

# Public Document Pack

## NOTICE OF MEETING



# CABINET

will meet on

**THURSDAY, 25TH AUGUST, 2016**

**At 7.30 pm**

in the

**COUNCIL CHAMBER - GUILDHALL, WINDSOR**

TO: MEMBERS OF CABINET

COUNCILLORS SIMON DUDLEY (CHAIRMAN)  
DAVID COPPINGER, ADULT SERVICES & HEALTH (DEPUTY CHAIRMAN)  
PHILLIP BICKNELL, HIGHWAYS AND TRANSPORT  
CARWYN COX, ENVIRONMENTAL SERVICES  
GEOFF HILL, CUSTOMER AND BUSINESS SERVICES  
DEREK WILSON, PLANNING  
NATASHA AIREY, CHILDREN'S SERVICES  
MJ SAUNDERS, FINANCE  
SAMANTHA RAYNER, CULTURE & COMMUNITIES  
JACK RANKIN, ECONOMIC DEVELOPMENT AND PROPERTY

PRINCIPAL MEMBERS ALSO ATTENDING: Christine Bateson, Neighbourhood Planning, Ascot & The Sunnings and Communications; Lisa Targowska, HR And Legal; David Evans, Maidenhead Regeneration and Maidenhead

DEPUTY LEAD MEMBERS: Ross McWilliams – Policy, Malcolm Alexander - Streetcare and Windsor, Hari Sharma - Bus Champion, Stuart Carroll - Public Health and Communications, Marius Gilmore - Manifesto Delivery, Mike Airey – Conservation, David Evans - School Improvement, Jack Rankin – Finance, David Hilton – Ascot Regeneration

Karen Shepherd - Democratic Services Manager - Issued: Wednesday, 17 August 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

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

**Recording of Meetings** – The Council allows the filming, recording and photography of public Council meetings. This may be undertaken by the Council itself, or any person attending the meeting. By entering the meeting room you are acknowledging that you may be audio or video recorded and that this recording will be available for public viewing on the RBWM website. If you have any questions regarding the council's policy, please speak to the Democratic Services or Legal representative at the meeting.

## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u>  To receive any apologies for absence	
2.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest	7 - 8
3.	<u>MINUTES</u>  To consider the Part I minutes of the meeting held on 28 July 2016  To note the Part I minutes of the meeting of the Cabinet Local Authority Governors Appointments Sub Committee held on 28 July 2016	9 - 18
4.	<u>APPOINTMENTS</u>	
5.	<u>FORWARD PLAN</u>  To consider the Forward Plan for the period September to December 2016	19 - 32
6.	<u>CABINET MEMBERS' REPORTS</u>	
	<u>Chairman / Deputy Lead Member for Policy</u>	
	i. Integrated Performance Monitoring Report (IPMR) Quarter 1 2016/17	33 - 80
	<u>Children's Services / Deputy Lead Member for School Improvement</u>	
	ii. New Primary School Places in Ascot	81 - 100
	<u>Children's Services / Deputy Lead Member for School Improvement</u>	
	iii. Changes to the Home to School Transport Policy	101 - 154
	<u>Finance</u>	
	iv. Financial Update	155 - 166
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 item 8 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"

**PART II**

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p><u>MINUTES</u></p> <p>To consider the Part II minutes of the meeting of Cabinet held on 28 July 2016</p> <p>To note the Part II minutes of the meeting of the Cabinet Local Authority Governors Appointments Sub Committee held on 28 July 2016</p> <p><b><i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p>	167 - 172
	<p><u>Details of representations received on reports listed above for discussion in the Private Meeting:</u></p> <p>None received</p>	



This page is intentionally left blank

## MEMBERS' GUIDANCE NOTE

### DECLARING INTERESTS IN MEETINGS

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

DPIs include:

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

#### **PREJUDICIAL INTERESTS**

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

#### **DECLARING INTERESTS**

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

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

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

This page is intentionally left blank



# Agenda Item 3

## CABINET

THURSDAY, 28 JULY 2016

PRESENT: Councillors David Coppinger (Vice-Chair, in the Chair), Carwyn Cox  
Geoff Hill, Derek Wilson, Natasha Airey, Samantha Rayner and Jack Rankin

Principal Members also in attendance: Councillors Lisa Targowska, and David Evans

Deputy Lead Member in attendance: Councillor David Hilton

Officers: Alison Alexander, Russell O'Keefe, Simon Fletcher, Karen Shepherd, Richard Bunn, Mary Severin and Kevin McDaniel

### APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Dudley, Bicknell, Saunders and Bateson.

### DECLARATIONS OF INTEREST

Councillor Hill declared a Disclosable Pecuniary Interest in the item West Street Supplementary Document. He left the room for the duration of the discussion and voting on the item.

Councillor Cox declared an interest in the items Trading Activities Update and the Part II Finance Update appendix, as he lived in close proximity to the site. He remained in the room for the duration of the discussion and voting on the items.

Councillor D. Wilson declared an interest in the item West Street Supplementary Document as a member of the Maidenhead Town Partnership Board and PRoM. He remained in the room for the duration of the discussion and voting on the items.

Councillor D. Wilson declared an interest in the item Tender for Residential and Nursing Support Contract for Older People as a council representative on Housing Solutions. He remained in the room for the duration of the discussion and voting on the items.

### MINUTES

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

- i) The Part I minutes of the meeting held on 30 June 2016 be approved.**
- ii) The Part I minutes of the meeting of the Cabinet Regeneration Sub Committee held on 28 June 2016 be noted**
- iii) The Part I minutes of the meeting of the Cabinet Regeneration Sub Committee held on 14 July 2016 be noted, subject to the addition of apologies by Councillor Cox**
- iv) The Part I minutes of the Cabinet Participatory Budget Sub Committee held on 14 July 2016 be noted**

## APPOINTMENTS

It was noted that Councillor D. Evans had been appointed Principal Member for Maidenhead Regeneration and Maidenhead.

The Chairman also welcomed Councillor David Hilton, Deputy Lead Member for Ascot Regeneration, to the meeting.

## FORWARD PLAN

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

- The item 'Pocket Parks', listed for October 2016 was no longer required.

