a risk that the service would be diluted.

7.9 Partner organisations completing the survey were asked to state what their priority was from the service. Accessibility received the most responses, 28%, followed by recovery, 22%, and an effective/reliable service, 17%. In relation to targets or plans that may be impacted by these services, 41% stated that their organisation may be affected. Twenty five per cent of respondents stated that there were future developments in their service area which may impact upon this agenda.

- 7.10 Respondents were offered three options in relation to how success could be defined for different types of service users, see point 7.6. For both chaotic and stable users, success was defined as someone leaving the service and being abstinent from any use or managing their use. For service users being maintained on substitute drugs, success was defined as someone leaving the service and being abstinent from any use or not re-presenting.
- 7.11 Success for stakeholders was defined by 43% of respondents as the effectiveness of the service in preventing people from needing the services in the first place. The remaining respondents felt that success could be measured through users becoming productive and having successful lives, a reduction in crime and a reduction in ill health/hospital admissions.
- 7.12 For both partners and residents, success was defined as the reduction of crime and antisocial behaviour followed by increased knowledge to discourage and/or avoid misuse. Value for money was also stated as a measure of success.

### **Summary of the online consultation feedback – young people’s services**

- 7.13 When asked what the future focus of the service, 52% of respondents felt it should have a wide range of drug and alcohol provision that offers prevention alongside treatment as opposed to a service with more emphasis on particular elements. As with the adults survey, over 90% of respondents felt that the service should be flexible. 64% felt that the service should not focus on any specific substances.
- 7.14 When asked when prevention work should begin, the most popular response was Year 6, 10-11 years, followed by Year 7, 11-12 years.
- 7.15 Respondents felt that priority should be given to young people involved in/at risk of child sexual exploitation followed by those with mental health conditions, young people on a child protection plan and young offenders or those at risk of offending. Young carers and those with physical health conditions were given the lowest priority.
- 7.16 In terms of the essential elements of the future service, as with the adults’ survey, the majority of respondents, 64%, wanted a holistic service. Desirable elements of the future service were training/raising awareness with other professionals, information/support for parents and prevention work. Sixty five per cent of respondents said that the specialist young people’s treatment service should be separate from the adult service with 71% agreeing that it should be provided with other young people’s services.
- 7.17 Unlike the adult survey, 53% of respondents agreed that it would be a good idea to buy the service with other Berkshire authorities to make the best use of money.
- 7.18 For partners, any future service must meet the needs of young people, followed by support for young people and prevention and treatment. When asked what they could contribute to service delivery, partners indicated additional support for clients, partnership working and advice/guidance. In relation to targets or plans that may be impacted by these services, 25% of partners stated that their organisation may be affected. A further 25% stated that there were future developments in their service area which may impact upon this agenda.

7.19 For young people with complex needs, success was defined by respondents as someone leaving the service and being abstinent from any use or managing their use. For occasional users, it was someone leaving the service and understanding and managing the risk.

7.20 For stakeholders, success was defined as the effectiveness of the service in preventing people from needing the services in the first place. For partners and residents, success was defined as increased awareness to discourage and/or avoid misuse. As with the adult service, just over half of the respondents measured success in terms of value for money.

### The Task Finish Group and bespoke meetings

7.21 Bespoke meetings were held with key stakeholders to seek their views, see table 2:

**Table 2: Summary of key points from bespoke meetings**

Agency	Key points
Probation	<ul style="list-style-type: none"> <li>• Substance misuse treatment plays a significant part in the reduction of crime.</li> <li>• A 'good' service is seen as being flexible, accessible and needing to address a range of issues including lower level alcohol use and the use of legal highs.</li> <li>• A robust structured day programme of varied groups was viewed as an essential feature for Probation in order to fulfil the requirements of court orders.</li> </ul>
Berkshire Healthcare Foundation Trust	<ul style="list-style-type: none"> <li>• Substance misuse services have strong links with mental health and around a third of Community Mental Health Team service users also misuse substances.</li> <li>• There was not one model of treatment service that was seen as preferable as it must reflect local need but it must be flexible and work closely with mental health services.</li> <li>• Suggestions around measuring performance in areas which would be impacted upon by treatment were suggested including admission and re-admission rates.</li> </ul>
Public Health England (PHE)	<ul style="list-style-type: none"> <li>• A 'gold standard' service would be a seven day a week service with assertive outreach bringing service users into treatment, linking to housing and employment.</li> <li>• It is important to have specialist young people's knowledge in place.</li> <li>• Prevention is very important and equally as important is the ability to monitor child sexual exploitation links and other key risk factors.</li> <li>• Good information sharing strategies and a flexibility of approach need to be in place.</li> <li>• Separating drug and alcohol services, whilst possible, was not considered to be an effective use of resources. A better joined up approach with GPs offering the initial advice and possible referral is needed</li> <li>• Whilst it could appear that a lot of money is spent on a few people, all aspects of the service are important in terms of</li> </ul>



Agency	Key points
	<p>outcomes for residents.</p> <ul style="list-style-type: none"> <li>• There were definite advantages in keeping the model small, in terms of the number of authorities involved in commissioning, in order to focus on local community needs.</li> </ul>
Service Manager, SMART	<ul style="list-style-type: none"> <li>• Some users were more entrenched than others and that whilst small numbers may never change and were extremely difficult to engage, for the majority there would be elements of success.</li> <li>• There were a small group of homeless service users (10-12 people) who would not be able to become stable until they had their accommodation issues solved.</li> </ul>
GP, Claremont Surgery	<ul style="list-style-type: none"> <li>• Although working with those with more problematic drug use (Tier 3), it is key to work with people at the lower levels to stop their drug use from becoming entrenched. Just focusing on those who were the most problematic would lead to there being more people at this high level.</li> <li>• Concerns were expressed that some service models were moving away from fortnightly GP scripting appointments to monthly or even bi-monthly appointments. Scripts are signed in advance by the GP and the clinic worker then makes the decision whether or not to give the service user their script.</li> </ul>

7.22 Bespoke meetings were also held with service users at SMART, see boxes 1 and 2 for their views.

**Box 1: Views from Service User A**

Success was difficult to measure over a short period of time when addicts had often been using drugs for many years. A had first used heroin at the age of 13 and had spent more of his life on it than off it. His previous experience of treatment had just involved being given a script without any of his problems being tackled. However, at SMART his mental health and lifestyle were being looked at to aid long term change. A explained that he had been depressed to the point of being suicidal and that suicide was an easy way out for an addict. It was a peaceful option. He has been supported by the service and is at the point of having a diagnosis for his condition. Previously things had been missed.

A would like to have normal every day problems like everyone else and that success is to have a better day than yesterday. He views addiction as a cancer that eats away at you.

If there wasn't another service available like SMART, A would not know where to turn. He might try to get help from another borough, but he may go back to taking drugs and committing crime. He explained that being scripted kept him away from crime and that there was also the family aspect to the service. He has two children and a partner and Social Services were now satisfied that there were no risks to his children.

A thought that more opportunities for residential rehabilitation would be a positive thing. Less than 10 service users go a year and many people just give up before they get there as the requirements are so strict. He also thought that the current three year contract for service providers is too short as it takes services some time to bed in and put their roots down.

### **Box 2: Views of Service User B**

B stated that the service had saved her life. She had accepted that she was an alcoholic four years ago and had tried to stop drinking over that time, but it was only when she came to SMART six months ago that she had made progress. She had now been sober for 12 weeks, had lost 2st 7lbs in weight and had recently been signed off by Social Services.

She did not feel she was judged at SMART and she liked the fact that the service dealt with the whole person and not just the alcohol. Currently, she comes into SMART three times a week and attends a minimum of three AA meetings. She had found the Anxiety Management Group and the Health and Wellbeing group very helpful. She also thought that groups gave a purpose to a service user's day. Boredom had been one of her triggers to drink.

For B, success would be complete abstinence rather than controlled drinking. She considers herself to be in 'healthy recovery' and that SMART had been her bridge to normal living. She feels that those in recovery should help those who are not and would like to volunteer for SMART to give something back. Her next step will be to get a job in 2016.

7.23 A key learning was the importance of having a welcoming, safe location which:

- Service users were encouraged to visit, not just for appointments, at any time during the day.
- Provided a non-clinical environment for group sessions.
- Provided a space to meet other clients in order to access a support group of people aiming for the same outcome.
- Enabled service users to be able to remove themselves from a situation that was providing a temptation.

## **8. ANALYSIS OF NEED AND DEFINITION OF SUCCESS**

8.1 Based on the assessment of need and the feedback from the consultation, service users of drug and alcohol services can be categorised into four outcome groups:

- Group 1: Preventing people from needing drug and alcohol services in the first place.
- Group 2: Enabling those who are chaotic users of drugs/alcohol to start to achieve stability.
- Group 3: Enabling those who are stable to work towards recovery.
- Group 4: Enabling those who are being maintained on substitute drugs to achieve full recovery.

8.2 Clearly, demand in each of the outcome groups will change over time, but the aim will be to move service users through to full recovery. Whilst there will be a small

number of people whose use will never change, for the majority there will be elements of success.

8.3 Measures of success for each of these outcome groups have been defined, see table 3. However, in addition, the overall measure of success for drug and alcohol services would be value for money using PHE’s Value for Money tool, see points 6.20 and 6.21. The current saving for the Royal Borough is £5.51 per £1 spent – the expectation would be to maintain value for money at least at this level.

**Table 3: Measures of success**

<b>Outcome group</b>	<b>Measures of success</b>
Group 1	<ul style="list-style-type: none"> <li>• Reduction in number of service users requiring treatment.</li> <li>• Number of people reporting increased awareness which discouraged/avoided misuse (self-reported survey).</li> </ul>
Group 2	<ul style="list-style-type: none"> <li>• Percentage of service users exiting the service and being able to self-manage their use.</li> <li>• Percentage of service users maintaining employment.</li> <li>• Percentage of service users exiting the service and being abstinent from any use.</li> <li>• Reduction in number of referrals to children’s safeguarding services where drugs and alcohol are the main presenting issues.</li> </ul>
Group 3	<ul style="list-style-type: none"> <li>• Percentage of service users exiting the service and being abstinent from any use.</li> <li>• Percentage of service users exiting the service and not re-presenting.</li> </ul>
Group 4	<ul style="list-style-type: none"> <li>• Percentage of service users exiting the service and not re-presenting.</li> <li>• Percentage of service users exiting the service and being abstinent from any use.</li> <li>• Reduction in ill health/hospital admissions.</li> </ul>

8.4 In relation to the self-reported survey, see Group 1 in table 3 above, it is acknowledged that seeking the views of young people, potentially through a survey undertaken in schools, will be more straightforward to secure. All the evidence suggests that discouraging use at a young age secures more positive outcomes in the longer term and therefore, focusing on a survey of younger people will help to refine the Royal Borough’s prevention strategy moving forward.

8.5 More detailed value for money measures could also be determined across a wider range of services – for example around reducing the number of children subject to child protection plans and/or the number taken into care where drugs and alcohol are the main presenting issue. The estimated cost per child on a child protection plan per annum is £16,260<sup>3</sup> and per child in care per annum is £36,000<sup>4</sup>.

<sup>3</sup> Data derived from *The Cost of Troubled Families*, Department of Communities and Local Government, January 2013.

<sup>4</sup> Data derived from *Children in Care in England*, House of Commons Library, August 2014.

8.6 Based on the analysis of need, future service provision for **adults** should comprise:

- A range of prevention and treatment services which are flexibly deployed to meet changing needs. This means that the service would not focus on specific substances but could change focus as the needs of the population change as evidenced through the JSNA and detailed data through the National Drug Monitoring System.
- There needs to be an equal emphasis on drugs and alcohol within the service but given the higher numbers, prevention should be major focus in relation to alcohol. This would also link to the priority outlined in the emerging JHWS, see point 6.2.
- These services would be best commissioned externally rather than seeking to provide in-house. Existing contracts evidence good engagement from service users and good performance in terms of treatment.
- It is acknowledged that the wider workforce will provide a significant amount of prevention services and part of the role of the commissioner will be quality assure the provision of these services. Appropriate resources will need to be secured to undertake this activity.
- Wider partner engagement in terms of alignment of plans and activities across health, other local authority and criminal justice organisations is vital to ensure that there is a breadth of service provision for all service users.
- In addition to specialised prevention interventions, more generic prevention activity should be embedded in the practice of all front line workers.
- Good access to the services for all are required, including for those who need to access further treatment after relapse.
- Whilst offering access to all, priority groups for services should be:
  - Parents with safeguarding issues.
  - Users with mental health conditions.
  - Pregnant women.
  - High risk/dependent drug and alcohol users.

8.7 Based on the analysis of need, future service provision for **young people** should comprise:

- A range of prevention and treatment services which are flexibly deployed to meet changing needs. This means that the service would not focus on specific substances but could change focus as the needs of the population change as evidenced through the JSNA and detailed data through the National Drug Monitoring System.
- Given the evidence that very few young people develop dependency and that those who misuse drugs or alcohol are likely to be vulnerable and experiencing a range of problems, the maximum benefit would be achieved through delivering in an integrated way with other services aimed at young people.
- On that basis and given existing good engagement and performance, continuing to provide the services in-house would be most effective.
- It is acknowledged that the wider workforce will provide a significant amount of prevention services and part of the role of the commissioner will be quality assure the provision of these services. Appropriate resources will need to be secured to undertake this activity.
- Wider partner engagement in terms of alignment of plans and activities across all organisations delivering services to young people is vital to ensure that there is a breadth of service provision for all service users.

- In addition to specialised prevention interventions, more generic prevention activity should be embedded in the practice of all front line workers.
- Whilst offering access to all, priority groups for services should be:
  - Young people involved in/at risk of child sexual exploitation.
  - Those with mental health conditions.
  - Young people on a child protection plan.
  - Young offenders/those at risk of offending.

## 9. PROPOSED OPTIONS

### **Commissioning and coordination**

- 9.1 The current DAAT is resourced through an operational manager post and two commissioning officer posts. These posts provide contract management for the two contracts, raise awareness of existing and new substances, carry out prevention work, coordinate the work around drug and alcohol across the Royal Borough and work with local partners to reduce crime and anti-social behaviour associated with substance misuse. The annual costs associated with this work is £117K and the TFG recommends that these are retained in order to provide quality assurance future provision and permit additional emphasis on preventative activities and the prevention agenda.

### **Elements of service – adults**

- 9.2 In order to inform decisions around the future configuration of the Royal Borough's adult substance misuse services, the interventions needed to serve the existing client group can broadly be separated into:
- Those which are fundamental for the core service model and are therefore deemed essential.
  - Those which enable the core service model and are therefore deemed essential.
  - Those which enhance the core service model and can therefore be deemed desirable.
  - Other health treatments/services provided by the wider health economy, including mental health services, to which service users are signposted, see Appendix 7.
- 9.3 The different elements defined within each of the above groups are based directly on the benchmarking analysis and consultation feedback described above, and the defined measures of success set out in table 3.
- 9.4 Any treatment service must balance psychosocial provision with pharmacological interventions. A core service model should include a number of elements:
- Assessment and screening, including risk assessments.
  - Referrals, signposting and interagency working, including safeguarding.
  - One to one support work which can include structured psychosocial work and unstructured work such as identifying triggers, goal setting and care planning.
  - Structured and unstructured group work.
  - Substitute prescribing for opiate users.
  - Drug testing for both prescribing clients and those on Drug Rehabilitation Requirements (Probation Orders).
  - Criminal justice specific interventions.
  - Adequately trained and supported staff at every level of delivery.

9.5 In line with the Council’s transformation principles, the **core service model** has been broken down into “invoiceable” elements and associated opportunities, see table 4 for detailed requirements and estimated annual costs and Appendix 8. These estimates are based in historical analysis and future costing projections. Return on investment is detailed in point 9.8.

**Table 4: Detailed core service requirements and estimated annual costs**

<b>Requirement</b>	<b>Estimated costs per annum</b>	<b>Notes/opportunities</b>
Service management costs (1 FTE service manager and 1 FTE team leader)	£67K *	For the prescribing element of the service, some sort of clinical governance/ management is required in addition to non-clinical staff/service management.
Organisation management costs (senior management input and HR support)	£35K *	This can vary greatly depending on what the provider can offer, eg centrally placed training leads, clinical specialist etc.
Assessment worker (1 FTE)	£22K *	Initial assessments of all clients, including early identification of all risks
Recovery workers (10 FTEs)	£240K *	Salary levels will vary depending on skills, experience and qualifications.
Prescribing staff	£145K **	Nurse and doctor input, including clinical provision at multiple venues and extended hours.
Alcohol detox – 0.5FTE band 6 nurse	£18K *	This has to be delivered by a clinically trained worker such as a prescribing nurse.
Blood borne vaccine nurse – half a day per week nurse time	£7K *	Vaccinations against and screening for blood borne viruses is an important part of provision and requires a clinical worker.
Dual diagnosis – two days per week from a nurse or other worker	£12K*	This cost represents a non-clinical member of staff and is therefore minimal in terms of costs required. This particular area would benefit from a joint agreement with local mental health services.
Administrative costs	£32K *	This would pay for 1FTE administrator and includes consumables and office costs.
Accommodation costs	£40K	The provision of a suitable building with appropriate facilities, easily accessible.
<i>Supplies and services</i>		
Case management system	£10K *	Needs to be compliant with the National Drug Treatment Management System.