## CABINET MEMBERS' REPORTS

### A) EXPANSION OF SECONDARY SCHOOL PROVISION

Cabinet considered a proposed programme of school expansion. The Lead Member explained that the report was very important in that it requested significant investment in excellent education across the Borough. Cabinet had already approved expansion of £20m; the report proposed investment of £30m in school places. Officers were to be commended for their work with schools to find options that were best for the school and the community as a whole, not necessarily just the easiest or cheapest option.

The Deputy Lead Member for School Improvement referred to the new Prime Minister's statement that it was the mission of the government to make a country that worked for everyone. This was also the mission of the council and it started with children's education. The large investment was only possible because of the sound housekeeping by Lead Members and officers in recent years. The proposed investment would not simply increase the PAN for one year, it would serve all the children in the school for a substantial number of years. The data showed that the borough was spending above average per pupil (£23,000 compared to £18,000). It was important to take into account the actual structures of the schools, which had often started small and grown through popularity. The council was aiming for a 10% surplus in places.

Members noted an error in Table 3 of the report:

- column D for Furze Platt Senior should read: 4.5 (D2)
- column D for Dedworth Middle should read: 4.7 (C2)

Cabinet was addressed by Ms Heidi Swidenbank of Cox Green School. She stated that this was a landmark paper. Cox Green was passionate about delivering the best for young people through three core principles: commitment, aspiration and collaboration. The school was holding its own in terms of exam results, which were significantly above the national average. The previous year's Ofsted report showed the hard work of parents, teachers and pupils. Young people should be the powerful citizens of the future; this investment would allow them to achieve success. The school welcomed the opportunity to work with officers and the dialogue with councillors. Cox Green was a comprehensive school that catered for all needs and the local community. In recent years links had been established with the local primary

schools and the parent body. The investment would provide a suitable dining facility at the school, which was important for pupil's social skills.

Cabinet was addressed by Ms Tanya White of Furze Platt Senior School. She explained that governors at the school had been committed to the expansion plans since inception. Furze Platt was a school at the heart of the community; the vast majority of pupils lived within one mile. The school had excellent relationships with local primary schools. Whilst the school was highly successful, with exam results above the national average, the school wanted to do better. It had a clear vision for the campus so it could offer more to pupils of all abilities during the day, evening and in school holidays. The proposals would increase provision for those with additional learning needs including inviting facilities for independent learning. It would also enable the extension of additional courses and masterclasses for those most able. The school had a track record of inclusiveness, working with the local authority and seeing through large scale projects.

Cabinet was addressed by Mr Martyn Parker of Charters School. He explained that Charters was proud to be a comprehensive school, fully serving the local community. The school had been judged Outstanding in the last two Ofsted inspections and had sustained excellence at Key Stage 4 and 5. However, the school was not complacent, for example there had been a strategic focus on the sixth form in the last few years. The school was committed to allocating resources to increase social mobility. It hoped to match the success of pupils with physical disabilities at the school. Mr Parker referred to the PiXL Edge programme for employability and life skills that ran at the school. The school welcomed the proposed investment as it was important not to dilute success with inappropriate facilities.

Cabinet was addressed by Mr Gavin Henderson of The Windsor Learning Partnership. He stated that the partnership had the single aim of increasing attainment and progress at all Key Stages. Raw attainment at GCSE was very good; this had been achieved by systematic, structural and strategic development over a number of years. A key area was further development on inclusion to eliminate deprivation barriers to learning and increase social mobility. The partnership was also committed to improving opportunities for gifted and talented students. The partnership had worked closely with planners on design, being fully conscious of the need for value for money. Wide consultation had been undertaken with the community, school and parents, who were all in support.

The Lead Member for Environmental Services commented that it was fantastic that this level of investment could be made in schools so that children could take advantage of every opportunity. Secondary schooling was so important for an individual's future. It was important to ensure the facilities provided were as good as possible. He congratulated all involved.

The Deputy Lead Member for Ascot Regeneration highlighted that the Local Plan would lead to the regeneration of Ascot including significant residential development. Charters would play a key role in helping the council manage the growth.

The Lead Member commented that young people did not get a vote on the decisions taken by the council so it was important to listen to those who were in daily contact with the children of the borough. The proposals presented a critical opportunity for partnership working whilst the political and educational landscape continued to shift.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i. To agree the proposed programme of school expansion and delegate responsibility to the Managing Director/Strategic Director, Adults, Children and Health to begin procurement, with the final proposals to be approved by full Council, at a cost of up to £29.6m, see point 2.18 for full details. The average price per place, if the schemes are approved, is £23,817 versus the £10k per place approved for Holyport College in 2015. Schemes:**
  - **Charters School: Option A2 scheme total £4.3m.**
  - **Cox Green School: Option B2 scheme total £4.7m.**
  - **Dedworth Middle School: Option C2 scheme total £4.7m.**
  - **Furze Platt Senior School: Option D2 scheme total £4.5m.**
  - **The Windsor Boys' School: Option E1 scheme total £1.8m.**
  - **Windsor Girls' School: Option F1 scheme total £2.3m.**
  - **30 places in Maidenhead: Option to be determined, based on a cost of approximately £3.5m.**
  - **Programme design and risk contingency of £3.7m.**
- ii. Approve the Managing Director/Strategic Director of Adults, Children and Health with the Lead Member for Children's Services to undertake negotiation with two schools, Cox Green and Furze Platt, to agree the location of the remaining 30 places by the end of September 2016**
- iii. Notes the continuing increase in demand for secondary, middle and upper schools in the Royal Borough from 2019, see Appendix D: Projected shortfall of secondary school places, and approves:**
  - **Discussion with all secondary schools in the Royal Borough over small increases in Published Admission Numbers to provide places for demographic growth in 2019.**
  - **Development work for addressing the growth from 2020 and requests a report to Cabinet in April 2017 with proposals for meeting this demand.**

**B) CHILD SEXUAL EXPLOITATION - UPDATE ON PROGRESS**

Cabinet considered progress on the action plan relating to Child Sexual Exploitation (CSE) following a report to Cabinet in 2015. The report highlighted that the Action Plan was now complete, however it was not an end in itself and ensured an ongoing system of prevention and protection beyond the council's statutory duties. Operational arrangements were supported by the Multi Agency Safeguarding Hub which went live in January 2016. An LGA peer review would take place in December 2016; CSE would be an area of particular focus. The Lead Member highlighted that the council was committed to the prevention of FGM and had worked with key partners in health to put in robust procedures for detection and reporting. CSE was not a Children's Services issue, all directorates and portfolios were responsible.