Requirement	Estimated costs per annum	Notes/opportunities
Staff training	£10K *	To cover basic standard training, not any specialist training which may be required.
Needle exchange – consumables and some worker time	£2K	Needles and associated safety equipment have to be purchased. A pharmacy needle exchange is in place; however, the service needle exchange offers harm reduction advice and potentially an access point to treatment.
Literature/promotion for the service	£2K	Designing and publishing leaflets posters and flyers to advertise and promote the full range of services available.
Supervised consumption	£20K	Providing a local pharmacy support network to ensure clients have access to medication
Medication costs	£35K	The cost of opioid substitute medication
Laboratory costs	£3K	The provision of accurate drug testing and analysis.
Clinical waste and testing equipment	£2K	The purchase of and disposal of drug testing equipment.
Drug testing for other services – consumables and laboratory costs	£2K	Social care often require drug testing which has to be accounted for.
<b>Estimated TOTAL</b>	<b>£704K</b>	

\* The items indicated roughly equate to the current Recovery Service model. However, they represent a reduction of around £80K per annum as they are based on current market testing figures and therefore represent a proposed saving.

\*\* The prescribing service cost is an increase of around £25K per annum in order to ensure prescribing is available within extended hours to aid those who are in employment. This is a key access consideration and consistent with best practice evidence to support people in work and in turn reduce associated costs from users not working.

**Note:** All other costs are paid for through the DAAT budget, outside of the current service contract cost but are essential in order to deliver a community treatment service. However, they equate to similar spend to current levels.

9.6 The main costs associated with the core service are related directly to employees. Clinical staff time is required for substitute prescribing or other interventions such as community alcohol detoxes but the majority of the client support or 'recovery' work is carried out by generic 'recovery' workers. The breakdown of an average recovery worker's week, holding a baseload of 30 clients would be:

- One to one client work – 15 hours direct contact.
- Harm reduction work to additional 'tier two' service users – one hour.

- One to one preparation and planning/case note completion post contact – 15 hours.
- Group work delivery – two hours.
- Group work preparation and post group evaluations – two hours.
- Prescribing clinic support – two hours.
- Meeting attendance and partnership working – one hour.
- Referrals for clients, signposting and report writing – one hour.

This average baseload is consistent with other areas and in line with best practice guidelines for treatment of drugs and alcohol addictions.

9.7 In addition to the minimum core service model, there are other services which would be required to **enable** the core model to operate effectively and efficiently and are therefore also categorised as essential enablers. Many of these services could be further enhanced by working with partners and this is a possible angle to explore further. Without these services, users are far less likely to transition away from chaotic lifestyles or move to recovery in a timely and cost-effective way, which in turn would likely lead to increased downstream costs and a consequential negative financial and social impact to residents and RBWM. These services have similarly been broken down into “invoiceable” elements, see table 5 for detailed elements and estimated annual costs. These are services which are not currently provided through the DAAT, but which through the analysis of need have been identified as important to the delivery of the core model and given increased user demand and trends

**Table 5: Detailed enabling service requirements and estimated annual costs**

<b>Requirement</b>	<b>Estimated costs per annum</b>	<b>Notes/opportunities</b>
Aftercare support/ mutual aid	£10K	Aftercare provision for those stepping down from structured treatment.
Shared care – 0.5FTE development worker	£10K	GPs who prescribing opiate substitutes within their own surgeries must be supported by the service as must the client. Development work with GPs is also required locally in order to move this scheme forward.
Outreach work/ wider community work – 1FTE worker	£30K	This could involve detached work with street drinkers, outreach into homes of those too unwell to visit the service as well as projects such as community drop ins, night time economy work etc.
In-reach to prison and hospital – 1FTE worker	£30K	Similar work to the outreach work but with a specific focus on work in prison settings pre-release, police custody or hospitals.
Health and wellbeing	£15K	Ranging from training workers to deliver low level health prevention interventions and giving brief advice, to buying in other service or nurse time.
Employment/training support – licensing	£15K	Covering more basic skills, CV support and links to the workplace.



Requirement	Estimated costs per annum	Notes/opportunities
and accreditation of groups, client IT equipment or a part time post to support this area of work		
Family work – 1FTE family support worker	£30K	Covering carers support, couples therapy, family support etc.
<b>Estimated TOTAL:</b>	<b>£140K</b>	

9.8 There is a further set of services that would enhance the core service model and its associated enabling services and which could be deemed as **desirable**, see table 6. These are particularly pertinent given the variable type of service user and associated changes in user demand and the wider social environment and context when considering drugs and alcohol. Evidence shows that trends associated with the type of drug and alcohol addiction are unpredictable and highly variable. As with the enabling elements, these services are not currently provided through the DAAT or are supported at a low level through other public health funding.

**Table 6: Detailed desirable service requirements and estimated annual costs**

Requirement	Estimated costs per annum	Notes/opportunities
Counselling – 0.5FTE trained counsellor	£18K	The employed person would also be responsible for utilising volunteer trainee counsellors who would but need to be supervised.
Alternative therapies	£3K	Alternative therapies such as relaxation and reflexology are often utilised to aid recovery.
Online recovery programme, for example, Break Free Online	£10K	This is used as an additional tool for service users or others with low level issues who do not require the full service.
Additional recovery interventions, eg sports sessions, cookery, creativity, gardening.	£5K	Recovery interventions are important as often people have to find alternative positive ways to spend their time.
Mentoring/ volunteering scheme – supervision or a part time coordinator post	£5K	Volunteers can be an important addition to provision; how they are supported, trained and managed depends on capacity.
Contingency for	£50K	A proactive and flexible resilience for future

Requirement	Estimated costs per annum	Notes/opportunities
demographic changes		trends and developments in drugs, drug use, population etc.
<b>Estimated TOTAL:</b>	<b>£91K</b>	

### Return on investment

9.9 Return on investment calculations are based on an assessment of psychosocial provision and pharmacological interventions which should be balanced in any treatment programme. Based on the core and enabling service requirements set out in tables 4 and 5, the return on investment figures have been outlined in Table 7. Using the latest PHE calculator, these are arrived at by using the previous year's official treatment figures (the numbers accessing the service during 2014/15) against the money spent on each part of the service, in order to calculate the average cost of treating each person per day. It should be noted that a significant part of the return on investment from such services will by definition be qualitative and difficult to capture in pure monetary terms. This is particularly relevant in terms of downstream costs from events avoided and the overall value of preventative aspects of the service and treatment.

**Table 7: Return on investment**

Assessment	Return on investment	Core and enabling service elements used in the calculation
Community drug treatment – pharmacological	Royal Borough = <b>£3.18</b> per person per day.  National published average span = £6.56-£9.06 per person per day.	Service management costs, organisation management costs, assessment worker, recovery works, prescribing staff, blood borne vaccine nurse, dual diagnosis, administrative costs, accommodation costs, needle exchange, laboratory/ testing costs, medication costs, supervised consumption, shared care payments
Community drug treatment - psychosocial	Royal Borough = <b>£4.49</b> per person per day.  National published average span = £8.45-£11.29 per person per day.	Counselling, staff training, outreach work, in-reach to prison and hospital, health and wellbeing, employment/training support, family work, aftercare support.
Community alcohol treatment – psychosocial	Royal Borough = <b>£7.06</b> per person per day.  National published average	Alcohol detox, counselling, staff training, outreach work, in-reach to prison and hospital, health and

Assessment	Return on investment	Core and enabling service elements used in the calculation
	span = £8.26-£16.02 per person per day.	wellbeing, employment/training support, family work, aftercare support.

9.10 As Table 7 shows, local return on investment compares favourably to the national average highlighting the value of the service. Ensuring the service is focused on future imperative and changing demand with a clear definition and measurement of success will be important to maximise future return on investment to residents and the benefits to service users.

### Elements of service – young people

9.11 The TFG has concluded that, in terms of the young people’s service, it would best be delivered in an integrated way with other children’s services. This is because:

- Substance misuse is generally just one of a range of problems being experienced by a young person and therefore an integrated support plan working through a wide range of services is most appropriate.
- Young people generally do not develop dependency. Most young people only need to engage with specialist drug and alcohol interventions for a short period of time, often weeks, before continuing with further support elsewhere.
- Preventing or delaying the onset of substance misuse depends on the provision of good quality education and advice to young people and their parents which can be delivered more effectively through the wider children’s workforce.
- Employing a small number of specialist substance misuse workers targeting young people with particular substance misuse needs will contribute positively to wider positive outcomes for children and young people. The direct provision through two substance misuse workers is appropriate for the level of need and should be continued.

9.12 The DAAT currently employs two young people’s substance misuse workers at an annual cost of £69K, including on costs, supplies and services. The TFG recommends retaining this resource in order to deliver this part of the service.

### Signposting

9.13 A key function of the current drugs and alcohol service is signposting users to other relevant services across the Royal Borough. The TFG has concluded this is an essential part of any future service and an area that warrants further exploration and definition. Such services include, amongst others, local mental health services, GP services and outreach programmes.

9.14 To ensure any future service model is optimised to account for this important and relatively inexpensive component of the service, it is recommended a comprehensive operational action plan be formulated to ensure this signposting is maximised and identifies relevant gaps in the wider local health economy. This would also potentially provide additional opportunities for greater integration across services consistent with the JSNA and JHWS. It is proposed this item be taken to the Local Health and Wellbeing Board for further scrutiny and analysis.

### **Health, crime and equalities impact assessments**

9.15 Health, crime and equalities impact assessments have been undertaken. These are important to evaluate the proposed options and recommendations. The full assessments are at Appendices 9, 10 and 11. Three health impact assessments were undertaken, one by the GP lead, one by Berkshire Healthcare Foundation Trust and one by the Director of Public Health. In summary, the assessments concluded:

- **GP Assessment** – the draft options were assessed as having a positive impact on mental and physical health, and diet and nutrition, where the importance of the prevention work that the DAAT enables was noted. The model, as it stands being very similar to what is already in place, was not assessed as having any adverse impact on primary care access to services.
- **BHFT assessment** – this assessment was caveated with the comment that until the budget envelope had been decided, it was not possible to undertake a full assessment of the model. As a result, the BHFT assessment was that the proposals would have a potentially negative impact on the areas assessed.
- **Public Health** – the Public Health assessment, undertaken by the Berkshire Director of Public Health and Public Health England, was that due to the public health funding reductions, the proposal could potentially have a negative impact on all the areas assessed. If the core model was not retained, as recommended, it could increase the pressure on other health services, wider care and safeguarding services and lead to an increase in crime and anti-social behaviour.
- **Crime Impact Assessment** – the draft proposals were assessed by Thames Valley Police as having no adverse impact on the perception and fear of crime, acquisitive crime, serious/organised crime and numbers in custody. Negative impacts were potentially assessed in relation to antisocial behaviour, violent crime and domestic abuse.
- **Equalities Impact Assessment** – The assessment concluded that there would be no adverse impact of the proposals, subject to ongoing monitoring of the service to ensure that it is meeting diverse needs. The focus on a range of priority groups, such as those with mental health needs, is assessed as having a positive impact on vulnerable groups. The fact that the service will be available to all priority groups is also a beneficial impact.

### **Procurement**

9.16 The TFG recognised that there is a national reduction in the Public Health Grant, as part of central government's deficit reduction programme, and this forms the majority of the budget for drug and alcohol services, see Appendix 3. It is likely that the contribution from the Police and Crime Commissioner will also reduce. Ultimately, the budget is a matter for Cabinet and, although the TFG was aware of the budgetary constraints, it has presented options in accordance with the defined need as based on the available evidence, best practice guidelines and analysis.

9.17 To secure the greatest efficiencies, the final contract should be based on payment of a core amount, with further payments based on achieving results that meet the outcomes specified. This would be in the form of a performance matrix that scores successful completions, abstinence and managed intake against complexity of need.

- 9.18 Efficiencies from the current adult contract and service costs would be sought through future procurement. Previous discussions with the market support the fact that efficiencies between £50K and £100K can be delivered from these contracts by being innovative about the service model and specification.
- 9.19 Whatever the chosen service model, the future adult service will be subject to a procurement process in order to implement a new contract/s by 1 April 2017. The procurement method would benefit from as much flexibility as possible, ensuring the Royal Borough is able to negotiate best value for the residents.
- 9.20 Taking the above into consideration, the recommended procurement route, would be to utilise the more flexible negotiated tender methodology. Whilst a negotiated tender process benefits from the selection process at a pre-qualification stage, it also allows the purchaser flexibility to negotiate the model and terms of the contract further prior to award. This ensures that innovation from providers and ideas from commissioners can be included in the final model.
- 9.21 The current young people's service is small and it is unlikely that efficiencies would be secured through an open market tender in isolation. Consultation feedback was clear that integration with wider young people's services was preferable to integration with adult drug and alcohol services. The focus on prevention for this service would also work well with the wider provision of services for children and young people.

### **Risks**

- 9.22 The options and recommendations presented in this report are based on the TFG's current understanding of prevalence and need in the Royal Borough. However, it recognises that this is an area of work that is affected significantly by a number of variables, including demographic change, public health priorities, addiction patterns and the introduction of different drugs. It is on this basis that the TFG is recommending a flexible and responsive service delivery model.
- 9.23 Notwithstanding the overall reduction in public health budget, the TFG is clear that the risks of not investing in drug and alcohol services are:
- An increase in crime and antisocial behaviour, in particularly acquisitive crime and violent crime.
  - An increase in cases of domestic abuse.
  - An increase in numbers of people moving from risky drinking levels to dependency and the resulting impact on health services amongst others.
  - An increase in those presenting with physical health issues in primary care, specialist services and acute service.
  - An increase in those presenting with mental health issues in primary care, specialist services and acute services.
  - An increase in the numbers of both drug and alcohol related deaths.
  - An increase in the numbers of both children and adults in the community who require safeguarding services.
  - An increase in the number of families who are unable to remain together due to safeguarding issues.
  - An increase in unemployment and of young people who are NEET (not in education or employment).
  - An increase in homelessness.

- 9.24 The comprehensive benchmarking analysis, national evidence and local stakeholder consultation clearly demonstrate these risks.
- 9.25 The financial impact of all of the above would be significant. The Public Health England scenario planning 'Cost Effectiveness Tool' shows that if the service budget was reduced to this level, there would be an estimated 7,475 additional crimes in the borough, including shoplifting, burglary, theft of and from a vehicle and robbery taking place in 2016/17 which would have been prevented if there were no reductions made.
- 9.26 In terms of economic costs due to the resulting increased crime locally, the tool predicts it would cost the Borough's criminal justice services an additional £1.47m over one year. Furthermore, the costs to health would be predicted to be an additional £541K. The TFG has unequivocally concluded that it is essential to avert these costs and consequences through the investment of an appropriate and sufficient drugs and alcohol service as proposed in this report.

## 10. RECOMMENDATIONS

10.1 The recommendations of the Drug and Alcohol TFG in relation to the **commissioning** of drug and alcohol services in the Royal Borough are to:

- Retain the current commissioning staff of one manager and two commissioning officers, annual costs £117K (no additional cost), to ensure tight contract management, effective coordination across all services and specialist advice and guidance.
- Carry out a systematic review of the services provided by other agencies in the Royal Borough for drug and alcohol substance misusers in order to provide assurance around quality and breadth of provision.

10.2 The recommendations of the Drug and Alcohol TFG in relation to **adults** are to:

- At a minimum, commission the essential core service model at an estimated annual cost of approximately £704K, see table 4.
- Commission the essential enabling services required to ensure maximum impact of the core service model at an estimated annual cost of approximately £140K or at least a significant proportion of these services according to priority to allow for effective implementation, see table 5.
- Work with partners to ensure that the services which enhance the core service model and its enabling services at an estimated annual cost of £91K, see table 6, are provided within the Royal Borough. The costs of these additional services could be split across local partners and be implemented in an integrated fashion based on the JHWS and JSNA. Undertake a feasibility study to assess opportunities in this area with a detailed budget proposal to follow to assess cost-effectiveness and financial viability.
- Deploy a flexible negotiated tender methodology in order to secure maximum efficiencies from the procurement process.

10.3 The total cost of the recommendations in relation to adults for the core and enabling services, at point 10.2, is approximately £844K which is £76K less than the current spend on adults of £920K based on current market testing and equates to a 8.2% reduction in spend.

10.4 The recommendations of the Drug and Alcohol TFG in relation to **young people** are to:

- Move the current young people's substance misuse workers into children's early help services to enable integration with the wider children's service delivery, at the current annual cost of £69K (no additional cost). This is viewed as the only credible and viable option.

## **11. APPENDICES**

Appendix 1: Overview of current service

Appendix 2: Drug and Alcohol TFG terms of reference and membership

Appendix 3: Public Health grant and reduction

Appendix 4: Legal position on the statutory duties around substance misuse

Appendix 5: Benchmarking and Best Practice report, December 2015

Appendix 6: Consultation output, February 2016

Appendix 7: Guidance for the delivery of specific treatment modalities

Appendix 8: Other services working with the DAAT

Appendix 9: Health impact assessments, March 2016

Appendix 10: Crime impact assessment, March 2016

Appendix 11: Equalities impact assessment, March 2016

Appendix 12: Wider learning points provided during the review



Document Name	Drug and alcohol services – outcome of review and recommendations, May 2016		
Document Author	Drug and Alcohol Task and Finish Group		
Document owner	Cllr Stuart Carroll, Deputy Lead Member for Public Health		
Accessibility	Available in other formats on request		
How this document was created	Version 1	Task and Finish Group	March-April 2016
	Version 2	Cabinet	May 2016
Circulation restrictions	None		
Review date	Not applicable		

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Report for:  
ACTION



<b>Contains Confidential or Exempt Information</b>	No – Part I
<b>Title</b>	Shared Legal Services
<b>Responsible Officer(s)</b>	Russell O’Keefe, Strategic Director of Corporate and Community Services. Tel: 01628 796521
<b>Contact officer, job title and phone number</b>	David Scott, Head of Governance, Performance, Partnerships and Policy
<b>Member reporting</b>	TBC
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 May 2016
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. The council is part of a shared legal service with Wokingham Borough Council called Shared Legal Solutions (SLS). The SLS arrangement has worked well and delivered good legal support and service resilience at a relatively low cost.
2. The current agreement which commenced on 1 June 2011, is due to end on the 31 May 2016. Wokingham Borough Council has proposed a further 5 year extension.
3. The council carried out a review of its use of legal services and the arrangement with SLS and has agreed a £250,000 per annum cost saving with SLS from 2017/18 which is set out as part of a new business plan.
4. The report recommends approving the extension of agreement with SLS and approval of the new business plan.

## 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. None internal processes	2017/18

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

- I. Approves extending the Shared Legal Solutions agreement for five years, 2016 – 2021.
- II. Delegate authority to the Strategic Director of Corporate and Community Services in liaison with the Lead Member for HR and Legal to sign an extended agreement with Wokingham Borough Council, Shared Legal Solutions.
- III. Approves the Shared Legal Solutions business plan.

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

2.1 In February 2011 the Council's Cabinet approved the formation of a combined shared legal service commencing on 1 June 2011 with Wokingham Borough Council. This was to be called Shared Legal Solutions (SLS). SLS focuses on the following areas of law:

- Contract
- Corporate
- Education
- Environmental
- Litigation
- Property.

2.2 The SLS arrangement has worked well and delivered good legal support and service resilience at a relatively low cost. The current agreement is due to end on the 31 May 2016. Wokingham Borough Council has proposed a 5 year extension. The extension will give the council ability to terminate at any point with 12 months notice.

2.3 In February 2016 the council carried out a review of its use of legal services and the arrangement with SLS. Agreement was reached with SLS that a £250,000 per annum saving could be achieved from 2017/18 as part of extending the agreement and implementation of a new business plan. This equates to a reduction of approximately 27% on the current years costs. A copy of the new business plan is included at Appendix A. The reduction will be achieved through a range of efficiencies and improvements including better use of technology, reduction in transactional or ancillary activities, process redesign and tighter control of workflow and requests for legal advice so that that internal knowledge and expertise are more fully utilised, where appropriate.

Option	Comments
Not agree the extension of the agreement and new business plan <b>Not recommended</b>	This would mean that the council would have to create a new legal service and would not benefit from the legal support, savings and resilience benefits of being part of the shared service.
Agree the extension of the agreement and new business plan <b>Recommended</b>	This would mean the council would benefit from the legal support, savings and resilience benefits of being part of the shared service.

### 3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Savings realised	Less than £250,000	£250,000	More than £250,000	More than £300,000	1 April 2017

### 4. FINANCIAL DETAILS

4.1 The financial implications of this paper is a £250k reduction in spend.

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£0,000	£0
Reduction	£0	£0	£250,000

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

### 5. LEGAL IMPLICATIONS

5.1 The actions would ensure the council still has access to effective legal advice at a reduced cost.

### 6. VALUE FOR MONEY

6.1 The actions support good value for money for a support service.

### 7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None

### 8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
Savings not realised	High	Good client side management of the changes with SLS	Low
The council does not have the right kind of legal advice	High	Good client side management of the changes with SLS.	Low

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
when it needs it			

## **9. LINKS TO STRATEGIC OBJECTIVES**

9.1 The report supports all strategic objectives of the council.

## **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 None.

## **15. TIMETABLE FOR IMPLEMENTATION**

<b>Date</b>	<b>Details</b>
1 June 2016	Extension to shared service commences.
June 2016 – March 2017	Implementation of changes with SLS, in line with business plan, to support savings

## **16. APPENDICES**

- Appendix A – New SLS business plan

## **17. BACKGROUND INFORMATION**

## **18. CONSULTATION (MANDATORY)**

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
<b>Internal</b>				
Cllr Burbage	Leader of the Council			

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	27.4.16	30/4/16	Comments throughout
Simon Fletcher	Strategic Director Operations and Customer Services	27.4.16		
Russell O'Keefe	Strategic Director Corporate and Community Services	27.4.16	27.4.16	Comments included throughout
Chris Targowski	Cabinet Policy Manager	27.4.16		
Anna Trott	Cabinet Secretary	27.4.16		
<b>External</b>				

## 19. REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>
Key	No

# Shared Legal Solutions 5-year Business Plan 2016 to 2021

Shared Legal Solutions (SLS) is a combined local government legal service which came into being on 1 June 2011. SLS initially provided to Wokingham Borough Council (WBC) and the Royal Borough of Windsor & Maidenhead (RBWM).

The purpose of the service was to drive down the cost of local government legal services whilst simultaneously focussing on building resilience and service efficiency.



## Introduction

Shared Legal Solutions (SLS) is a combined local government legal service which came into being on 1 June 2011. SLS initially provided to the Berkshire authorities of Wokingham and Windsor & Maidenhead.

The purpose of the service was to drive down the cost of local government legal services whilst simultaneously focussing on building resilience and service efficiency.

## Purpose

This 5 year Business Plan for the service clearly sets out the aspirations for business development for the service in the longer term, as well as how areas of success will be maintained, and areas of concern will be attended to.

The service has delivered the majority of its aims in that the service is of high quality<sup>1</sup>, relatively low cost, and value for money. The focus during the first 5 year period has been on building resilience of service whilst lowering cost and the service is now delivering legal services at an unprecedented cost base compared to other authorities.

However, such focus has come at a price with business development and third party income being much less than desired, meaning our long term ambition for the service to supplier of choice to a greater number of clients remains unachieved.

## Our Service

SLS offers a range of public sector legal services which includes advice and professional support in the following practice areas; contracts, procurement, education law, general litigation and prosecutions, licensing, planning, employment, highways, conveyancing and property, Civil Litigation, commercial, Judicial Review, governance, and information law.

The service is different from other providers because:

- We are specialist local government lawyers, who are used to working in a political environment and in accordance with our clients' organisational objectives.
- We are extremely cost effective for our respective Authorities and offer very competitive rates for legal work to our companies, schools and other organisations where we are able to offer our services. We offer value for money services.
- We are not profit oriented although profit minded.
- We are a dedicated and committed workforce as our clients and employer are local authorities.

## Our Vision

A standalone local authority business, which can generate direct benefits to its partners, both in terms of the business it conducts on their behalf but also in terms of generating new markets for its services and maximising the income generating potential.

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<sup>1</sup> 95% of respondents to November 2015 SLS survey were 'very satisfied' or 'satisfied'.

## **Legal and Operational Requirements**

The main legal requirements imposed on the shared service are those associated with the public sector and being part of a professionally regulated body.

The main operational requirements are those agreed within the shared service agreement. The agreement provides for a sharing of obligations and benefits by the partners authorities but ensures that services are delivered with a commercial focus and to agreed service levels

## **Our Business Aims**

Over the coming 5 years, Shared Legal Services aims to;

- decrease the demand from partner organisations to reduce the costs associated with legal services
- increase income from existing and other sectors enhance the product offer to broaden the range and drive market penetration
- consider adaptations to current, or implementation of new operating models to ensure the service remains viable

## Action Plan

Aim	Action	Year
Decrease the demand from partner organisations to reduce the costs associated with legal services	Assess activity with partners and investigate opportunities to reduce demands e.g. through self-help, self-service or staff development.	2016-17
	Improve the current legal software platform to enable self-service whilst removing current operating deficiencies	2016-17
	Review service levels to determine, with customers, the required changes to make it affordable, practicable and appropriate	2016-17
	Introduce new customer focused processes to enhance customer liaison and relationship management while reducing resource requirements in managing ongoing queries.	2017-18
	Provide more management information to our customer base to enable them to manage demand as well as managing expectations through a shared understanding of service levels and costs.	2017-18
Increase income from existing and other sectors	Continue ongoing discussion with Berkshire authorities and JLT to determine additional transfer of duties, resources and activity where feasible to support the shared service and enhance service provision	2016-17
	Implement new marketing and branding through the revised Select Business Services umbrella	2016-17
	Revise and enhance the service offer to broaden opportunities for sales and roll out to current customer base in a consistent way	2016-17
	Introduce direct sales and marketing to schools and other public or charitable organisations across Berkshire	2017-18
Consider adaptations to current, or implementation of new operating models to ensure the service remains viable	Discuss ongoing requirements and future plans of partner organisations to determine potential impact on the service as well as determining best fit and preferred operating models	2016-17

	Meet with other organisation to discuss the opportunities for growth of the shared service	2016-17
	Investigate the opportunities for joining with established service providers in a separate shared or commercial arrangement	2016-17
	Consider the appetite and opportunity for introducing alternative operating models within the current service e.g. mutual or LATCO.	2016-17

This action plan will be supported by more detailed action plans, the first being developed once the agreement is extended and with later years being developed as part of the business planning process.

## **Financial**

Every year an assessment is made of the hours utilised by each of the partners and this forward projection is made approximately 6 months before the end of the financial year, so that the next year's budget can be agreed and costs apportioned appropriately between the parties. This assessment allows the cost of the service to be apportioned to the hours required by our partners and enables us to provide a benchmark fixed hourly rate charge for the level of service each party has agreed to 'buy' for the forthcoming year.

The financial position is stable, and the service has been able to continually reduce the operating hourly rate provided to partners. However, this is now at an unsustainable high level of utilisation and with increasing costs and reducing local authority settlements, the aim will become more about retaining value for money, perhaps through a differential with market rates, rather than further cost reductions.

Additional income will support this aim, and so the service plans to integrate its branding and service offer within the newly created Select Business Services (created and managed through Wokingham Borough Council). This will create additional capacity to support more proactive marketing of the services. When combined with a revised service offer, with the use of insurance-style products, it is perceived that this could drive up overall income and minimise the gap from the reducing local authority spend profile.

The 5 year Operating Budget is attached in Appendix 1. The operational budget 2016/17 is on the next page.

## **Benchmarking**

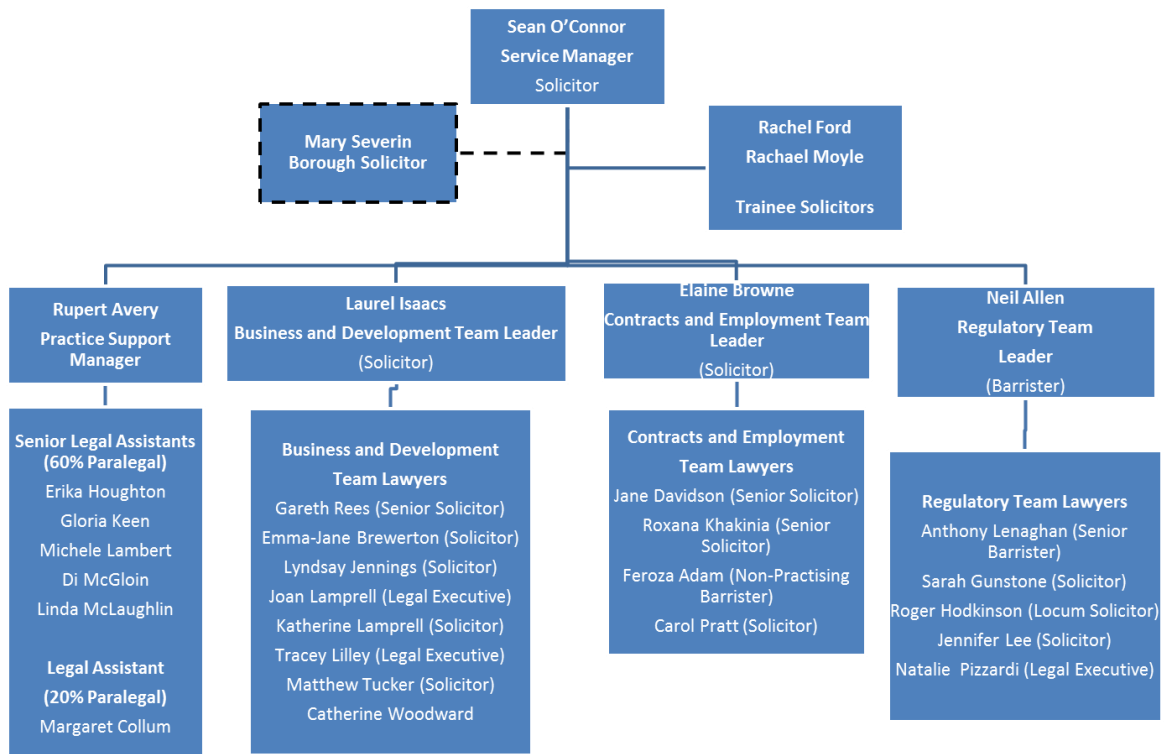
In comparing the hourly rates with the market, it would suggest that the marketed hourly rate of £85 is around 25% cheaper than the cheapest public sector orientated private practice and 10% cheaper than other public authorities. In addition, our operating hourly rate of £66 is, by comparison, 50% lower than that of the marketed hourly rate of the local private firms.

## Operational Budget 2016-17

Description	Proposed Budget for 16/17	Spit on Budget 2016/17		
		RBWM	WBC	SBC
Number of Hours (under contract)	26,025	14,117	10,308	1,600
Split (%)	100	54	40	6
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Salaries	1,382	750	547	85
Management Salary	0	0	0	0
Library	55	30	22	3
Accommodation/ IT Recharges	188	102	74	12
Professional subscriptions	9	5	4	1
Resources Internal Support		0	0	0
IT running costs		0	0	0
Protected Salary		0	0	0
Redundancy Costs		0	0	0
Maternity Costs		0	0	0
Training	10	5	4	1
	<b>1,644</b>	<b>892</b>	<b>651</b>	<b>101</b>
<b>Office Expenses</b>				
Staff Advertising/Recruitment	1	1	0	0
Agency Fees	0	0	0	0
Employee Insurances	0	0	0	0
Corporate Health / CRB Charges	0	0	0	0
Other Allowances & Awards	32	17	13	2
Travel	8	4	3	0
Equipment & Furniture	2	1	1	0
Refreshments & Hospitality	1	1	0	0
Printing	2	1	1	0
Stationery	0	0	0	0
Postage	8	4	3	0
IT Consumables (RFC charges)	2	1	1	0
IKEN Support/Licence	13	7	5	1
Advertising	0	0	0	0
Other Expenses (IKEN upgrade)	10	5	4	1
Professional negligence insurance	0	0	0	0
	<b>79</b>	<b>43</b>	<b>31</b>	<b>5</b>
<b>Grand Total</b>	<b>1,723</b>	<b>935</b>	<b>682</b>	<b>106</b>
<b>Hourly rate (£ per hr)</b>	<b>66</b>			

# Workforce

The current organisational structure of the service is:



The structure is currently fit for purpose with each manager having no more than 7 direct reports. However, the salaries within the structure are of growing concern in some areas, where recruitment is becoming more challenging as the market becomes more competitive. It will become necessary, over the coming years to look at the benefits package offered to try to increase flexibility, or overall value, to recruit and retain the best people.

The structure enables managers to have 0.3FTE allocated to non-fee earning work, thereby providing capacity to continuously professionally develop, thereby ensuring we have current knowledge and skills to deliver against our targets. This is particularly important given the continuously changing climate of local government.

Workloads have become increasingly flexible as knowledge and skills of team members are increased in other areas of work. This allows our people to have a specialism while being able to work in other areas, thereby ensuring resilience across teams and the service, providing capacity to respond to any peak in demand, while also reducing the likelihood of redundancy due to reducing demands in specific areas of expertise.

The introduction of additional solicitor resource with the capability to attend additional courts, has been a significant saving to external fees, and despite the additional salary commitment, has reduced the overall operating costs of the service. Such innovative thinking and capacity management, will be continued and other areas considered in a similar way going forward. This could include specific support for compulsory purchase orders, regeneration, housing and asset management support, as these areas become greater priorities within local authorities.