The Lead Member for Environmental Services highlighted that in his portfolio, the licensing area had a particular duty to be aware of the risks and actively involved in the work on the issue.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i. Notes the completion of the council's action plan approved in Cabinet in March 2015.**
- ii. Notes the operational arrangements in place through the Multi-Agency Safeguarding Hub and Missing Children/Child Sexual Exploitation Operational Panel.**
- iii. Notes that the effectiveness of the arrangements will be tested through the Local Government Association safeguarding peer review in December 2016, the outcomes of which will be reported to Cabinet in January 2017.**

**C) WEST STREET SUPPLEMENTARY PLANNING DOCUMENT**

Cabinet considered adoption of the West Street Opportunity Area Supplementary Planning Document (SPD).

The Lead Member explained that West Street was one of the Maidenhead Opportunity areas and had already seen some regeneration including the building 'The Point'. Regeneration in the area had attracted larger players such as Maersk, which had relocated from London to Maidenhead because of the good strategic transport links. The proposed SPD was the result of a six week consultation. The SPD would provide guidance to anyone intending to develop in the area, including links to Kidwells Park and the conservation area of the High Street.

**RESOLVED UNANIMOUSLY: That Cabinet agrees to adopt the West Street Opportunity Area Supplementary Planning Document.**

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

**D) TENDER FOR RESIDENTIAL AND NURSING SUPPORT CONTRACT FOR OLDER PEOPLE**

Cabinet considered a procurement exercise to secure care provision in two older people's residential and nursing homes owned by the Royal Borough, Clara Court in Maidenhead and Queens Court in Windsor. The Lead Member commented that all were aware of the ageing population, the growing need for beds in residential and care homes and the increasing costs. Members noted that Clara Court provided 76 beds and was run by Radian; Queen's Court provided 24 nursing beds and 22 residential places and was run by Housing Solutions.

Two different companies provided care and nursing services. One of the contracts was due to end shortly; the other company wanted to exit the market. A high value procurement process was therefore required. The benefit of the proposal was to provide a high level of care at a cost £150-£200 a week per bed lower than the average market cost. The tender would not just be about the lowest price; it would be about the best possible care at the lowest price.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i. Approves a tender for two contracts for residential and nursing beds for older people in Clara Court and Queens Court at an estimated combined value of £2.5m a year.**
- ii. Delegates authority to the Managing Director/Strategic Director of Adults, Children and Health and the Lead Member for Adult Services, Health and Sustainability to agree the final specification and invitation to tender.**

**E) TRADING ACTIVITIES UPDATE**

Cabinet considered an update on the activities, priorities and progress of the Council's trading companies. The Lead Member explained that if the proposals were approved, this would be the first report of three each year. The recommendations would also allow for the business plan and section 106 contribution for each property to be presented to Cabinet as it came forward. The report reflected the council's current focus on property, to build an RBWM for everyone. The council had taken on board feedback that the company lacked transparency and as a result its name was changed to RBWM Property Company. Members would also no longer be directors of the company; these roles would be filled by senior officers instead.

Cabinet was addressed by Brian Millin. Mr Millin commented that in December 2015 a member of the public asked questions at a full Council meeting about Two5Nine Ltd, the then Leader had given clear assurances that clear links would be placed on the RBWM website in relation to the company. He had said that it had been set up to generate profit to keep council tax low, however the first year showed a trading loss. Mr Millin asked Cabinet to ensure the RBWM website included clear details of the aims of the company and a list of the directors. David Thompson was shown on the report as the Managing Director, but was not listed as a Director. Mr Millin asked for information to be shown on the Transparency section of the webpage, for example monthly accounts. He also requested that year end accounts be clear and not use accounting terms such as related party transactions.

The Lead Member stated that Mr Millin had raised some fair criticisms; he agreed that the information requested including a list of Directors should be included on the website. He would ask officers to ensure this happened as a matter of urgency. He confirmed that David Thompson was an employee of the council and the trading company, but as not a Director. This would also be clarified on the website. he explained that although it remained true that the company's aim was to make profit, there was now an added focus to build an RBWM for all; affordable housing and key worker housing would be considered as property assets were released.

The Deputy Lead Member for Ascot Regeneration commented that when he had been Lead Member for Finance he had spent a lot of time looking at how the council's assets could be utilised to create a revenue stream to assist the council in providing services to residents, and other innovative actions. He was delighted that there was now a company with the strategy to use resources to achieve these aims.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i) Notes the content of the report**
- ii) Receives an update on trading activities three times per annum**

- iii) **Be presented (dependent on the level of budget required) with a business case for approval that covers all the financial implications for each property prior to any work commencing with a recommendation to add the appropriate S106 funded budget to the capital programme.**

F) FINANCIAL UPDATE

Cabinet considered the latest financial update. The Deputy Lead Member reported a projected £111,000 overspend, offset by an underspend of £70,000. Reserves remained at a healthy level. The Adults, Children & Health directorate was reporting a projected overspend of £155,000, which was £8,000 lower than had been reported in June 2016. It was noted that costs often related to a small number of individuals with high associated costs. The Key Worker Housing report considered by Cabinet the previous month demonstrated the council's commitment to attracting the right staff and reducing agency costs. There were some underspends, for example in relation to Children in Care and children with disabilities. Un-costed pressures related to Home to School Transport and ordinary residence. The Corporate and Community Services directorate had reported an underspend of £44,000, the Operations and Customer Services directorate projected a balanced budget.

Member noted changes to the Children's Services capital programme as a result of a reduction in grant and a number of S06 schemes.

The Deputy Lead Member for Ascot Regeneration thanked Cabinet for approving funding for the Devenish Road roundabout, which had been a road safety issue for some time. A manually controlled pedestrian crossing had been installed on a route used by Charters pupils.