## Risks

ID	Risk	Description	Risk Type	Owner	Risk Rating				Risk Response
					Impact	Likelihood	Appetite	Score	
RRLS001	Data Loss	Loss of data or sensitive information due to greater risk in service	Financial	Sean O'Connor	4	2	High	8	Treat
RRLS002	Legal Challenge	Increase in legal challenge and costs due to legislative changes etc, e.g. Care Act	Financial	Sean O'Connor	5	2	High	10	Tolerate
RRLS003	Increased Demand	Savings or income demands for SLS result in the service being unable to deliver existing service demands or missing opportunities.	Operational	Sean O'Connor	3	3	Medium	9	Treat
RRLS004	Litigation Defence	Litigation against councils not being successfully defended or corporate and political priorities not being pursued (removal of trespassers from public spaces etc)	Reputational	Sean O'Connor	4	1	Medium	4	Tolerate



RRLS005	Staff Turnover	Staffing losses and further restructures reducing capacity, putting services at risk if legal advice is not given. For example, this could lead to; losing cases with costs, breaking the law, corporate manslaughter claims, more complaints and investigations, more costs awarded against the Council by the Planning Inspectorate.	Operational	Sean O'Connor	5	2	Medium	10	Tolerate
RRLS006	Breach of Contract	Not delivering contractual or SLA obligations due to lack of resources. (e.g. Shared Legal Solutions is contractually bound to supply a certain number of hours of legal advice to RBWM until June 2016.)	Operational	Sean O'Connor	3	2	Medium	6	Treat
RRLS007	Loss of Electronic Data	Deletion of electronic documentation. As more and more information is stored electronically, any corruption or failure of the system will lead to complete loss of the data.	Financial	Sean O'Connor	4	3	High	12	Tolerate

## Appendix – 5-year Operating Budget

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Account Code	Account Description	Full Year Budget 2016/17	Full Year Budget 2017/18	Full Year Budget 2018/19	Full Year Budget 2019/20	Full Year Budget 2020/21
<b>Employees</b>						
R1000	Salaries - WBC	1,382,180	1,282,180	1,320,645	1,360,265	1,401,073
R1060	Other Allowances	33,000	33,000	33,000	33,000	33,000
R1401	Professional Fees	9,000	9,270	9,548	9,835	10,130
R1650	Training & Development	10,000	8,000	8,240	8,240	8,240
R1700	Employee Advertising Costs	1,000	1,000	1,000	1,000	1,000
<b>Total Employees</b>		<b>1,435,180</b>	<b>1,333,450</b>	<b>1,372,434</b>	<b>1,412,339</b>	<b>1,453,442</b>
<b>Other Expenditure</b>						
R3400	Mileage Expenses	8,000	8,000	8,000	8,000	8,000
	Accomodation, IT & Recharges	188,000	188,000	188,000	188,000	188,000
R4000	Equipment Purchase	1,500	1,500	1,500	1,500	1,500
R4100	Catering - Refreshments	500	500	500	500	500
R4300	Printing & Distribution	1,000	1,000	1,000	1,000	1,000
R4302	Publications	44,750	46,093	47,475	48,900	50,367
R4312	Postage	5,000	5,000	5,000	5,000	5,000
R4450	Services - Internally Provided Printing	1,500	1,500	1,500	1,500	1,500
R4531	Computing - Licence Software	13,000	13,390	13,792	14,205	14,632
R4532	Computing - RFC Charges	2,000	2,000	2,000	2,000	2,000
R4980	Miscellaneous Expenses	10,000	10,000	10,000	10,000	10,000
<b>Total Other Expenditure</b>		<b>275,250</b>	<b>276,983</b>	<b>278,767</b>	<b>280,605</b>	<b>282,498</b>
<b>Total Expenditure</b>		<b>1,710,430</b>	<b>1,610,433</b>	<b>1,651,200</b>	<b>1,692,944</b>	<b>1,735,940</b>
<b>Income</b>						
R9101	Contributions - RBWM	(935,000)	(705,550)	(726,717)	(748,518)	(770,974)
	Contributions - Slough	(106,000)	(130,380)	(160,367)	(197,252)	(242,620)
	Contributions - WBC	(669,430)	(689,513)	(710,198)	(731,504)	(753,449)
R9300	Fees - Parish Councils (all Boroughs)	(5,000)	(10,000)	(15,000)	(20,000)	(25,000)
	Fees - third party income (developers/tenants)	(25,000)	(26,250)	(27,038)	(27,849)	(28,684)
	Fees - WBC Schools	(9,750)	(11,700)	(13,650)	(15,600)	(17,550)
	Fees - RBWM Schools	0	(29,250)	(30,713)	(32,248)	(33,861)
	Fees - Slough Schools	0	(5,119)	(7,166)	(9,214)	(11,261)
<b>Total Income</b>		<b>(1,750,180)</b>	<b>(1,607,762)</b>	<b>(1,690,848)</b>	<b>(1,782,185)</b>	<b>(1,883,399)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>		<b>(39,750)</b>	<b>2,671</b>	<b>(39,648)</b>	<b>(89,240)</b>	<b>(147,458)</b>

## **Assumptions**

The following assumptions have been used to create a forecast budget for the coming 5-years. These assumptions will be reviewed each year to develop the actual budget which is subject to agreement by the Partnership Board.

- a. 3% increase in Salary Costs including 1% increase/spine points
- b. 3% increase due to RPI (forecast obtained from the Office of National Statistics, ONS)
- c. 3% increase due to RPI plus 20% further work due to closer working
- d. 10 Schools at £975 per year plus 2 per year
- e. 30 schools at £975 per year. Thereafter 5% increase
- f. 5 schools at £975 per year. Thereafter 2 per year plus 5% increase
- g. from 3rd party developers/contribution to costs plus Landlord legal costs
- h. Assuming loss of staff of 2 FTE (or equivalents)

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Report for:  
ACTION



<b>Contains Confidential or Exempt Information</b>	No - Part 1
<b>Title</b>	Residents Survey
<b>Responsible Officer(s)</b>	Russell O'Keefe, Strategic Director of Corporate and Community Services. Tel: 01628 796521
<b>Contact officer, job title and phone number</b>	Louisa Dean, Communications and Marketing Manager
<b>Member reporting</b>	TBC
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 May 2016
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. The council carries out an annual Residents Survey through a specialist company called BMG.
2. The survey tests residents' satisfaction with the area and the council and its services. As such, the survey provides essential information to inform council forward planning and service improvement in line with the key council priority to always put residents first.
3. Two thousand randomly selected residents were sent the survey in October and November 2015 to complete by 16 December 2015. In total 774 responses were received equating to approximately a 39% response rate.
4. Overall 81% of residents are very or fairly satisfied with Windsor and Maidenhead as a place to live and 61% are satisfied with how the Council runs things.

## 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. Ensures resident's views inform how the council plans and improves services.	Immediately

## **1. DETAILS OF RECOMMENDATIONS**

### **RECOMMENDATION: That Cabinet:**

- I. Notes the results of the resident's survey.**
- II. Approves the planned actions in paragraph 2.17 to ensure the information will inform the council's strategic plan, service planning and improvement.**

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

### **Background**

- 2.1 Each year the Council carries out an annual Residents Survey through a specialist company called BMG. The survey tests residents' satisfaction with the area and the council and its services.
- 2.2 The survey provides an important snapshot of residents' views. It, therefore, provides essential information to inform the council's forward planning and service improvement in line with the key priority to always put residents first.
- 2.3 In October and November 2015 two thousand, randomly selected residents, were sent a copy of the survey by BMG to be completed by 16 December 2015.
- 2.4 The results were then analysed by BMG and a copy of their full report can be found on the website.

### **Response rates**

- 2.5 In total 774 responses were received and 149 online (this was implemented for the first time this year). This equates to an overall response rate of approximately 39%.
- 2.6 All data has been weighted by BMG to correspond with the overall population of the borough. However, the raw data shows respondent profile by age range as follows:
  - 18-24 years: 2
  - 25-44 years: 129
  - 45-64 years: 300
  - 65 years plus: 304
  - Refused to say: 39.
- 2.7 Raw data also shows the following respondent profile for tenure type:
  - 579 - own house outright
  - 59 – mortgage
  - 14 – rent from council
  - 44 – rent from Housing Association/Trust
  - 11 - Other
  - 14 – Not provided.

## Summary of results

- 2.8 Overall, 81% of residents are very or fairly satisfied with Windsor and Maidenhead as a place to live. However, this is a fall on the previous year with 88% in 2014 and 85% in 2013. 8% of residents were dissatisfied with the area as a place to live. This is an increase on the previous year with 4% in 2014 and 7% in 2013.
- 2.9 The three most important factors for residents living in the borough were as follows:
- Health services
  - Level of crime and anti-social behaviour
  - Education provision.
- 2.10 These were the same factors for residents shown in the previous surveys in 2014, 2013, 2012 and 2011.
- 2.11 As with the survey in 2014 the three most important factors most in need of improvement were as follows:
- Level of traffic congestion
  - Road and pavement repairs
  - Parking provision.
- 2.12 In terms of satisfaction with council services the highest levels were as follows:
- Refuse collection – 93%
  - Doorstep recycling – 90%
  - Local tips – 79%
  - Parks and open spaces – 78%.
- 2.13 The lowest levels of satisfaction with council services were as follows:
- Road maintenance – 40%. Although this was an improvement from 2014 (29%)
  - Museums and galleries – 47%
- 2.14 In terms of overall satisfaction with how the council runs things:
- 61% are satisfied with how the council run things. This is lower than the 65% in 2014
  - 23% - neither satisfied nor dissatisfied
  - 16% are dissatisfied.
- 2.15 One particular area to highlight is the very high percentage of residents who volunteer and help others with 44% of residents having given unpaid help in the last 12 months and 17% having given help at least once a week. This is a very high rate of residents volunteering.
- 2.16 Some particular areas to highlight in need of improvement would be as follows:

- Residents prefer to receive information via the website – 31% and residents preferred method of contacting the council or accessing services – 27% website. This suggests the council’s website needs further improvement as part of the ongoing development work on the website
- Satisfaction with road and pavement repairs – 39%
- Satisfaction with parking provision – 33%.

### **Actions**

2.17 The following eight overall actions are planned:

- To actively promote the results of the survey this year through:
  - Press releases
  - Around the Royal Borough article
  - Residents’ email newsletter
  - Snapshot of stats through Twitter/Facebook
- A focus will be maintained on reducing traffic congestion using a range of opportunities to deliver improvements. These will include better management of roadworks through the ‘Permit’ scheme (recently approved by Cabinet); investment in engineering measures (for example: removal of unnecessary traffic signals); offering choice to car use through public transport, walking and cycling and planning policy.
- Significant investment (£1.65m in 2016/17) in the maintenance and improvement of our roads and pavements will continue which has delivered improvements in recent years and is a key performance target to improve further
- Development of a parking strategy is in progress which will understand current and future demand which will be assessed against available capacity both now and in the future. Issues and options will be identified, approved and delivered to ensure that high quality parking is available
- The Council’s three directorates in liaison with their lead members to use the detailed information to inform their directorate business plans and fundamental service reviews and transformation projects to support future improvements of services
- To utilise the results to inform the next review and refresh of the council’s strategic plan.
- The Council to carry out a pilot of the customer contact team carrying out a resident satisfaction survey with residents who are willing, who have contacted the council, for one week during a quarter. This would potentially provide a way to test the views of a wider range of residents, potentially from different age and tenure groups, and may provide an opportunity for a more ongoing model of resident engagement to inform Council improvement.
- Next year the Council to test out producing a streamlined paper version of the survey to increase response rates from different group and a web version (similar to this year).



Option	Comments
Not utilise this is information to inform service planning and improvement <b>Not recommended</b>	This will fail to meet the council priority to put residents first.
Pursue all the key actions proposed <b>Recommended</b>	This will best meet the council priority to put residents first.

### 3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Overall resident satisfaction with the council increased	Less than 70%	70%	75%	over 80%	January 2017

### 4. FINANCIAL DETAILS

4.1 The actions within this report would be delivered within existing budgets.

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

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

### 5. LEGAL IMPLICATIONS

5.1 None

### 6. VALUE FOR MONEY

6.1 The actions support meeting resident's expectations as efficiently as possible.

### 7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None

### 8. RISK MANAGEMENT

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Results not utilised to inform the strategic plan, service planning and improvement	High	Implementation of the planned actions	Low

## **9. LINKS TO STRATEGIC OBJECTIVES**

9.1 The report supports all strategic objectives of the council.

## **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 None.

## **15. TIMETABLE FOR IMPLEMENTATION**

<b>Date</b>	<b>Details</b>
May – 31 July 2016	Promotion of the survey results
To be confirmed	Review and refresh of the council's strategic plan
Ongoing throughout 2016	The Council's three directorates, in liaison with their lead members, to use the detailed information to inform their directorate business plans and fundamental service reviews and transformation projects to support future improvements of services.
Quarter 2 – 1 July – 30 September 2016	The Council to carry out a pilot of the customer contact team carrying out a resident satisfaction survey with residents.
30 September 2016	Testing out producing a streamlined paper version of the survey to increase response rates from different group and a web version.

## 16. APPENDICES

- Appendix A – BMG Report will be published on the website/available electronically.

## 17. BACKGROUND INFORMATION

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	24.4.16		Comments included
Simon Fletcher	Strategic Director Operations and Customer Services	24.4.16		
Russell O'Keefe	Strategic Director Corporate and Community Services	24.4.16	24.4.16	Comments included throughout
Chris Targowski	Cabinet Policy Manager	24.4.16		
Anna Trott	Cabinet Secretary	24.4.16		
<b>External</b>				

## 19. REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	
Key	No	
Full name of report author	Job title	Full contact no:
Louisa Dean	Communications and Marketing Mgr	

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Report for: INFORMATION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	Ofsted Improvement Plan – Progress Update
<b>Responsible Officer(s)</b>	Alison Alexander, Managing Director/Strategic Director Adults, Children and Health Services
<b>Contact officer, job title and phone number</b>	Hilary Hall, Head of Commissioning Adults, Children and Health
<b>Member reporting</b>	TBC
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 May 2016
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. This report provides an update on progress against the Ofsted Improvement Plan implemented in Children's Services following the Ofsted inspection, March 2015. The inspection of services judged the Council's overall effectiveness as Requires Improvement, with recognition of the significant progress over the last two years and support of the anticipated trajectory of improvement.
2. Ofsted made 16 recommendations for improvement and the Royal Borough subsequently developed an Improvement Plan to address these recommendations. This report confirms that all actions in the Improvement Plan have been completed and all 16 of the recommendations have been addressed.
3. The Royal Borough is committed to securing a Good or Outstanding Children's Services and therefore the Phase 2 Improvement Plan is currently under development, taking account of other authorities' recent inspection reports, most notably those rated Outstanding, Westminster and Royal Borough of Kensington and Chelsea. This report provides an overview of the themes of that Phase 2 Improvement Plan.

<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Families will receive consistently high quality safeguarding services, whether early help or specialist, that meet their needs, prevent those needs escalating and support residents to become economically independent, active citizens.	Ongoing

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

- i. **Notes the completion of the Ofsted Improvement Plan in respect of the 16 recommendations from the May 2015 inspection.**
- ii. **Notes that the safeguarding peer review will now be undertaken through the Local Government Association in September 2016.**
- iii. **Requests the Managing Director/Strategic Director Adults, Children and Health Services provides Cabinet with a progress report against the Phase 2 Improvement Plan in October 2016, alongside the outcome of the Local Government Association safeguarding peer review.**

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

### Inspection 2015

- 2.1 The Royal Borough of Windsor and Maidenhead Children's Services was inspected by Ofsted between 3 and 25 March 2015. The inspection was unannounced and covered services for children in need of help and protection, including early help, children in care and young people leaving care. In the inspection report published on 13 May 2015, the Borough was judged as Requiring Improvement, see box 1.

#### **Box 1: Ofsted judgements, May 2015**

##### **The overall judgement is that children's services require improvement**

The authority is not yet delivering good protection and help and care for children, young people and families. It is Ofsted's expectation that, as a minimum, all children and young people receive good help, care and protection

The judgements on areas of the service that contribute to overall effectiveness are:

- |   |                             |
|---|-----------------------------|
| <b>1. Children who need help and protection</b>     | <b>Requires Improvement</b> |
| <b>2. Children in care and achieving permanence</b> | <b>Requires Improvement</b> |
| a. Adoption performance                             | <b>Requires Improvement</b> |
| b. Experiences and progress of care leavers         | <b>Requires Improvement</b> |
| <b>3. Leadership, management and governance</b>     | <b>Requires Improvement</b> |

2.2 Unlike previous inspection frameworks, the current one makes no judgement as to capacity for improvement. However, in response to the Lead Member's question at the feedback session, Ofsted confirmed that the Council was making positive progress and should continue with its current plan. As at 16 April 2016, 90 local authorities have been inspected under this framework:

- 2 have been judged Outstanding, 2.2%.
- 21 have been judged Good, 23.3%.
- 44 have been judged Requires Improvement, 48.9%.
- 23 have been judged Inadequate, 25.6%.

### **Improvement Plan 2015-2016**

2.3 Ofsted identified 16 recommendations on which they advised the Council to take action. The actions could mainly be owned by the local authority but some required the active engagement of partners, including Thames Valley Police. The actions identified in the Improvement Plan in respect of the 16 recommendations have been completed, see Appendix 1. It should be noted that some of the actions are marked as completed in 2015-2016 but will be ongoing as part of business as usual.

2.4 Actions implemented through the Improvement Plan to strengthen safeguarding services delivered to children, young people and their families in the Royal Borough include:

- Substantial updating of procedures in relation to children in need, private fostering, 16/17 year old homeless young people and return interviews for missing young people, underpinned by systematic training across the workforce.
- Development of practice guidance around permanence options and case recording, underpinned by training for the whole workforce.
- Membership of, and high risk domestic abuse referral rates to the Multi-Agency Risk Assessment Conference (MARAC) systematically reviewed and robust action plan in place.
- Targeted campaigns around raising awareness of private fostering and recruitment for foster carers, particularly for older young people.
- Improved data systems to collect information on children missing education, receiving alternative provision and electively home educated.
- Key processes, including Core Groups and pathway planning, strengthened and training provided for the workforce.
- Comprehensive development programme for front line managers delivered and underpinned by appraisal.
- Strengthened role of the Corporate Parenting Forum, including the involvement of young people.
- Further development of the Children in Care Council, Kickback, focusing on the involvement of younger children in care.

2.5 Appendix 1 sets out where ongoing compliance in respect of certain actions will continue to be monitored, for example, through the Performance Quality Assurance Group, the monthly case audit programme or sub-groups of the Windsor and Maidenhead Local Safeguarding Children Board.

- 2.6 The Royal Borough is committed to securing a judgement of Outstanding for its Children's Services. Children's Services has always sought to identify and implement best practice from other local authorities to strengthen the services it delivers to residents. In March 2016, two local authorities were judged Outstanding by Ofsted – Westminster and Royal Borough of Kensington and Chelsea. The Royal Borough has spoken to their officers and used the learning from their inspection reports to inform the development of its Phase 2 Improvement Plan, see box 2 for particular strengths identified in these inspection reports.

**Box 2: Key strengths of Westminster and Royal Borough of Kensington and Chelsea Children's Services**

- "Services to help and protect children are good because thresholds for accessing an outstanding early-help offer and for receiving help from social workers are understood and applied well by the multi-agency partnership."
- "Rigorous performance management means that senior leaders are extremely knowledgeable about the performance of services provided to children."
- "A dedicated and highly coherent model of commissioning ensures that children and families in Westminster are offered extensive, holistic early help, and targeted and specialist services."
- "Young people at risk of child sexual exploitation receive excellent support, which is delivered with great sensitivity and persistence by dedicated professionals. Robust monitoring and understanding of children missing is driven assertively and confidently by a missing children coordinator."
- "Services for children looked after or those requiring adoption are outstanding. The local authority is a highly ambitious corporate parent."
- "Children and young people at risk of radicalisation, female genital mutilation, forced marriage and honour-based violence are protected through a range of excellent initiatives."
- "Excellent workforce planning means that the tri-borough partnership has a very stable and experienced workforce, and this enhances consistency and quality of service."

- 2.7 Based on this analysis and the learning from the 2015-2016 Improvement Plan, the Phase 2 plan is shaped around eight key themes, see Appendix 2 for more detail. The detail of the plan is currently being developed and will be signed off by the Lead and Deputy Lead Members in mid May.

- Integration of Early Help Hub and early help processes, including Children's Centres.
- Missing/child sexual exploitation and other emerging risks, including radicalisation.
- Recruitment and retention of staff, including a talent programme.
- Corporate parenting.
- Education improvements for those eligible for free school meals.
- Alternative provision offer.
- Quality assurance and performance management.
- Commissioning.

- 2.8 In September 2015, Cabinet noted that, in order to secure an external assessment of progress, the Council had commissioned the Local Government Association to carry out a safeguarding peer review in March 2016. However, a key element of



the process would be a review of the operation of the Multi-Agency Safeguarding Hub (MASH). Given that the MASH went live in January 2016 and requires six months to embed, it was agreed, with the Lead Member, to postpone the review to September 2016.

- 2.9 Whilst not an inspection, the review will provide an objective external assessment against a validated benchmark and methodology. The team will comprise an elected member, director of children’s services and senior managers from other authorities, together with health and police representation. A specific request has been made to the Local Government Association to secure peers from authorities that are Good or Outstanding.

<b>Option</b>	<b>Comments</b>
The local authority actively works with its partners to secure Good or Outstanding children’s services through delivery of the Phase 2 Improvement Plan and continues to secure continuous improvement in its safeguarding services.  <b>Recommended</b>	The local authority, with its partners, delivers in full the Phase 2 Improvement Plan and continues to secure continuous improvement in its safeguarding services; in doing so, it complies with its statutory responsibilities to keep children and young people safe.
The local authority does not seek continuous improvement in its safeguarding services.	Failure to secure ongoing improvement in services for children, young people and families in the Royal Borough could result in the local authority failing in its statutory responsibilities to keep children and young people safe.

## 1. KEY IMPLICATIONS

<b>Defined Outcomes</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date they should be delivered by</b>
Percentage of actions achieved in the Phase 2 Improvement Plan	Below 100%	100%	100% by January 2017	100% by December 2016	31 March 2017
Rating secured within September 2016 safeguarding peer review	Below Good (or equivalent)	Good (or equivalent)	Outstanding (or equivalent)	N/A	September 2016

## **4. FINANCIAL DETAILS**

### **Financial impact on the budget**

- 4.1 No additional budget is being sought to deliver the Phase 2 Improvement Plan. All the work undertaken is within the base budget of Children's Services. The cost of the September 2016 safeguarding peer review will be subsidised 50% by the Local Government Association, giving a total cost to the authority of £10k which is budgeted for.

## **5. LEGAL IMPLICATIONS**

- 5.1 The statutory framework for the local authority to deliver services for children in need of help and protection, children in care and young people leaving care includes:
- Children Act 1989.
  - Children (Leaving Care) Act 2000.
  - Adoption and Children Act 2002.
  - Children Act 2004.
  - Working Together 2015 (statutory guidance).
- 5.2 The report sets out in detail the progress that has been made in relation to each of the 16 action points that were identified in the Ofsted report. It further sets out the themes of the Phase 2 Improvement Plan.
- 5.3 From a legal perspective, there are no concerns with the content of the report. It makes clear that the Authority has actively sought to address the issues identified in the Ofsted inspection. It highlights that there has been improvement in the areas identified and that there are mechanisms for ongoing monitoring of compliance. The fact that an external peer review is going ahead, even though not mandatory, highlights the drive to make such improvements to address the issues identified by Ofsted. This makes it clear that the local authority is seeking to ensure that it properly complies with its legal obligations regarding its duties towards children in need of help and protection, children in care and young people leaving care, and that it is striving to do this to a high standard, rather than only meeting the minimum requirements. Failure to make such changes could lead to potential risks to vulnerable children and young people in need, and a failure of the local authority to comply with its legal obligations.

## **6. VALUE FOR MONEY**

- 6.1 Investment in services to help and protect children, young people and their families should ensure that their needs are met at the appropriate time with the right service and prevent escalation of those needs to more expensive services.

## **7. SUSTAINABILITY IMPACT APPRAISAL**

- 7.1 None

## 8. RISK MANAGEMENT

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
The local authority does not deliver the actions identified in the Phase 2 Improvement Plan.	Medium	<ul style="list-style-type: none"> <li>• Monthly monitoring by Deputy Lead Member and Directorate Management Team.</li> <li>• Quarterly monitoring by Lead Member, Corporate Parenting Forum and Cabinet.</li> </ul>	Low
Despite delivering the actions identified in the Phase 2 Improvement Plan, the local authority fails to achieve an improved rating.	Medium	<ul style="list-style-type: none"> <li>• Systematic quality assurance and audit activity to ensure that actions are sustained and embedded.</li> <li>• Robust remedial action identified and implemented in a timely way by senior managers</li> </ul>	Low

## 9. LINKS TO STRATEGIC OBJECTIVES

9.1 Working with partners to safeguard children and young people predominantly links to the Strategic Objectives around Residents First and Delivering Together. Specifically, it:

- Supports Children and Young People.
- Encourages Healthy People and Lifestyles.
- Works for safer and stronger communities.
- Strengthens Partnerships.

## 10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 Effective safeguarding will contribute to eliminating discrimination and victimisation of vulnerable children and young people within the community.

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None.

## 12. PROPERTY AND ASSETS

12.1 None.

### 13. ANY OTHER IMPLICATIONS

13.1 None.

### 14. CONSULTATION

14.1 Comments on the report and the outline Phase 2 Improvement Plan have been provided by the Deputy Lead Member.

14.2 A presentation on the draft content of the report was considered by Children's Services Overview and Scrutiny Panel on 19 April 2016. The Panel asked that the local authority benchmarked the actions in the Phase 2 Improvement Plan with the outcome of the inspections of local authorities rated Outstanding.

### 15. TIMETABLE FOR IMPLEMENTATION

Date	Details
26-30 September 2016	Local Government Association safeguarding peer review
31 March 2017	Delivery of the Phase 2 Improvement Plan

### 16. APPENDICES

- Appendix 1 – 2015-2016 Improvement Plan monitoring report (available electronically).
- Appendix 2 – Outline Phase 2 Improvement Plan. (available electronically)

### 17. BACKGROUND INFORMATION

- Cabinet report, 25 September 2015

### 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Burbage	Leader of the Council			
Cllr N Airey	Lead Member	22/4/16		
Cllr L Targowska	Deputy Lead Member	21/4/16	24/4/16	
Russell O'Keefe	Strategic Director Corporate and Community Services	22/4/16		
Alison Alexander	Managing	180 21/4/16		

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
	Director/ Strategic Director Adults, Children and Health			
Simon Fletcher	Strategic Director Operations and Customer Services	22/4/16		
Edmund Bradley	Finance Partner	22/4/16		
Chris Targowski	Cabinet Policy Manager	22/4/16		
Terry Baldwin	Head of HR	22/4/16		
Shared Legal Solutions		22/4/16		
<b>External</b>				

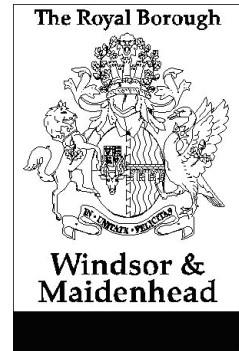
## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>
For information	No

Full name of report author	Job title	Full contact no:
Hilary Hall	Head of Commissioning Adults, Children and Health	01628 683893

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Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	<i>NO - Part I</i>
<b>Title</b>	<b>Flood Risk Management: Monitoring Report</b>
<b>Responsible Officer(s)</b>	Simon Fletcher - Strategic Director of Operations & Customer Services
<b>Contact officer, job title and phone number</b>	Ben Smith - Head of Highways & Transport (01628) 796147
<b>Member reporting</b>	TBC
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 May 2016
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. Flood risk management is a key priority and manifesto commitment for the Council with a strong focus on scheme delivery. This report provides an update on flood risk management activity.

This report offers the next update in this series focussing on performance and the River Thames Scheme.

2. This report:

- sets out the positive progress in delivering the manifesto commitment
- seeks approval to the 2016-17 flood risk and drainage works programme, set out in Appendix A to this report
- recommends that Cabinet receive an annual report updating on flood risk management.

3. The approved budget for 2016-17 includes a financial commitment of approximately £755k capital and £176k revenue.

## 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. Maintaining the focus and approach outlined in this report seeks to deliver reduced levels of flooding and	March 2017

increased protection for residents	
2. Residents will benefit from an improved response to future flood events as good practice is embedded; lessons are learnt and improvements are identified for future events	March 2017

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

i. **note the positive progress in delivering the manifesto commitment ‘Ensure flood schemes and maintenance are delivered on time to better protect homes and highway’.**

ii. **authorise the Strategic Director of Operations & Customer Services in consultation with the Lead Member for Highways and Transport to implement the programme of works set out in Appendix A to this report in 2016/17**

iii. **the Strategic Director of Operations & Customer Services in consultation with the Lead Member for Highways and Transport be authorised to agree minor amendments to the approved schemes within approved budgets and implement reserve or substitute schemes should this become necessary (subject to funding)**

iv. **receive an annual report providing an update on flood risk management .**

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

2.1 Flood risk management is a key priority for the Royal Borough of Windsor and Maidenhead with a strong focus on scheme delivery.

This is reinforced in the Council’s manifesto with a commitment to ‘...*Ensure flood schemes and maintenance are delivered on time to better protect homes and highways...*’

2.2 This commitment is reflected by Cabinet receiving a report on flood risk management activity on a 6-monthly basis.

In times of flooding the reporting period is significantly increased.

2.3 This report offers the next update in this series of reports focussing on:

- performance and out-turn for the 2015-16 financial year
- looking forward to the 2016-17 financial year
- River Thames Scheme

### 2.4 Performance Headlines

- Scheme delivery: we met agreed outcomes by 31 March 2016. A full breakdown of the status of each scheme is available in Appendix A.

The performance target of 85-89% was achieved in 2015/16 – outturn 86%



## Summary table

Year	Total Schemes	Scheme Status					Performance Target: 85–89% by 31 <sup>st</sup> March
		Complete	On Site	Start date agreed	Design Phase	Not Started	
2014-16	64	55 (86%)	1 (2%)	5 (8%)	3 (5%)	0 (0%)	Target Met

- A summary of scheme delivery and actions for all outstanding schemes can be found in section 17 of this report.
- A Sustainable Urban Drainage (SUDs) service has been established as a formal consultee on major planning applications.

In the 12 months from April 2015 to March 2016, comments have been provided on 148 applications. We achieved the statutory 21 days performance target for 74% of the applications, and a further 11% within 28 days. With a flood-risk engineer in post from November 2015 the service is on track to achieve the performance target of 85-89% of responses provided on time in 2016-17.

- In 2015-16 Cabinet approved a £355k capital investment programme for flooding and highway drainage schemes, the out-turn including slippage was £400k. The approved capital investment programme for 2016-17 for flooding and highway drainage schemes is £470k. An additional £285k is allocated to the development of the River Thames Scheme in 2016-17.
- The Borough Flood Liaison Group (which includes representatives from the Environment Agency; Thames Water and Parish Councils) meets on a quarterly basis with the most recent meetings on 15 February and 13 April 2016. The Terms of Reference have recently been reviewed and updated to include
  - Develop the Strategic Flood Risk Management Plan for the Borough.
  - Ensure that partners' (The Borough, the Environment Agency and Thames Water), own organisations are aware of and can respond to flood related issues.
  - Ensure that the Council's interests are represented at regional and national level in respect of flood policy development and funding.
  - Work with the key agencies' to enhance their working relationships with the Council and each other.
  - Review procedures for flood prevention, response and recovery.
  - Establish what arrangements there are for involving and consulting local communities in determining flood prevention plans and in flood response and recovery arrangements.

- Arrange periodic and appropriate training or information exchange for relevant personnel, including partners' own workforces, emergency services, volunteers and other stakeholders on the operational aspects of flood risk management
- Make recommendations for appropriate action by the Council via the relevant Overview and Scrutiny Panel and partner agencies.
- The Lead Member for Highways & Transport and officers recently attended a workshop held by the Thames Regional Flood and Coastal Committee at which the Borough's future flood risk management priorities were highlighted. Priorities included River Thames Scheme and maintenance of existing assets.

## 2.5 'River Thames Scheme'

The River Thames Scheme is a large programme that will reduce flood risk to all communities between Datchet and Teddington, including Datchet, Wraysbury, Egham, Staines, Chertsey, Shepperton, Weybridge, Sunbury, Molesey, Thames Ditton, Kingston and Teddington.

The scheme consists of:

- major engineering work to construct a new flood channel between 30 to 60 metres wide and 17 kilometres long, built in three sections:
  - Section 1: Datchet to Hythe End flood channel
  - Section 2: Egham Hythe to Chertsey flood channel
  - Section 3: Shepperton flood channel
- improving the flow capacity of three existing weirs on the River Thames
- installing property level products for up to 1,200 homes to make them more resistant to flooding
- improving multi-agency flood incident response
- creating over 40 hectares of wildlife habitat
- working with communities to raise flood awareness and support them in flood preparedness, response and recovery.

The following organisations are working together to develop the scheme: Environment Agency (Lead Authority); Royal Borough of Kingston upon Thames; Elmbridge Borough Council; London Borough of Richmond upon Thames; Runnymede Borough Council; Royal Borough of Windsor and Maidenhead; Spelthorne Borough Council Surrey County Council

This project is complex and challenging to develop and deliver and impacts upon a number of disciplines across the Royal Borough, including planning; finance; leisure and economic development.

The Royal Borough is represented on the Sponsoring Group and Programme Board by the Leader / Lead Member for Highways & Transport and the Head of Highways & Transport. This engagement is critical in ensuring that benefits are delivered for residents, business and visitors

Representation has been made at recent meetings to ensure that the programme is delivered as early as possible to secure benefits for residents. Frustration has been expressed at the lack of pace.

Following Cabinet's resolution on 26 November 2016 that '*...a 'River Thames Scheme' Member / officer project team be established to support, develop and maximise benefits to residents, business and visitors...*' a Member /officer group is in place.

## 2.6 Capital Programme Delivery 2016-17

On 30 July 2015 Cabinet approved a 3-year indicative flood risk and highway drainage programme for 2015-18. A 3-year commitment is now in place enabling longer-term planning; transparency and confidence to residents and opportunities to increase the pace of delivery.

The approved capital investment programme for 2016-17 for flooding and highway drainage schemes is £470k, which includes 3 individual projects and two annual work programmes.

Members are invited to note the following individual projects to be progressed in 2016-17, which include:

- Preparation of a flood risk asset register (£50k)
- Undertake a revision of the Preliminary Flood Risk Assessment, due June 2017 (£20k)
- Replacement of the highway drain in Waltham Road /Church Hill, White Waltham (£100k)

Members are invited to consider for approval the proposed schemes to be funded from the highway drainage (£150k) and flood prevention (£150k) annual work programmes, which are set out in Appendix A (p.9 Proposed Programme 2016/17).

The scheme remaining to be funded from the 3-year indicative programme is listed as a reserve.

## 2.7 In summary, the following is recommended to Cabinet:

- (i) the positive progress in delivering the manifesto commitment ('*...Ensure flood schemes and maintenance are delivered on time to better protect homes and highways...*') be noted.
- (ii) the Strategic Director of Operations & Customer Services in consultation with the Lead Member for Highways and Transport be authorised to implement the programme of works set out in Appendix A to this report in 2016/17.
- (iii) The Strategic Director of Operations & Customer Services in consultation with the Lead Member for Highways and Transport be authorised to agree minor amendments to the approved schemes within approved budgets and implement reserve or substitute schemes should this become necessary (subject to funding)
- (iv) that Cabinet receive an annual report providing an update on flood risk management

This recommendation is being made as it reflects the Royal Boroughs commitment to reducing the risk and impact of flooding.

Additionally a strong performance management focus has been adopted to deliver outcomes for residents, business and visitors helping to ensure that in the times of flood we are well placed to help our residents and work in partnership with other agencies to reduce the impact of flooding.