**RESOLVED UNANIMOUSLY: That Cabinet:**

- i) **Notes the report and the projected outturn position.**
- ii) **Approves the changes to the Children's Services capital programme mainly resulting from lower than anticipated Condition Grant (see paragraph 4.6 and appendix E).**
- iii) **Approves the addition of £89k s106 funded capital budget for the Youth Centre & Equipment Modernisation Programme. (see paragraph 4.7).**
- iv) **Approves the addition of £74k s106 funded capital budget for additional works to the Devenish Road / Bagshot Road Roundabout scheme (see paragraph 4.8).**
- v) **Approves the addition of £64k s106 funded capital budget for Local Safety Scheme - Clarence Road / Alma Road (see paragraph 4.9).**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

The meeting, which began at 7.30 pm, finished at 9.00 pm

CHAIRMAN.....

DATE.....



CABINET LOCAL AUTHORITY GOVERNORS APPOINTMENTS SUB COMMITTEE

THURSDAY, 28 JULY 2016

PRESENT: Councillors Natasha Airey (Chairman), Geoff Hill, Jack Rankin and Samantha Rayner

Officers: Karen Shepherd

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bateson and Saunders.

DECLARATIONS OF INTEREST

None received

MINUTES

The clerk confirmed that the previous Chairman, Councillor Bicknell, had approved the draft minutes.

**RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 31 March 2016 were approved.**

APPOINTMENT OF LOCAL AUTHORITY REPRESENTATIVES TO GOVERNING BODIES OF SCHOOLS IN THE ROYAL BOROUGH

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

The Chairman requested that officers provide an update on actions taken to attract candidates to vacant positions, including the longstanding vacancies at Churchmead CofE School and Trinity St Stephens CE First School. The clerk agreed to pass the request to Governor Services.

**RESOLVED UNANIMOUSLY: That:**

- i) Ryan Powell be recommended for appointment to Oakfield First School**
- ii) Emma Wrigley be recommended for appointment to St Edwards Catholic First School**
- iii) It be noted that following conversion to an Oxford Diocese Multi Academy Trust, Holyport Primary CE Academy no longer required an LA Governor.**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

**RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion took place on items 6-7 on the grounds that they**

**involve the likely disclosure of exempt information as defined in Paragraph 1-7 of part I of Schedule 12A of the Act.**

The meeting, which began at 6.00 pm, finished at 6.08 pm

CHAIRMAN.....

DATE.....

## FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Pocket Parks	29/9/16	-	Report no longer required
Dynamic Purchasing System Pilot Scheme Findings	27/10/16	-	Report no longer required
Future Provision of Debt Recovery Enforcement Services	-	29/9/16	New Item
Change to Council Tax Empty and Unfurnished Exemption	-	29/9/16	New Item
Delivering Differently In Operations & Customer Services - CCTV	-	27/10/16	New item
Delivering Differently In Operations & Customer Services - Highways & Transport Services	-	24/11/16	New Item
Delivering Differently In Operations & Customer Services – Civil Enforcement Officer & Community Warden Services	-	15/12/16	New item

## FORWARD PLAN OF CABINET AND COUNCIL DECISIONS

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

The Council is comprised of all the elected Members

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

### FORWARD PLAN

20 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)
Council Manifesto Tracker	Open -	An outline of performance against the Council's manifesto commitments	Yes	Deputy Lead Member for Manifesto Delivery (Councillor Marius Gilmore) Chairman of Cabinet (Councillor Simon Dudley)	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 29 Sep 2016	
Delivery of Children's Services	Part exempt - 3	To consider and, if appropriate, approve the Inter-Authority and	Yes	Lead Member for Children's Services (Councillor Natasha	Hilary Hall	Internal process	Children's Services Overview and Scrutiny Panel 22 Sep 2016	Cabinet 29 Sep 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)
		Member's Agreement		Airey), Lead Member for Adult Services and Health (Councillor David Coppinger)			Adult Services and Health Overview and Scrutiny Panel 20 Sep 2016 Corporate Services Overview and Scrutiny Panel tbc		
Financial Update 21	Open -	To receive the latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	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	Lead Member for Highways and Transport (Councillor Phillip Bicknell)	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 Proposals	Part exempt - 3	Bringing forward initial proposals for the 2017-18 budget	Yes	Lead Member for Finance (Councillor MJ Saunders)	Russell O'Keefe	Internal process	Corporate Services Overview and Scrutiny Panel	Cabinet 29 Sep 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)
22							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 19 Sep 2016, Planning & Housing Overview & Scrutiny Panel 20 Sep 2016		
York House Windsor - Office Accommodation Update	Open -	To update Cabinet (prior to submission of a planning	No	Lead Member for Economic Development and Property (Councillor	Russell O'Keefe	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 29 Sep 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)
		application) on the financial and practical implications of the proposed works		Jack Rankin)					
23 Outcome Based Homecare – Year One Review	Open -	An update report about the progress of the Outcome Based Commissioning Homecare Service after Year One of the contract	No	Lead Member for Adult Services and Health (Councillor David Coppinger)	Hilary Hall	Internal process	Adult Services and Health Overview and Scrutiny Panel 20 Sep 2016	Cabinet 29 Sep 2016	
Change to Council Tax Empty and Unfurnished Exemption	Open -	Proposed removal of discretionary 1 month empty and unfurnished exemption from 1 April 2016	No	Lead Member for Finance (Councillor MJ Saunders), Lead Member for Customer and Business Services (Councillor Geoffrey Hill)	Andy Jeffs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 29 Sep 2016	
Future Provision of Debt Recovery Enforcement Services	Open -	Future provision of debt recovery enforcement of Council Tax, Business Rates and Parking	No	Lead Member for Finance (Councillor MJ Saunders), Lead Member for Customer and Business Services (Councillor Geoffrey Hill)	Andy Jeffs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 29 Sep 2016	
Appointment of	Part exempt -	To consider the	Yes	Lead Member		Consultation	n/a	Cabinet	