2.8 The focus for the next period will be based on:

- continued local scheme delivery
- delivery of the Borough's Flood Risk Management Asset Register which responds to management actions identified in the recent Flood Risk audit
- commence preparation of the Preliminary Flood Risk Assessment for delivery in June 2017, which is a duty as Lead Local Flood Authority.- partnership support for the River Thames Scheme ensuring that quality; programme and financial targets are achieved.
- influencing and ensuring that partner agencies (primarily the Environment Agency and Thames Water) develop and deliver commitments which benefit Royal Borough residents, business and visitors.
- partnership working with Parish Councils and community groups to ensure that plans are develop and adopted in preparedness for future flood events

Option	Comments
The governance model and performance management approach be maintained and positive progress be noted	This approach will enable priorities to be identified; resources to be allocated and progress to be monitored effectively preparing the Royal Borough for further flooding in advance of delivery of the River Thames flood alleviation scheme. <b>This option is recommended.</b>
Consider an alternative approach to flood risk management	Alternative models / working practice could be developed to deliver reduced flood risk and protection for residents.
Withdraw partnership support for the River Thames Scheme	This is not recommended as reduced flood risk and increased protection for residents will not be achieved until an alternative proposal is developed and implemented

### 3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Investment of the approved capital and revenue budgets to deliver benefits	< 85%	85 – 89%	90 – 95%	>95%	31 March 2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
for residents, business and visitors					
Delivery of approved flood related schemes to deliver benefits for residents, business and visitors	< 85%	85 – 89%	90 – 95%	>95%	31 March 2017
Sustainable Urban Drainage process which responds to major planning applications within the statutory timescale	< 85%	85 – 89%	90 – 95%	>95%	31 March 2017

#### 4. FINANCIAL DETAILS

##### Financial impact on the budget

4.1 Approved revenue budget 2016/17 for flood management is as follows:

	2016/17
	Revenue £'000
Sustainable Drainage (SUDS) PB24	£57
Flood Management (PS25) / Land Drainage (PS30)	£206

4.2 Approved capital budget 2016-17 includes the following capital schemes:

	2016/17
	Capital £'000
Highway Drainage (CD18)	£150
Flood Prevention (CD43)	£150
River Thames Scheme (CD54)	£285
Flood Risk Management -Asset Register (CD71)	£50
Preliminary Flood Risk-Assessments (CD72)	£20
Replacement Highway Drain-Waltham Rd/Church Hill,White Waltham (CD73)	£100
Total	£755

#### 5. LEGAL IMPLICATIONS

5.1 The Royal Borough has the following statutory duties:

- Adopt and publish a Local Flood Risk Management Strategy (Section 9, Flood and Water Management Act 2010 (Complete)
- Develop a Register of Structures and Features with a significant effect on flooding (Section 21, Flood and Water Management Act 2010) (In progress)
- Adopt a consenting policy relating to S.23 of the Land Drainage Act 1991 (Complete)
- Provide comment on the drainage implications of major planning applications.

## **6. VALUE FOR MONEY**

6.1 Schemes will be investigated to identify cost-effective solutions which will be prioritised and delivered in a manner which delivers the best value for money.

## **7. SUSTAINABILITY IMPACT APPRAISAL**

7.1 The sustainability impacts will be embedded within each scheme, policy or strategy adopted.

## **8. RISK MANAGEMENT**

8.1 The Corporate Risk Register includes a risk entitled 'Impact of Flooding'.

The risk of failing to satisfactorily mitigate the impact of flooding is one of the key risks contained in the Operations Directorate key risk register. The risk is therefore reviewed quarterly by the Operations Directorate DMT and the Lead Member briefed on the content.

The uncontrolled risk – arising if all our mitigations fail - is assessed as high with likely extreme impacts for the council in terms of service delivery and finance with associated major reputational damage.

In the light of the current progress with the mitigation measures, the current risk rating is medium which means the risk is unlikely to occur, but if it does, major service and financial impacts are expected. This risk rating is as low as it could be in terms of the practical mitigations undertaken and the prevailing appetite for this risk.

A Flood Management Audit was recently completed to determine whether the controls to prevent and minimise the effects of flooding are operating effectively. In particular, the controls identified in the Council's Risk Register, under HE0010, were reviewed. Current actions to manage the risks include:

- Delivery of the Flood Risk Asset Register
- Highway Drainage and Flood Management schemes
- Ownership, roles and responsibilities of a key strategic planning document, the Emergency Preparedness Framework, are currently being formalised for adoption by the Corporate Management Team

- A current Strategic Flood Risk Assessment (SFRA) was undertaken in January 2014 and this now informs part of the draft Borough Local Plan
- Continue to evidence multi-agency cooperation with organisations such as the Environment Agency, to address key requirements of the Flood and Water Management Act 2010.

## **9. LINKS TO STRATEGIC OBJECTIVES**

### **9.1 Our Strategic Objectives are:**

#### **Residents First**

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

#### **Delivering Together**

- Strengthen Partnerships

#### **Equipping Ourselves for the Future**

- Developing our systems and structures

## **10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION**

10.1 None

## **11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS**

11.1 Resource implications with respect to capacity and capability are regularly reviewed and adjusted to ensure that performance targets are achieved.

## **12. PROPERTY AND ASSETS**

12.1 Drainage assets form part of the overall highway asset and are incorporated within the Highways Asset Management Plan.

## **13. ANY OTHER IMPLICATIONS**

13.1 None

## **14. CONSULTATION**

14.1 This report will be considered by members of the Highways, Transport and Environment Overview and Scrutiny Panel on 18 May 2016 with comments reported to Cabinet for consideration.

## **15. TIMETABLE FOR IMPLEMENTATION**

<b>Date</b>	<b>Details</b>
31 March 2017	Overall delivery of approved capital programme schemes

## **16. APPENDICES**

- Appendix A - Flood Risk Management Scheme Delivery Summary (May 2016)

## 17. BACKGROUND INFORMATION

17.1 Appendix A offers a performance update with respect to flood risk activity. The following offers detailed examples of activity in the last reporting period,

- Highway drainage improvements at Waltham Road/Butchers Lane, White Waltham
- Clearance works on the Horton and Wraysbury Drains
- Catchment walkovers in Fifield / Oakley Green and White Waltham/Waltham St Lawrence Study areas
- Highway drainage improvements at Priory Way, Datchet
- Culvert cleaning and structural survey at The Green, Datchet
- Ditch clearance works
- Gulley cleaning
- Drainage improvements in Hurley
- Ongoing flood risk input into major planning applications
- Continuing multi-agency engagement through the Eton Wick Flood Forum
- Borough Flood Liaison Group meetings
- Engagement with Parish Councils on flood resilience plans River Thames Scheme Member / officer project group in place

17.2 Activity for the next reporting period includes:

- Eton Wick Phase 2 - works programmed to take place during July / August holiday period with overnight road closures to minimise disruption to traffic and bus services.
- Telemetry at Lower Village Road – the telemetry system was updated in November 2015 to cover critical sites on watercourses. Completion of viability assessment of extending system to cover RBWM pumping stations and other sites including Lower Village Road, by September 2016.
- Forlease Road/ York Road resurfacing was slipped due to other town centre works and will be completed during the 2016-17 annual road resurfacing programme.
- Regents Walk highway drainage - investigations have identified limited options for resolution of the highway drainage issues. Deep-bore soakaway option to be progressed by August 2016.
- Waltham / Fifield works arising from area studies – a works programme is being developed from the recently completed catchment walkovers. Any identified 'quick wins' (i.e. culvert cleaning or minor ditch clearing) to be implemented by October 2016, with programme of larger scale works to follow subject to design, cost estimates and obtaining consents.
- The Avenue, Ascot – agreement with landowners to be concluded, completion by August 2016.
- Shepherds Lane, Hurley – negotiations with landowner and utilities concluded. Works started on site 25/4/16 for 6 weeks.
- High Street, Hurley – to be included in Environment Agency Middle Thames Plan, which commenced February 2016 with community engagement exercises to commence shortly.
- Broadmoor Culvert – Flood Defence Consent granted enabling works to proceed, completion August 2016.
- Delivery of 2016/17 projects and work programmes as set out in this report subject to Cabinet approval.



## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Burbage	Leader of the Council	-		
Cllr Rayner	Lead Member	3/5/16	3/5/16	Please make sure this paper is sent to all Ward Councillors whose wards are affected by flood
Russell O'Keefe	Strategic Director Corporate and Community Services	-		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	-		
Simon Fletcher	Strategic Director Operations and Customer Services	-		
Mark Lampard	Finance Partner	22/4/16	29/4/16	Budget figures checked
	Cabinet Policy Officer			

### REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

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

# Flood Risk Management

## Scheme Delivery Summary - 2014/15, 2015/16 & 2016/17

194



Royal Borough of Windsor and Maidenhead  
Highways and Transport  
Town Hall  
St Ives Road  
Maidenhead  
Berkshire  
SL6 1RF

Updated: May 2016



# INTRODUCTION

This document summarises Flood Risk Management and Drainage scheme delivery, which has been categorised into:

- Highway Drainage
- Flood Risk Management
- Flood Funding £2.1m (2014/15 only)
- Area Studies

The document will be used to:

- Guide priorities
- Assist with resource allocation
- Track Progress

The document is 'live' and will be reviewed regularly with the Lead Member.

# SCHEME DELIVERY SUMMARY (2014/15)

Ref	Scheme	Comments	Budget	Not started	In Design	Start date agreed	On site	Complete
<b>Approved Capital Programme – Highway Drainage</b>								
2.1	School Lane, Cookham	Complete 31 <sup>st</sup> March 2014	£14,000					✓
2.2	Eton Wick Road Phase 2	Works programmed for July /August to minimise traffic disruption	£70,000			✓		
2.3	Waltham Road/Butchers Lane, White Waltham	Complete April 2016	£20,000					✓
2.4	Prides Crossing Pumping Station Refurbishment	Complete June 2015	£10,000					✓
2.5	Service road at Stubbings Church, Henley Road	Complete April 2015	£30,000					✓
2.6	Programme of minor highway drainage schemes	Complete March 2015	£60,000					✓
2.7	76 to 82 Blackamoor Lane, Maidenhead - feasibility / works	Complete July 2015	£56,000					✓
2.8	Lower Village Road, Sunninghill - feasibility / works	Complete April 2015	£15,000					✓
2.9	Regents Walk, Ascot (feasibility study only)	Complete April 2015	£5,000					✓

Ref	Scheme	Comments	Budget	Not started	In Design	Start date agreed	On site	Complete
<b>Approved Capital Programme – Flood Risk Management</b>								
2.10	Junction Broadmoor Road / The Street Waltham St Lawrence	Complete March 2015	£57,000					✓
2.11	Clearance of silt catchment pond at downstream end of Cookham Land Drainage Scheme	Complete November 2014	£20,000					✓
2.12	Provision of grill (trash screen) on Battle Bourne, Datchet Road, Old Windsor	Complete October 2015	£10,000					✓
2.13	Provision of grill on unnamed ordinary watercourse at Lower Village Road near Francis Chichester Close Ascot	Complete October 2015	£16,000					✓
2.14	Provision of telemetry Lower Village Road/Francis Chichester Close Ascot subject to technical assessment	Telemetry upgrade phase 1 complete. Phase 2 telemetry system review for completion by 30/9/16.	£6,000		✓			
2.15	Improvements to access to grills on Bourne Ditch St Leonards Road Allotments, Windsor + Additional scour repairs (2013/14 flood damage)	Complete April 2015 Complete April 2015	£17,000					✓
2.16	Cleaning of highway drains in vulnerable locations	Complete August 2014	£25,000					✓
2.17	Actions arising from Horton Drain and Wraysbury Drain condition surveys.	Works completed December 2015.	£150,000					✓
2.18	Development of and implementation of works programme (following completion of Area studies)	Area studies Stage 1 complete February 2015, Stage 2 catchment walkovers completed May 2016.						✓

Ref	Scheme	Completion date	Budget	started	Not	In Design	Start date agreed	On site	Complete
<b>Approved Capital Programme – Flood Funding (£500k of £2.1m budget – see CPSC 11/6/14)</b>									
<b>Flood Recovery (£100k)</b>									
2.19	Beaufort Gardens, Ascot - Investigation into surface water run-off	Initial feasibility completed March 2015.	Total budget £100k. Individual scheme costs to be confirmed subject to investigation and options appraisal.						✓
2.20	The Avenue, Ascot - residential gardens / investigate and make recommendations to address localised surface water flooding	Investigations complete Jan 2015. Scheme in design for 2015/16							✓
2.21	Ascot Road, Holyport (entrance to Holyport College) – ditch clearance and repairs	Complete October 2014							✓
2.22	Fifield Village- investigate, cost and make recommendations to address localised flooding	Part of ongoing Area Study – see item 2.8							✓
2.23	Langworthy Lane, Holyport - investigate, cost and make recommendations to address localised flooding	Complete 31 <sup>st</sup> October 2014							✓
2.24	Harvest Hill Road, Maidenhead (on brow of hill) - Investigate, cost and make recommendations to address ponding	Complete 31 <sup>st</sup> December 2014							✓
2.25	Hibbert Road junction with Bray Road - Investigate, cost and make recommendations to address ponding	Complete 31 <sup>st</sup> December 2014							✓
2.26	Coppermill Road, Wraysbury - Investigate and cost request for drainage ditches to be cleaned out	Complete September 2014							✓
2.27	Coppermill Road, Wraysbury - Investigate and cost request to repair verges	Complete 31 <sup>st</sup> October 2014							✓
2.28	Ward member / Parish to provide details Investigate and cost request for path resurfacing in Horton and Wraysbury	Complete 31st March 2015							✓
2.29	Horton Village Green to Colnbrook boundary Investigate and cost request for drainage ditches to be dug out and drains cleared	Complete 30th September 2014							✓
2.30	Stanwell Road, Horton - Investigate and cost various drainage issues raised by residents	Complete 31 <sup>st</sup> October 2014							✓
2.31	Deerswood (off Ray Mill Road East) end of cul de sac - Investigate, cost and make recommendations to address localised flooding	Complete 31 <sup>st</sup> December 2014							✓
2.32	Maidenhead Court Park - Investigate, cost and make recommendations to address localised flooding	Complete 31 <sup>st</sup> January 2015							✓
2.33	Ray Mead Road (culvert connecting Clapper's Stream to The Creek near Chandlers Quay) - Investigate, cost and make recommendations to address flow issues in culvert	Complete 31 <sup>st</sup> March 2015	As above						✓
2.34	Ray Mill Road West 1) allotments 2) path along brook	Complete 31 <sup>st</sup> January 2015							✓

	Investigate, cost and make recommendations to address localised flooding							
2.35	Forlease Road junction with York Road Cost and make recommendations for re-surfacing	To be completed during 2016/17 annual road resurfacing programme	As above			✓		
2.36	St Leonards Road (Gardeners Hall) - Investigate, cost and make recommendations to address flooding issues (NB private land)	Complete 31 <sup>st</sup> January 2015						✓
2.37	Fielding Road, Pinkneys Green - Investigate, cost and make recommendations to address flooding issues	Complete 31 <sup>st</sup> December 2014						✓
2.38	St Marks Road, Maidenhead (outside hospital) - Investigate, cost and make recommendations to address localised flooding	Complete 31 <sup>st</sup> December 2014						✓
2.39	Ditch Clearance	Complete 31 <sup>st</sup> December 2014						✓
<b>Grants for Private Road Repairs (£100k)</b>								
2.40	50/50 grant funding for residents to repair flood-damaged private roads	All schemes completed October 2015	£100k					✓
<b>Public Rights of Way (£250k)</b>								
2.41	Major river bank repairs at Hurley	Complete 28 February 2015	£250k					✓
<b>Bridge Inspections/Scour Repairs (£50k)</b>								
2.42	Ham Island Bridge and Cookham Causeway	Complete 31 October 2014	£50k					✓
<b>Miscellaneous</b>								
2.43	Shepherds Lane, Hurley, defective culvert	Investigations complete March 2015. See 2015/16 programme						✓
2.44	High Street, Hurley – Investigate, cost and make recommendations to address culvert issues.	See 2015/16 programme.						✓
2.45	The Green, Datchet - Investigate, cost and make recommendations to address culvert issues.	Scope of works identified April 2015. See 2015-16 programme						✓

Ref	Scheme	Completion date	Budget	Not started	In Design	Start date agreed	On site	Complete
<b>3. AREA STUDIES</b>								
3.1	White Waltham / Waltham St Lawrence Area Study (Phase 1)	30th September 2014	£15,000					✓
3.2	Fifield & Oakley Green Area Study (Phase 1)	30th September 2014	£15,000					✓
3.3	Horton Drain Condition Assessment	31 <sup>st</sup> August 2014	£12,500					✓
3.4	Wraysbury Drain Condition Assessment	31 <sup>st</sup> August 2014	£12,500					✓
<b>Scheme Status Summary (Total no. 49) –</b>				<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>46</b>



REF	SCHEME	NOTES	BUDGET	NOT STARTED	IN DESIGN	START DATE AGREED	ON SITE	COMPLETE
<b>1. HIGHWAY DRAINAGE</b>								
1.1	Regents Walk, Ascot	Deep-bore soakaway to be progressed by August 2016	20,000			✓		
1.2	Sainsbury Pumping Station, Maidenhead	Complete	5,000					✓
1.3	Priory Way, Datchet	Complete	30,000					✓
1.4	Hibbert Road/Bray Road, Maidenhead	Ditch/gulley clearance complete	10,000					✓
1.5	The Green, Datchet	Culvert repairs – cleaning and structural survey complete	15,000					✓
1.6	Lower Village Rd/Coombe Lane, Sunninghill	Feasibility complete	5,000					✓
1.7	Straight Road, Old Windsor	Highway drainage improvements – completed Sept 2015.	10,000					✓
1.8	Reactive works programme	Ditch clearance, jetting & drain clearance, minor repairs complete	55,000					✓
		TOTAL	150,000					
<b>2. FLOOD PREVENTION</b>								
2.1	Horton, Wraysbury Drains	Complete Dec 2015	70,000					✓
2.2	Waltham/Fifield	Prioritised works arising from area studies report (due July 2016). Works include major scheme at Waltham Road (see 2016-17 programme) on site summer 2016.	25,000		✓			
2.3	The Avenue, Ascot	Implementation pending landowner agreement, by August 2016	30,000			✓		
2.4	Beaufort Gardens	Site investigations complete	5,000					✓
2.5	Shepherds Lane, Hurley	On site April-May 2016	55,000				✓	
2.6	High Street, Hurley	To be included in Environment Agency Middle Thames Plan	5,000		✓			
2.7	Broadmoor Culvert, Waltham St. Lawrence	Downstream pond and culvert clearance – implementation by August 2016	10,000			✓		
		TOTAL	200,000					
<b>SCHEME STATUS SUMMARY (TOTAL NO. 15)</b>				<b>0</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>9</b>

# PROPOSED PROGRAMME (2016/17)

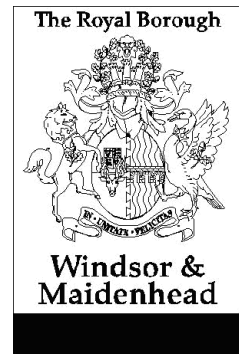
202

Ref	Scheme	Notes	Approved Budget	started	Not	In Design	Start date agreed	On site	Complete
<b>FLOOD PREVENTION / HIGHWAY DRAINAGE</b>									
	<b>Proposed capital programme 2016/17</b>								
	<b>Flood Prevention (£150k)</b>								
1.1	Horton / Wraysbury Drain	Continuation of prioritised works arising from 2014/15 study	<b>25,000</b>	✓					
1.2	Walthams Area Study	Continuation of prioritised works arising from 2014/15 study	<b>50,000</b>	✓					
1.3	Fifield / Oakley Green	Continuation of prioritised works arising from 2014/15 study	<b>50,000</b>	✓					
1.4	Bisham and Cookham Flood Prevention	Contribution to development of local scheme feasibility and costings in the Middle Thames Plan area, including Bisham footbridge-deck raising, White Brook Culvert, 'Lost Stream', in partnership with Environment Agency.	<b>25,000</b>	✓					
	<b>Highway Drainage (£150k)</b>								
1.5	Highway Drainage Programme	Programme of highway improvement works to include South Meadow Lane culvert works and further schemes to be identified.	<b>75,000</b>	✓					
1.6	Highway Drainage Programme (Minor works)	Detailed list of minor schemes to be developed	<b>50,000</b>	✓					
1.7	Reactive works programme	Examples; ditch clearance; jetting & drain clearance	<b>25,000</b>	✓					
		TOTAL	<b>300,000</b>						
	<b>Approved capital programme 2016/17</b>								
1.8	Flood Risk Management Asset Register	As Lead Local Flood Authority (LLFA), the Council has a Statutory Duty under Section 21 of the Flood and Water Management Act 2010 to establish and maintain a	<b>50,000</b>	✓					

		register of structures or features which it considers are likely to have a significant effect on flood risk.						
1.9	Preliminary Flood Risk Assessment	Undertake revision of Preliminary Flood Risk Assessment as part of 6-yearly cycle. Due June 2017.	<b>20,000</b>	✓				
1.10	Replacement of Highway Drain, Waltham Rd / Church Hill, White Waltham	Replacement highway drain plus ancillary works in Waltham Road and Church Hill, to prevent flooding of the highway, public safety and to reduce flood risk in the wider catchment. Subject to obtaining upstream and downstream landowner consents.	<b>100,000</b>		✓			
1.11	River Thames Scheme 2016-17	Agreed by Cabinet April 2015	<b>285,000</b>		✓			
	<b>Reserve Schemes from 3 year Indicative Programme</b>							
1.12	Lower Village Road Major Highway Drainage Improvements	There is currently no provision for the drainage of the highway over a considerable length of Lower Village Road, Ascot. Whilst immediate issues at Coombe Lane are now resolved, it is likely that significant funding will be required to implement a full solution for Lower Village Road.	<b>250,000</b>	Reserve				

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Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	No - Part I
<b>Title</b>	<b>Financial Update</b>
<b>Responsible Officer(s)</b>	Russell O'Keefe, Strategic Director of Corporate and Community Services, 01628 796521
<b>Contact officer, job title and phone number</b>	Richard Bunn, Interim Head of Finance, 01628 796510
<b>Member reporting</b>	TBC
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	26 May 2016
<b>Implementation Date if Not Called In</b>	Immediate
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. This report provides Members with the final outturn for 2015-16.
2. Services underspent the net service budget of £83.2m by £215k. Taking into consideration non-service variances totalling £252k there is a net underspend of £467k on the General Fund.
3. The Council remains in a strong financial position with healthy reserves. The Council's Development Fund currently has a balance of £649k. Overall our combined General Fund Reserves sit at £5.77m 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.	26 May 2016
Assurance that budgets are being reviewed regularly.	26 May 2016

## 1. Details of Recommendations

### RECOMMENDED: That Cabinet:

- i) **Notes the report and the final outturn position.**
- ii) **Approves the write off of a £56,750 commercial rent debt. (See paragraph 4.8)**

## 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 £5.121m and the balance on the Development Fund is £649k. The combined General Fund and Development Fund reserves now sit at £5.77m. 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 final outturn figure for 2015-16 of £17.973m against a controllable net budget of £17.982m, an underspend of £9k. This is a small reduction on the £18k projected underspend against the Children's Services budget reported to Cabinet in April.

Although overall expenditure was maintained in line with the budget, a number of issues impacted on the budget during the year. Some of these will continue into 2016-17. The main pressures relate to:

- Home to school transport - a combination of an increase in the number of high needs pupils requiring transport and the complexity of their needs led to a final overspend of £593k. Council has approved additional budget of £300k but there is likely to be continued pressure on this budget in 2016-17.
- Mid-year changes in staffing and continued reliance on agency staff in some senior roles across Commissioning and Performance and CS senior management contributed to budget pressures in these areas. In-year reductions in grant coupled with other smaller non-pay pressures further exacerbated the overspend.

Early implementation of some 2016-17 savings and a number of other cost reductions during the year helped to offset these overspends:

- The cost of fostering and residential placements of children in care was lower than expected, particularly amongst in-house foster carers, although there was too a significant increase in the costs of young people leaving care.
- There were also fewer than expected residential placements for disabled children resulting in a large underspend in the disabled children's care budget. Care budgets have been realigned for 2016-7 to take account of anticipated patterns of expenditure, but this is an area which is difficult to predict and, because of the high costs involved, can be disproportionately affected by a relatively small number of children coming into care.
- Agency social workers have continued to be employed during the year to fill essential gaps, particularly in the pods and in the disabled children's team. However, the additional costs of these staff have largely been covered either by other vacant posts or by other service efficiencies. The first full year of the social worker pods has helped with recruitment and retention and a stable workforce remains a key objective for 2016-17.
- Other service areas such as education standards, youth, early help, ended the year with small underspends resulting mainly from minor variations in staffing budgets.

School balances decreased by £0.050m from £3.710mm to £3.660m during the year. After adjusting for schools which converted to academy during 2015-16, maintained schools balances increased by £0.332m (10.3%). Centrally managed services funded by Dedicated Schools Grant ended 2015-16 with an overspend of £0.076m (0.5%), mainly due to higher than expected costs of high needs pupils. At the end of 2015-16, the DSG reserve stands at £0.737m, of which £0.523m is in earmarked reserves and £214k is in general DSG reserves.

4.2. **Adults Culture & Health Directorate** The Strategic Director of Adult, Children and Health Services reports a final outturn figure for 2015-16 of £39.767m against a controllable net budget of £39.772m, an underspend of £5k. This underspend is unchanged from that reported to Cabinet in April.

At its meeting on 15 December 2015 Council approved an additional budget of £2.084m to meet the additional pressures impacting upon the service. These pressures arose for the following reasons;

- An increase in the number of older people requiring support in residential care and nursing care placements.
- An increase in the number of older people requiring social care support to live in their own home, either through homecare provision or through "Direct Payments".
- A reduction in income raised through charges to older people receiving personal budgets
- Delay in achievement of savings from a contract for shared lives
- Increased costs of meeting care needs of people with a learning disability
- Increased costs of meeting care needs of people with mental health problems
- costs arising from new requirements in respect of Deprivation of Liberty Safeguarding (DOLS)

- Increased demand for support towards concessionary fares
- An “in year” reduction in the Public Health Grant received from the Department of Health.

The impact of these pressures was partially offset by the following mitigating actions;

- The successful introduction of the Better Care Fund under which the local Clinical Commissioning Groups (CCGs) and the Council’s Social Care services work in partnership to meet and reduce the care needs of the residents. During 2015-16 work focussed on supporting carers reducing the numbers of “non-elective” admissions to hospitals. This partnership working helped avoid a repetition of the steep increase in demand for social care support that occurred during the winter of 2014-15 and impacted on the increased demand for services during 2015-16.
- The successful applications for continuing healthcare awards to meet the care costs of a small number residents with of complex care needs.
- Careful management of support staff budgets to ensure only essential vacant posts were filled in year.

The demand led pressures impacting upon the budget early in the financial year were generally experienced on a national basis and were not restricted to this Council. The Directorate monitored the position closely during the year and when the financial impact became clear an additional budget allocation was made by Council to meet the full cost arising from the pressures set out above. The demand pressures that were becoming apparent during the final months of 2014-15 were not evident during the final months of 2015-16 financial year and therefore there is no resultant impact in 2016-17.

4.3. **Corporate Services Directorate.** The Strategic Director for Corporate and Community Services reports a final outturn figure for 2015-16 of £6.539m against a controllable net budget of £6.548m, an underspend of £9k. This is in line with the projected underspend reported to Cabinet in April.

Although overall expenditure was maintained in line with the budget, a number of issues impacted on the budget during the year. Some of these will continue into 2016-17. The main pressures relate to:

Levels of income generated by the Guildhall and the Tourist Information Service did not achieve the targets set. A block booking of the Guildhall by the Coroner was cancelled and this loss (£76k) represented half of the Guildhall income.

Additional costs were incurred to support the Planning, Development and Regeneration Service consisting of legal expenditure in Planning and utility costs relating to Clyde House. There was also a loss of income due to vacant commercial units.

The Legal budget was overspent by £46k due mainly to a shortfall in Land Charges income.

These issues have been mitigated through careful budget management within the Directorate and a number of services have made savings in order to come in on budget overall.



- 4.4. **Operations Directorate.** The Strategic Director of Operations and Customer Services reports an outturn underspend of £192k on the directorate 2015-16 approved budget of £18.92m, in line with our projection last month.

The directorate in fact delivered £800k of underspend, with £600k budget transferred to Adults to support in-year pressures.

This performance was achieved through a sustained focus on value for money and operating efficiencies across all services.

Highlights include:

- Strong processing performance in Revenues and Benefits, plus associated significantly improved benefit subsidy recovery and debt collection
- Attainment of parking income targets (in Highways & Transport), both from enforcement and in car parks, including absorption of the cost of free town centre Christmas parking
- Both Customer Services and IT delivered on or under budget performance, despite pressure concerns in the year
- Contract efficiencies in the Waste business allowed Community Protection and Enforcement Services to offset pressures in other areas to deliver a £70k underspend.

- 4.5. **Other General Fund variances.** The report to Council (February 2016) on the 2016-17 budget stated that due to savings there was a risk of some redundancies with a potential cost of £576k. The provision for redundancies has been increased by £343k to bring it to £576k and this is funded, as in previous years, by the capital fund.

When the 2015-16 budget was approved in February 2015 there was limited information on the exact amount of some grants we would receive. Now that the accounts have been closed, the total grants received is known and the variances reported in appendix A. These are all in our favour.

- 4.6. **Revenue budget movements this month:**

	£000
<b>Approved Budget as at 31March</b>	<b>83,096</b>
Delivering Children's Services differently – from Development Fund	14
Regeneration Restructure – from Development Fund	28
Redundancy – from provision	81
<b>Service Expenditure Budget this Month</b>	<b>83,219</b>

- 4.7. **Capital Programme**

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

The approved 2015-16 capital estimate is £44.964m; the projected outturn for the financial year is £27.421m.

	<b>Exp</b>	<b>Inc</b>	<b>Net</b>
	£'000	£'000	£'000
<b>Approved Estimate</b>	44,964	(27,815)	17,149
Variiances identified	(317)	654	337
Slippage to 2016-17	(17,226)	9,014	(8,212)
<b>Projected Outturn 2015-16</b>	27,421	(18,147)	9,274

### Overall capital programme status

	<b>Report to May 2016 Cabinet</b>
<b>Number of Schemes in Programme</b>	<b>420</b>
Yet to Start	7%
In Progress	44%
Completed	40%
Ongoing Programmes e.g. Disabled Facilities Grant	9%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

- 4.8. **Debt write off.** In accordance with Financial Regulations, write offs of debt in excess of £50k require Cabinet approval. A request has been received from the Property Services team to write off a £56,750 commercial rent debt in respect of RH & VA Reano T/A Model Patterns.

Attempts to recover the debt have been made by Property Services, the Debt Recovery team and Shared Legal Services who have requested information from the Directors through the Courts. The Directors have many creditors and no assets, the likelihood of settlement is therefore remote. Approval to write off the debt is now recommended.

## 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)

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
<b>Internal</b>				
Cllr Dudley	Lead Member for Finance	3-5-2016		Changes included in final report.
Corporate Management Team (CMT)	Managing Director and Strategic Directors	3-5-2016		Changes included in final report.
Chris Targowski	Cabinet Policy Manager			Changes included in final report.
<b>External None</b>				

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>
For information	No

Full name of report author	Job title	Full contact no:
Richard Bunn	Interim Head of Finance	01628 796510

SUMMARY	2015/16		
	Budget	Approved Estimate	Actual Variance
	£000	£000	£000
Maintained Schools	53,545	45,992	1
Early Years Provision	7,351	6,195	(214)
De Delegated Schools Budget	548	759	(23)
Admissions and Services for Schools and Early Years	1,460	932	(128)
High Needs and Alternative Provision	12,671	12,892	443
Dedicated Schools Grant	(75,982)	(67,180)	(76)
<b>Total Children's Services - Schools Budget</b>	<b>(407)</b>	<b>(410)</b>	<b>3</b>
Education Central Costs	151	151	16
Educations Standards	699	706	(59)
Sufficiency and Access	2,003	2,008	577
Strategy, Commissioning & Performance	1,503	1,526	176
Early Help & Safeguarding Central Costs	501	501	(129)
Early Help and First Response	1,708	1,759	38
Early Help-Youth Support	1,090	1,177	(33)
Safeguarding and Children in Care	2,110	2,116	(36)
Children and Young People Disabilities Service	2,153	2,162	(261)
Resources and Placements	5,589	5,610	(383)
Berkshire Adoption Service	72	74	(29)
Children's Services Management	522	602	111
<b>Total Children's Services - Non Schools Budget</b>	<b>18,101</b>	<b>18,392</b>	<b>(12)</b>
<b>Total Children's Services</b>	<b>17,694</b>	<b>17,982</b>	<b>(9)</b>
Better Care Fund	1,384	1,401	0
Adult Social Care	31,606	33,745	(29)
Public Health	0	0	0
Housing	1,676	1,676	15
Library Information	2,266	2,283	(37)
Heritage & Arts	308	345	34
Adult Management	337	322	12
<b>Total Adults Culture &amp; Health</b>	<b>37,577</b>	<b>39,772</b>	<b>(5)</b>
Director of Operations	66	151	48
Benefits & Business Services	808	679	1
Highways & Transport	(1,776)	(1,723)	(96)
Commissioning & Contracts	543	223	(4)
Neighbourhood & Streetscene Delivery Services	2,615	2,749	(35)
Community, Protection & Enforcement Services	12,199	11,960	(66)
Customer Services	1,834	1,985	(43)
Technology & Change Delivery	2,836	2,893	3
<b>Total Operations</b>	<b>19,125</b>	<b>18,917</b>	<b>(192)</b>
Director of Corporate Services	(28)	261	(78)
Planning, Development and Regeneration Service	(850)	(561)	188
Corporate Management	446	569	(157)
Communications	257	279	32
Policy and Performance	428	359	(3)
Democratic Services	1,702	1,872	(28)
Elections	351	362	14
HR	1,182	1,250	(96)
Legal	(2)	(88)	46
Finance	2,420	2,328	(131)
Building Services	41	(2)	1
Leisure Services	2,090	2,101	134
Leisure Centres	(2,182)	(2,182)	69
<b>Total Corporate Services</b>	<b>5,855</b>	<b>6,548</b>	<b>(9)</b>
<b>TOTAL EXPENDITURE</b>	<b>80,251</b>	<b>83,219</b>	<b>(215)</b>