**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)
Local Authority Governors	1	appointment of LA Governor Representatives to Governing Bodies of Schools in the Borough		for Children's Services (Councillor Natasha Airey)	Karen Shepherd	with relevant schools/academies		Local Authority Governors Appointments Subcommittee 29 Sep 2016	
Council Trusts - others	Open -	An update on the list of charitable trusts in which the Council is involved.	Yes	Principal Member for Neighbourhood Planning, Ascot & The Sunnings & Communications (Councillor Christine Bateson)	Karen Shepherd	All trustees	Corporate Services Overview and Scrutiny Panel 25 Oct 2016	Cabinet 27 Oct 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 potential new library	Yes	Lead Member for Culture and Communities (Councillor Samantha Rayner)	Mark Taylor	Public & Parish consultation in Bray & Sunningdale Wards	Culture and Communities Overview and Scrutiny Panel 19 Oct 2016	Cabinet 27 Oct 2016	
Council Trusts - Cabinet as Trustees	Open -	An update on the list of charitable trusts in which the	Yes	Principal Member for Neighbourhood Planning,	Karen Shepherd	All trustees	Corporate Services Overview and Scrutiny Panel	Cabinet 27 Oct 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)
		Council is involved. This report focusses on those bodies for which Cabinet is the Trustee		Ascot & The Sunnings & Communications (Councillor Christine Bateson)			25 Oct 2016		
Financial update	Open -	To receive the latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel 25 Oct 2016	Cabinet 27 Oct 2016	
ND ST Parking Strategy	Fully exempt - 1	Strategic paper setting out the principles, priorities and approach to parking / parking enforcement across the Royal Borough.	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox)	Simon Fletcher	Internal and external consultation	Highways, Transport and Environment Overview and Scrutiny Panel tbc	Cabinet 27 Oct 2016	
Delivering Differently In Operations & Customer Services - CCTV	Fully exempt - 4	The report will detail the outcome of a fundamental review of the CCTV service. Cabinet will be requested to consider recommendations setting out a future service delivery model that will facilitate the realisation of	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox)	Simon Fletcher, Craig Miller	Internal Process	Crime & Disorder Overview & Scrutiny Panel 6 Oct 2016	Cabinet 27 Oct 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)
		efficiencies that contribute to the savings identified in the council's medium term financial plan.							
Member Participatory Budgets	Open -	To receive details of how Members propose to spend their PB allocation	Yes	Lead Member for Culture and Communities (Councillor Samantha Rayner)	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 20 Oct 2016	
Neighbourhood Participatory Budget Scheme - Results of Public Vote	Open -	The results of the neighbourhood participatory budget scheme as voted for by the public	Yes	Lead Member for Culture and Communities (Councillor Samantha Rayner)	David Scott	Public vote	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 20 Oct 2016	
Delivering Improved Adult Services	Fully exempt - 2	To consider and, if appropriate, approve an agreement for the future delivery of adult services	Yes	Lead Member for Adult Services and Health (Councillor David Coppinger)	Hilary Hall	Internal process	Adult Services and Health Overview and Scrutiny Panel 23 Nov 2016	Cabinet 24 Nov 2016	
Annual Consultation on School Admission Arrangements	Open -	This is the start of the annual statutory consultation on admission	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Kevin McDaniel	Consultation with schools	Children's Services Overview and Scrutiny Panel 16 Nov 2016	Cabinet 24 Nov 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)
		arrangements							
Integrated Performance Monitoring Report Q2	Part exempt - 1,2,3,4,5,6,7	Report detailing performance of the Council against the corporate scorecard for quarter 4 2016/17	Yes	Deputy Lead Member for Policy (Councillor Ross McWilliams), Chairman of Cabinet (Councillor Simon Dudley)	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel tbc Culture and Communities Overview and Scrutiny Panel 15 Nov 2016	Cabinet 24 Nov 2016	
RBWM Trading Activities Update	Open -	A regular update to Cabinet on the activities of the two trading companies – RBWM Property Company Limited and RBWM Commercial Services.	No	Lead Member for Economic Development and Property (Councillor Jack Rankin)	Simon Fletcher	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 24 Nov 2016	
Delivering Differently In Operations & Customer Services - Highways & Transport Services	Fully exempt - 4	The report will detail the outcome of a competitive procurement process for external provision of highways and transport services. Cabinet will be requested to consider recommendations setting out a future	Yes	Lead Member for Highways and Transport (Councillor Phillip Bicknell)	Ben Smith, Simon Fletcher	Internal process	Highways, Transport and Environment Overview and Scrutiny Panel 22 Nov 2016	Cabinet 24 Nov 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)
		service delivery model that will facilitate the realisation of efficiencies that contribute to the savings identified in the council's medium term financial plan.							
28 Finance Update	Open -	To receive the latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 24 Nov 2016	
Appointment of Local Authority Governors	Part exempt - 1	To consider the appointment of LA Governor Representatives to Governing Bodies of Schools in the Borough	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Karen Shepherd	Schools	n/a	Cabinet Local Authority Governor's Appointments Subcommittee 24 Nov 2016	
Council Tax Base Report	Open -	To approve the Council Tax Base to be used for 2017-18 budget	Yes	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	internal process	Corporate Services Overview and Scrutiny Panel 6 Dec 2016	Cabinet 15 Dec 2016	
Children's Services Capital Programme 2017-187	Open -	Report requests approval of the 2017-18 capital programme in	No	Lead Member for Children's Services (Councillor	Rob Stubbs	Internal process	Children's Services Overview and Scrutiny Panel	Cabinet 15 Dec 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)
		Children's Services		Natasha Airey)			tbc		
29	Delivering Differently In Operations & Customer Services – Civil Enforcement Officer & Community Warden Services Fully exempt - 4	Cabinet will be requested to review options for different service models for Civil Enforcement Officer & Community Warden services. The report will contain recommendations setting out a future service delivery model that will facilitate the realisation of efficiencies that contribute to the savings identified in the council's medium term financial plan	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox)	Simon Fletcher, Craig Miller	Internal Process	Crime & Disorder Overview & Scrutiny Panel 14 Nov 2016	Cabinet 15 Dec 2016	
	Finance Update	Open - Latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel 6 Dec 2016	Cabinet 15 Dec 2016	
	Neighbourhood Participatory Budget Scheme - Results of Public	Open - The results of the neighbourhood participatory budget scheme as	Yes	Lead Member for Culture and Communities (Councillor	David Scott	Public vote	Corporate Services Overview and Scrutiny Panel	Cabinet Participatory Budget	

**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)
Vote		voted for by the public		Samantha Rayner)			via email	Sub Committee 19 Dec 2016	
Member Participatory Budgets	Open -	To receive details of how Members propose to spend their PB allocation	Yes	Lead Member for Culture and Communities (Councillor Samantha Rayner)	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 19 Dec 2016	

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

### DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

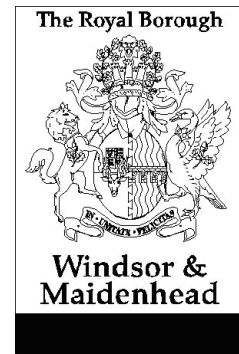
1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, 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

This page is intentionally left blank



Report for:  
ACTION



<b>Contains Confidential or Exempt Information</b>	No – Part I
<b>Title</b>	<b>Integrated Performance Monitoring Report (IPMR) Quarter 1 2016/17</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>	Cllr Simon Dudley, Leader of the Council and Chairman of Cabinet Cllr McWilliams, Deputy Lead Member for Policy
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	25 August 2016
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. The Integrated Performance Monitoring Report (IPMR) recommends Cabinet note progress and summarises performance outturns against the Council’s key priorities for Quarter 1 2016/17, including seven HR-related indicators. Of the 24 key performance indicators 10 (42%) are on target, 7 (29%) are just short and 7 (29%) are off target.
2. Table A4 in Appendix A summarises the KPIs which have declined since the previous quarter and more detail is provided about causes and interventions to improve performance in these areas is in paragraphs 5-11.

## 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. Rigorous performance management enables the council to improve services and deliver its strategic priorities for residents so that better outcomes are achieved.	March 2017

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

- i. Note the progress made against the performance measures listed in the IPMR Quarter 1 2016/17 report.

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

### Improving the council's performance management framework

- 2.1 The council is developing its performance management framework which includes re-thinking the format, style and content of the Integrated Performance Monitoring Report (IPMR). This will improve service delivery and the council's ability to achieve all of its strategic objectives.
- 2.2 For this iteration, the Cabinet Outcomes Tracker has been removed from the IPMR but will henceforth be tracked by services and Lead Members and could also be subject to Overview & Scrutiny through the council's traditional channels. The Financial Savings Tracker is no longer reported as requested by Corporate Management Team (CMT) since this is already reported in the financial update. The Q2 2016/17 report will go further to improve our performance management framework.

### Report summary and structure

- 2.3 Of the 24 key performance indicators 10 (42%) are on target, 7 (29%) are just short and 7 (29%) are off target.
- 2.4 The report highlights performance whether good or bad and details mitigation actions to address weak performance. Appendix A provides a summary of all performance and commentary and analysis on KPIs that are falling "just short" or are "off target". Appendix B provides detailed progress on the 24 KPIs but also the secondary indicators, information on key strategic risks, and updates on key corporate projects.
- 2.5 The council has acknowledged that off target KPIs, are not necessarily failures or problems, but signal that an intervention may be required to ensure that the performance measure achieves the Cabinet's expected outcomes or is sufficiently delivering against the council's strategic priorities to be brought back on track. Appendix B seeks to summarise this in the 'comments section' setting out:
  - Work in progress
  - Issues
  - Success
  - Intervention required.

### Review of KPIs

- 2.6 KPIs are predominately designed to measure how effective the council is at providing services to residents and delivering its strategic priorities. Some measures also focus on how the council manages its internal operations to ensure it is operating efficiently.
- 2.7 At the beginning of the new financial year 2016/17, each Directorate reviewed their balanced scorecards to prioritise the key performance indicators they need to monitor. Rationale behind the changes include sharpened focus on delivering the

council's strategic objectives, prioritising areas in need of improvement over those with a track record of consistently performing well and using data that more accurately tracks outcomes for residents. As a result the following indicators have been removed from the IPMR:

- AS5 % of Support Plans completed within 28 calendar days of assessment.
- CS85 Number of families supported early (by Children's Centres and Youth Support) to prevent escalation and referral to social care
- SG3 Stability of placements (number of moves) of children in RBWM's care lasting two or more years
- SG30 Total number of approved RBWM foster carers available

2.8 The following indicator has been elevated from the secondary set of indicators to become a KPI for closer monitoring:

- CS80 % of all RBWM schools inspected by Ofsted receiving 'Good' or 'Outstanding' judgement.

### Current performance

2.9 A summary of current performance against the 24 KPIs is as follows:

**Table 1: KPI Summary of performance**

Status	2015/16				2016/17
	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Q1 16/17
On Target	15 (50%)	13 (44%)	16 (53%)	15 (56%)	10 (42%)
Just Short	9 (30%)	7 (23%)	6 (20%)	7 (26%)	7 (29%)
Off Target	6 (20%)	10 (33%)	8 (27%)	5 (18%)	7 (29%)
Data not available	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>27</b>	<b>24</b>

2.10 The key indicators are those measures Cabinet prioritised for improvements in 2016/17. Secondary indicators, whilst still important, are monitored with a lighter touch by team managers and Heads of Service. If performance of a secondary indicator drops below acceptable levels, a process of escalation is triggered and the indicator moves from secondary to a key indicator (see 2.7).

**Table 2: KPIs off target**

IPMR Page Number	Key Performance Indicator
3	CS78 Number of families supported through Troubled Families
4	LE8 Grounds Maintenance Contract performance score
6	PD9 % of Planning appeals lost
8	RFA01 Call abandoned rate
11	BBA03 Speed of Payment – in month average time to process invoices
13	LA14 Libraries & Museum income
20	HR – Working days lost per FTE

2.11 Table 2 above illustrates the 7 KPIs that are off target in Q1 2016/17. Appendix A provides a user-friendly summary of the KPIs including information on actions

services are taking to bring the measures in Table 2 back on track (see Appendix A: Table A4). Appendix B provides the comprehensive detail on KPIs, secondary indicators, risks and key corporate projects including all the data.