SUMMARY	2015/16		
	Budget	Approved Estimate	Actual Variance
	£000	£000	£000
<b>Total Service Expenditure</b>	80,251	83,219	(215)
Contribution to / (from) Development Fund	(41)	852	0
Estimated net NNDR income		(1,864)	0
Drawdown of provision for compulsory purchase payment		(362)	0
Contribution to / (from) Capital Fund		40	(343)
Increase in Provision for for Redundancy			343
Pensions deficit recovery	1,830	1,830	0
Increase in Provision for Bad Debt			4
Pay reward	605	112	(112)
Transfer to/(from) Provision for Redundancy		(292)	0
Environment Agency levy	147	147	0
NNDR Levy 14/15			(13)
Capital Financing inc Interest Receipts	6,471	5,533	74
<b>NET REQUIREMENTS</b>	<b>89,263</b>	<b>89,215</b>	<b>(262)</b>
Less - Special Expenses	(956)	(956)	0
Variance on budgeted Education Services grant			(94)
Variance on Revenue Support Grant			(45)
Variance on other grants			(66)
Transfer to / (from) balances	0	48	467
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b>88,307</b>	<b>88,307</b>	<b>0</b>
<b>General Fund</b>			
Opening Balance	4,751	4,606	4,654
Transfers to / (from) balances	0	48	467
	<u>4,751</u>	<u>4,654</u>	<u>5,121</u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			

Memorandum Item	
<b>Current balance on the Development Fund</b>	
	£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	352
	<u>649</u>

Portfolio Summary	2015/16 Original Budget			New Schemes – 2015/16 Approved Estimate			Schemes Approved in Prior Years			Gross Expenditure					
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2015/16 Final	2015/16 SLIPPAGE	TOTAL	VARIANCE	VARIANCE	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)	
<b>Corporate Services</b>															
Human Resources	0	0	0	23	0	23	0	0	0	18	5	23	0		
Leisure Centres	800	(400)	400	1,469	(600)	869	(83)	88	5	1,354	43	1,397	11	1%	
Outdoor Facilities	680	(265)	415	1,497	(830)	667	481	(135)	346	960	1008	1,968	(10)	-1%	
Property Management	254	0	254	534	0	534	328	0	328	151	712	863	1	0%	
Policy & Performance	673	0	673	662	0	662	441	0	441	488	614	1,102	(1)	0%	
Regeneration & Economic Development	1,445	(890)	555	5,336	(1,424)	3,912	2,994	(846)	2,148	3,481	4,849	8,330	0	0%	
<b>Total Corporate Services</b>	<b>3,852</b>	<b>(1,555)</b>	<b>2,297</b>	<b>9,521</b>	<b>(2,854)</b>	<b>6,667</b>	<b>4,161</b>	<b>(893)</b>	<b>3,268</b>	<b>6,452</b>	<b>7,231</b>	<b>13,683</b>	<b>1</b>	<b>0</b>	
<b>Operations</b>															
Technology & Change Delivery	415	0	415	500	0	500	128	(8)	120	327	334	661	33	8%	
Benefits & Business Services	0	0	0	21	0	21	93	0	93	66	48	114	0		
Customer Services	18	0	18	216	0	216	205	0	205	172	249	421	0	0%	
Neighbourhood & Streetscene Delivery Services	30	0	30	30	0	30	14	0	14	40	0	40	(4)	-13%	
Highways & Transport	6,345	(3,230)	3,115	8,507	(4,538)	3,969	4,379	(3,558)	821	10,340	2,688	13,028	142	2%	
Community, Protection & Enforcement Services	893	(682)	211	951	(736)	215	263	(114)	149	756	246	1,002	(212)	-24%	
Commissioning & Contracts	0	0	0	0	0	0	5	0	5	5	0	5	0		
<b>Total Operations</b>	<b>7,701</b>	<b>(3,912)</b>	<b>3,789</b>	<b>10,225</b>	<b>(5,274)</b>	<b>4,951</b>	<b>5,087</b>	<b>(3,680)</b>	<b>1,407</b>	<b>11,706</b>	<b>3,565</b>	<b>15,271</b>	<b>(41)</b>	<b>(0)</b>	
<b>Children's</b>															
Non Schools	205	(130)	75	160	(70)	90	346	(338)	8	177	305	482	(24)	-12%	
Schools – Non Devolved	3,952	(3,952)	0	4,543	(4,543)	0	6,041	(6,041)	0	7,621	2,674	10,295	(289)	-7%	
Schools – Devolved Capital	302	(302)	0	386	(386)	0	423	(423)	0	243	567	810	1	0%	
<b>Total Children's</b>	<b>4,459</b>	<b>(4,384)</b>	<b>75</b>	<b>5,089</b>	<b>(4,999)</b>	<b>90</b>	<b>6,810</b>	<b>(6,802)</b>	<b>8</b>	<b>8,041</b>	<b>3,546</b>	<b>11,587</b>	<b>(312)</b>	<b>(0)</b>	
<b>Adult</b>															
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	134	2,397	2,531	(1)	0%	
Library & Information Service	385	(371)	14	435	(335)	100	359	(113)	246	560	270	830	36	9%	
<b>Total Adult</b>	<b>1,641</b>	<b>(1,627)</b>	<b>14</b>	<b>1,700</b>	<b>(1,600)</b>	<b>100</b>	<b>2,371</b>	<b>(1,713)</b>	<b>658</b>	<b>1,222</b>	<b>2,884</b>	<b>4,106</b>	<b>35</b>	<b>0</b>	
<b>Total Committed Schemes</b>	<b>17,653</b>	<b>(11,478)</b>	<b>6,175</b>	<b>26,535</b>	<b>(14,727)</b>	<b>11,808</b>	<b>18,429</b>	<b>(13,088)</b>	<b>5,341</b>	<b>27,421</b>	<b>17,226</b>	<b>44,647</b>	<b>(317)</b>	<b>0</b>	

	(£'000)	(£'000)	(£'000)
<b>Portfolio Total</b>	<b>17,653</b>	<b>44,964</b>	<b>27,421</b>
<b>External Funding</b>			
Government Grants	(7,535)	(16,795)	(11,839)
Developers' Contributions	(2,149)	(9,500)	(6,147)
Other Contributions	(1,794)	(1,520)	(160)
<b>Total External Funding Sources</b>	<b>(11,478)</b>	<b>(27,815)</b>	<b>(18,147)</b>
<b>Total Corporate Funding</b>	<b>6,175</b>	<b>17,149</b>	<b>9,274</b>

**Capital Monitoring Report - March 2015-16**

At 31st March 2016, the approved estimate stood at £44.964m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	44,964	(27,815)	17,149
Variances identified	(317)	654	337
Slippage to 2016/17	(17,226)	9,014	(8,212)
Final Outturn 2015/16	27,421	(18,147)	9,274

**Overall Expenditure and Slippage**

Final outturn for the financial year is £27.421m

Variances are reported as follows.

	Exp	Inc	Net	
	£'000	£'000	£'000	
<b>Property Management</b>				
CM09	Tinkers Lane-Fire and Rescue Provision for Windsor	11	0	11 Contract Variations
CM25	York House-Main Entrance Doors Replacement 15-16	(10)	0	(10) Scheme completed-offer up of savings
<b>Leisure Centres</b>				
CV07	Furze Platt Community Leisure Facility 2015-16	44	(34)	10 Contract Variations
CZ40	Parkwood Set Up Costs	(33)	0	(33) Revised Business Case
<b>Outdoor Facilities</b>				
CZ86	P&OS-M'hd Riverside Gardens Car Park Eqp. 2014/15	(1)	1	0 Scheme completed-offer up of savings
CZ85	P&OS-Parks Street Lighting (2014/15)	(1)	1	0 Scheme completed-offer up of savings
CZ81	P&OS-Broomhall Rd-Pitch Drainage (2014/15)	(5)	0	(5) Scheme completed-offer up of savings
CZ68	P&OS-Victory Fields Entrance/Enhancement (2013/14)	(2)	0	(2) Scheme completed-offer up of savings
CR72	P&OS-Bachelor's Acre Fountain 2014/15	1	(1)	0
CV10	Outdoor Table Tennis Tables for Parks 2015-16	(3)	0	(3) Scheme completed-offer up of savings
CV11	Repair of Riverbanks 2015-16	1	1	2 Scheme complete
<b>Policy &amp; Performance</b>				
CY06	Participatory Budgeting (2014/15)	3	0	3 Scheme complete
CY10	Green Redeem Scheme	(4)	0	(4) Scheme completed-offer up of savings



## Highways &amp; Transport

CB68	Windsor Various Junction Improvements 2014/15	(41)	0	(41) Revised Estimate
CB85	Rural Speed Limits 2014/15	(9)	9	0 Scheme completed-offer up of savings
CB96	Stafferton Way Link Road 2014-16	570	0	570 Scheme complete
CC08	Bus Shelter Replacement	(22)	0	(22) Revised Estimate
CD01	LTP Feasibility Studies/Investigation/Develop 15-16	(6)	6	0 Revised Estimate
CD02	LTP Traffic Management Schemes 2015-16	(3)	3	0 Scheme completed-offer up of savings
CD05	B4447 Cookham / Ray Mill Rd West-Mini-R'bout 15-16	(6)	6	0 Scheme completed-offer up of savings
CD08	Road Markings at Major Junctions 2015-16	1	0	1
CD09	Speed Limit Reviews 2015-16	(2)	2	0 Revised Estimate
CD11	Roads Resurfacing 2015-16	(1)	1	0
CD12	Roads Resurfacing-Transport Asset & Safety 15-16	(81)	0	(81) Revised Estimate
CD13	Bridge Assessments 2015-16	(18)	18	0 Revised Estimate
CD14	Bridge Parapet Improvement Works 2015-16	19	(11)	8 Unforeseen Costs
CD15	Bridge Strengthening Scheme 2015-16	(1)	1	0
CD16	Traffic Signal Removal 2015-16	(1)	0	(1) Revised Estimate
CD21	Footways-Construction of New Footways 2015-16	(16)	16	0 Scheme completed-offer up of savings
CD23	Local Safety Schemes 2015-16	(41)	41	0 Revised Estimate
CD24	Rights of Way 2015-16	8	0	8 Revised Estimate
CD30	White Safety Railing Replacement-Horton 2015-16	(17)	17	0 Scheme completed-offer up of savings
CD31	Thames Street Paving Improvements 2015-16	(55)	55	0 Revised Estimate
CD34	Winter Service Community Facilities 2015-16	(50)	0	(50) Revised Estimate
CD36	Reducing Street Clutter 2015-16	(12)	12	0 Revised Estimate
CD37	Car Park Improvements 2015-16	(5)	0	(5) Scheme completed-offer up of savings
CD38	Changes to On-Street Parking Signage 2015-16	(3)	0	(3) Scheme completed-offer up of savings
CD40	Car Park Signage-Improvements 2015-16	(2)	0	(2) Scheme completed-offer up of savings
CD44	Thames Path Riverbank Repair 2015-16	(8)	0	(8) Scheme completed-offer up of savings
CD58	P.B. Windsor Improved Parking	(2)	0	(2) Scheme completed-offer up of savings
CD64	P.B. Ascot/Sunnings Traffic Management/Road Safety	1	0	1
CG73	Windsor High St & Park St Paving Enhancements	(33)	33	0 Revised Estimate
CG80	School Travel Reward Grant	(22)	0	(22) Revised Business Case

## Neighbourhood &amp; Streetscene Delivery Services

CD45	Public Conveniences-Refurbishment 2015-16	(4)	0	(4) Scheme completed-offer up of savings
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## Community, Protection &amp; Enforcement Services

CC03	CCTV Server Replacement 2014/15	4	0	4
CC07	Disabled Facility Grants 2014/15	(205)	114	(91) Revised Estimate
CD47	Replace DPPPO's with Public Space PO Signage15-16	(10)	0	(10) Revised Estimate
CD56	Night Time Economy Enforcement Equipment	(1)	0	(1)

## Technology &amp; Change Delivery

CN68	Infrastructure Improvements (2013/14)	(1)	0	(1)
CN58	Smarter Working	34	0	34 Unforeseen Costs

## Non Schools

CKVE	Youth Services Modernisation Programme 2013-14	(8)	0	(8) Contract Variations
CKVF	Manor Youth Centre Refurbishment	(3)	0	(3) Contract Variations
CKVK	Youth C's refurbish. and equip. replace. 2014-15	(17)	0	(17) Contract Variations
CKVP	Children's Centres buildings-2015-16	1	1	2
CKVQ	St Edmunds House Conversion of Offices	3	3	6 Unforeseen Costs

Schools - Non Devolved			
CH11	HMS Old Site	3	0 3
CK37	Wraysbury Expansion PCP	(3)	3 0 Scheme completed-offer up of savings
CLTN	LSC Charters Project	(70)	70 0 Scheme completed-offer up of savings
CSBF	St Edward's First and Middle School Expansions	(32)	32 0 Scheme completed-offer up of savings
CSBK	Furze Platt Junior - Expansion Work	(50)	50 0
CSBP	Courthouse Junior School - Electrical Rewire Ph 2	(1)	1 0 Scheme completed-offer up of savings
CSBU	Desborough - Drainage Work Phase 1	(2)	(2) Scheme completed-offer up of savings
CSCK	Desborough - Further Refurb. of School Buildings	(3)	3 0
CSDM	Windsor Boys Replacement Boiler & Pipework 2013-14	(1)	
CSDP	Windsor Girls Refurb & Remodel of Kitchen 2013-14	1	0 1
CSED	Dedworth Green replacement - heating pipes 2014-15	(1)	1 0 Scheme complete
CSEE	Cookham Rise kitchen upgrade 2014-15	(9)	9 0 Scheme complete
CSEF	Trevelyan re-wire and replacement lighting 2014-15	3	0 3
CSEG	Cookham Nur. re-wire & replace. lighting 2014-15	(7)	7 0 Scheme completed-offer up of savings
CSEH	Windsor Girls urgent chimney stack repairs 2014-15	(1)	1 0
CSER	Datchet St Mary's bulge class 2014-15	(1)	1 0
CSEU	Riverside (Ellington) Primary expansion 2014-15	(37)	37 0 Scheme completed-offer up of savings
CSEV	All Saints Primary Expansion	(41)	41 0 Scheme completed-offer up of savings
CSFJ	Various Schools fire alarm upgrades - 2015-16	5	5 Tendered Estimate
CSFK	Hilltop School Roof - 2015-16	(1)	1 0
CSFP	Larchfield kitchen up-grade 2015-16	(11)	11 0
CSFQ	Eton Wick kitchen 2015-16	(41)	41 0 Scheme completed-offer up of savings
CSFT	Wraysbury Primary school heating 2015-16	(2)	2 0
CSFX	King's Court school drainage-2015-16	1	0 1 Scheme complete
CSGJ	Braywood School Roof-2015-16	(20)	20 0 Revised Estimate
CSGN	Bisham Kitchen-2015-16	4	0 4 Unforeseen Costs
CSGP	Trinity St Stephen Kitchen Refurbishment	23	0 23
CSGZ	Trevelyan School Roof Replacement	2	0 2 Scheme complete
CSHA	Woodlands Park School Internal Remodelling	3	0 3 Scheme complete
CJ77	Devolved formula capital	0	45 45

Housing				
CT47	Feasibility-sheltered hous.& supported accomm.	(1)	1	0
Library & Information Service				
CZ19	Desborough Suite-Improvements	(1)	0	(1) Scheme complete
CZ06	Libraries-Upgrade of Public Computers (2013/14)	12	0	12 Revised Business Case
CL83	Maidenhead Library-Improvements (2012/13)	1	(1)	0 Scheme complete
CZ11	Maidenhead Library-Pigeon Proofing (2014/15)	(5)	0	(5) Insufficient Funding
CL66	Maidenhead Library-Repaint Exterior (2012/13)	3	0	3 Revised Estimate
CL06	New Boyn Grove Library (2012/13)	1	(1)	0 Scheme complete
CZ02	New Boyn Grove Library (2013/14)	9	(9)	0
CZ17	Windsor Library Lift Refurbishment	2	(2)	0 Scheme complete
CR84	Windsr & Mhd Libraries-RFID Self-Service (2012/13)	14	0	14
CZ76	P&OS-Alexandra Gardens Improvements (2014/15)	(4)	0	(4)
CV02	For Queen and Community 2015-16	5	(5)	0
		<u>(317)</u>	<u>654</u>	<u>338</u>

Slippage is reported as follows.

Slippage reported to April cabinet	(17,204)	8,996	(8,208)	
Regeneration & Economic Development				
CI23	Mhd Paving Strategy-High St to Chapel Arches 15-16	(4)	0	(4) Final slippage
Schools - Devolved Capital				
CJ77	Schools - Devolved Capital	(18)	18	0 Final slippage
		<u>(17,226)</u>	<u>9,014</u>	<u>(8,212)</u>

## Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	30	7%
In Progress	186	44%
Completed	170	40%
Ongoing Programmes e.g., Disabled Facilities Grant	33	9%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
<b>Total Schemes</b>	<b>420</b>	<b>100%</b>

<b>Corporate Development Fund (AE35) £000</b>		
<b>Balance B/F from 2014/15</b>		<b>1,263</b>
<b>Transacted amounts in 2015/16</b>		
<b>To/From Capital Fund</b>		
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
<b>To/From General Fund</b>		
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	
Option appraisal costs for Delivering Children's Services differently (November Cabinet)	-36	
Option appraisal costs for Delivering Children's Services differently (November Cabinet)	-14	
		852
		<b>649</b>

# Agenda Item 8

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

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