2.12 Appendix B the full IPMR report, is set out as follows:

- Dashboard – page 1
- Key performance indicators – pages 2 – 13
- Key strategic risks – pages 14 - 16
- Secondary Performance indicators – pages 17 - 22
- HR section – details performance against 7 key HR indicators, pages 23 - 27
- Project summary report – pages 28 - 30

**Table 3: Options**

<b>Option</b>	<b>Comments</b>
The council doesn't produce a corporate IPMR.  This is not recommended	Production of a performance report is 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 key indicators to help deliver better outcomes for residents by improving service delivery. <b>This is the recommended option</b>	A lack of rigorous performance management and failure to produce a report would result in Senior Officers lacking the necessary data to manage departmental performance. Residents, Members and (in particular) key committees, including Overview and Scrutiny, Audit Performance and Review and Cabinet would not be able to understand and scrutinise the effectiveness of council decision making and delivery of the council's priorities.
The Performance Management Framework continues to be improved to deliver better outcomes for residents by improving service delivery. <b>This is the recommended option</b>	Residents will be able to more clearly understand the performance of the council and its progress to achieve the ambitions and outcomes set out in the Corporate Strategy. Officers will be better equipped to understand, manage and deliver service improvements.

## 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 2017
Corporate & Community Services	Below 60%	60-79%	80–89%	90% or above	31 March 2017
Operations & Customer	Below 60%	60-79%	80–89%	90% or above	31 March 2017

<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>
Services					

#### 4. FINANCIAL DETAILS

##### Financial impact on the budget

- 4.1 There are no direct financial implications arising from the recommendations in this report. Weak performance in some KPIs may have indirect financial implications which are managed within existing budgets.

#### 5. LEGAL IMPLICATIONS

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

#### 6. VALUE FOR MONEY

- 6.1 Performance management ensures the council retains focus on delivering services efficiently and effectively to provide value for money.

#### 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 9).

#### 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	High	The indicators in the	Low

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
to get reliable data that is both relevant and timely.		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.	
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 24 key performance indicators are selected to assist in measuring the council's progress against delivering all of its 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 If we are off track with certain KPIs there may be staffing implications which are referred to in the relevant commentary on the particular KPI.

## 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 of Performance Indicator Progress  
Appendix B – Integrated Performance Monitoring Report – Quarter 1 2016/17.

## 17. BACKGROUND INFORMATION

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Dudley	Leader of the Council	27 July 2016	27 July 2016	Throughout
Cllr McWilliams	Deputy Lead Member for Policy	22 July 2016		Throughout
Russell O'Keefe	Strategic Director of Corporate Services	18 July 2016	22 July 2016	Throughout
Alison Alexander	Manging Director	27 July 2016	27 July 2016	Throughout
Simon Fletcher	Strategic Director Operations and Customer Services	27 July 2016	27 July 2016	Throughout
Anna Trott	Cabinet Secretary	20 July 2016		Throughout
<b>External</b>				

<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>

## REPORT HISTORY

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

<b>Full name of report author</b>	<b>Job title</b>	<b>Full contact no:</b>
Paul Johnson	Corporate Performance Officer	01628 796028



## SUMMARY ON PERFORMANCE INDICATOR PROGRESS

1. A summary on current performance against the 24 KPIs is as follows:

Table A1: KPI Summary of Performance

Status	2015/16				2016/17
	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Q1 16/17
On Target	15 (50%)	13 (44%)	16 (53%)	15 (56%)	10 (42%)
Just Short	9 (30%)	7 (23%)	6 (20%)	7 (26%)	7 (29%)
Off Target	6 (20%)	10 (33%)	8 (27%)	5 (18%)	7 (29%)
Data not available	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>27</b>	<b>24</b>

**KPIs that are on Target**

2. 42% of the KPIs are on target (compared to 50% in the same period last year). Four KPIs have improved their performance since Q4 2015/16.

Table A2: KPIs that have improved performance since last quarter

IPMR Page Number	Target	Q4 2015/16 status	Q1 2016/17 status	Comment
3	AS6 % of Support Plans completed within 42 calendar days of assessment	Just Short	On Target	The Council has achieved the target of more than 80% during Q1 which is first time that the target has been met since May 2013.
5	PD6 Processing of 'Major' planning applications	Just Short	On Target	Performance has significantly improved during Q1 2016/17, from 67.35% in Q4 2015/16 to 82.35% in Q1.
5	PD7 Processing of 'Minor' planning applications	Off Target	Just Short	The current performance is just short of target by 0.51%. The work in progress is showing significant improvement in processing minor applications as Q1 figure has increased from 50.34% (Q4) to 74.49%
6	PD8 Processing of 'Other' planning	Off Target	Just Short	This is currently just short of the target that the council has set.

IPMR Page Number	Target	Q4 2015/16 status	Q1 2016/17 status	Comment
	applications			However, performance is now consistently meeting national targets

3. Table A3 below highlights a number of indicators that performed well during Q1 2016/17.

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

IPMR Page Number	Target	Comment
7	CCA02 % of households waste sent for reuse, recycling, energy recovery & composting	The target has increased significantly from 55% in 2015-16 to 95% in 2016-17 and the council has overachieved this. The performance has increased from 74.81% at end of Q4 2015/16 to 97.78% in Q1 2016/17 as all waste is now sent for recovery, with only small amount of waste sent to landfill after waste has been processed for recovery. The figure of 97.78% is the highest figure that the council has achieved on record.
9	RCU5 Time taken to process Housing Benefit and Council Tax Support new claims and change events	In Q1 2016/17, the council's combined average processing time was 4.2 days (target <4.5 days).
10	SAMA03 Total number of visits to RBWM car parks that charge for parking	Car park usage within the borough for Q1 has increased by 8.7% compared to the same period last year.
11	BBA02 % of in-year Business Rates collected	The Q1 performance is currently 0.3% ahead of target and showing 1.38% improvement compared to last year's performance. The council has collected £26.6m out of the total £82.5m (collecting 32.3% in this quarter).
11	BBA01 % of in-year Council Tax collected	Similar to above, current performance is above the target and 0.17% better when compared to last year.

4. Table A4 below highlights the KPIs where their performance status has declined when compared to the previous quarter.

**Table A4: KPIs where performance status has declined since last quarter**

IPMR Page Number	Target	Q4 2015/16 status	Q1 2016/17 status	Comment
2	CS80 % of all	On Target	Just Short	The target 2016/17 has

<b>IPMR Page Number</b>	<b>Target</b>	<b>Q4 2015/16 status</b>	<b>Q1 2016/17 status</b>	<b>Comment</b>
	RBWM schools inspected by Ofsted receiving 'Good' or 'Outstanding' judgement			increased to 84% as the council's ambition is for every school in the Borough to be good or outstanding. The performance at end of Q1 is making progress as it has improved from 77% in Q4 to 81%.
3	CS78 Number of families supported through Troubled Families	On Target	Off Target	24 out of a yearly target of 150 families have been supported this quarter. Working with families can peak and trough given the nature of the work but evidence over the last two years has demonstrated the council has always been able to meet year end targets despite in year fluctuations and this is expected again for 16/17. See paragraph 6 for more detail.
4	LE8 Grounds Maintenance Contract performance score	On Target	Off Target	This is a new contract and more stretching targets have been set for the contractor in tandem with a more rigorous scoring system. An improvement plan is in place and officers are using rigorous contract management techniques including contract penalties as well as escalating performance of the contract to the Managing Director of the contractor. See paragraph 7 for more information.
7	PD12 Enforcement cases – number of closures	On Target	Just Short	This is currently just short of target by 10 cases (8%) due to focusing on a number of complex cases in quarter 1. However, it is

<b>IPMR Page Number</b>	<b>Target</b>	<b>Q4 2015/16 status</b>	<b>Q1 2016/17 status</b>	<b>Comment</b>
				expected that the target for the year as whole will be achieved. Additional temporary resource is being put in place to support the more complex cases.
8	RFA01 Call abandoned rate	Just Short	Off Target	Performance this quarter was 0.96% above target. June 2016 saw the highest call volumes for 6 years and work is being done to plan resources for anticipated peaks in demand. See paragraph 9.
10	SAMA04 Income from parking off street, on street, season tickets, permits and vouchers	On Target	Just Short	The performance is just short of target by 0.7%. However, the council expect to meet the year-end target especially as the number of the visits to RBWM car parks that charge for parking is currently 1.7% above the Q1 profiled target. The car park visits has also increased by nearly 9% compared to the same period last year.
11	CPE04 % of Penalty Charge Notices (PCNs) appeals that are upheld	On Target	Just Short	This is just short of target by 0.98%. The poor performance in June is as a result poor accuracy in issuing PCNs during the Royal Ascot. The Council's Parking Supervisor has addressed this poor performance with Civil Enforcement Officers to ensure that accuracy in issuing PCNs is maintained.
11	BBA03 Speed of payment – in month average time to process invoices	Just Short	Off Target	The performance has declined to off target. An improvement plan is in place to address this and additional resources

IPMR Page Number	Target	Q4 2015/16 status	Q1 2016/17 status	Comment
				are being applied. The council is also ensuring all business areas pass all invoices for payment promptly.
13	LA14 Library & Museum income	On Target	Off Target	Some billing in the last month has not yet taken place and annual payments are usually paid in Q2 which should address performance. Please see paragraph 11 for further information

### KPIs that are off target

5. Seven KPIs (equivalent to 29%) are off target (compared to 20% 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 6 – 12 below for details of the action that has been/is being taken to bring them back on track).

### 6. CS78 - Number of families supported through Troubled Families

Target for 2016/17 – 150

Achievement to date – 24

Work in Progress – The Intensive Family Support Programme (ISFP) 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 the Council is now able to provide extended resources and services to these families and track their progress more easily given that all families referred via the Early Help Hub will have an Early Help Plan. Although performance is currently showing as below the profiled target, working with families is not a straight line trajectory and therefore it is not possible to set a straight profiled target across the year. Evidence over the last two years demonstrates this but the year end target has always been achieved. The council expect, therefore, to achieve the year end target.

Issues – Tracking and collating data continues to be a challenge because it needs to be collected across agencies. However, the council is in the process of devising a method that will allow us to better track and evidence Payment By Results data.

Success – IFSP worked with 125 new families in 2015-2016 which is slightly above the target set by the Government for the Royal Borough of working with 123 families. IFSP has

always achieved against the targets set by the Government.

Intervention required – None.

## 7. LE8 – Grounds Maintenance Contract performance score

Target for 2016/17 – 92%

Achievement to date – 76.0%

Work in Progress – The performance in June is showing signs of improvement, following poor performance by the contractor in April and May. The Council is having more regular management meetings with the contractor.

Issues – Issues are two-fold. Firstly the Council raised the levels expected of the contractor in the recently renewed contract. Secondly, the contractor has struggled with contract mobilisation (caused by staff issues and considerable problems with very wet and warm weather). Regular management meetings are now being held with the contractor's team and revised plans have been implemented. A significant contract penalty fine has been charged and the contractor has responded by employing an additional team of grass cutters and is working considerable over time.

Success – The target for 2016/17 has increased by 1% compared to last year's target.

Intervention required – The Council is working with the contractor's management team to try to bring performance back on target by the end of Q3.

## 8. PD9 % of Planning appeals lost

Target for 2016/17 – Less than 30%

Achievement to date – 35.9%

Work in Progress – Work is now underway, learning from recent cases, to strengthen the Council's approach.

Issues – 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.

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. Further actions to strengthen the Council's approach are being developed.

## 9. RFA01 Call abandoned rate

Target for 2016/17 – Less than 5.0%

Achievement to date – 5.96%

- Work in Progress – The performance for this indicator is linked to RFA02 - % of calls answered in under one minute. Quarter 1 performance is 5.96%, the monthly breakdown is as follows:-
- April: 4.52% (target achieved);
  - May: 5.8% (target not achieved);
  - June: 7.58% (target not achieved).
- June 2016 saw the highest call volumes for 6 years, as a direct result of the EU Referendum and calls received to assist customers with the new Digital Green Waste renewal service. Work is continuing to reduce the unnecessary contact made to allow resources to focus on contact from the most vulnerable customers.
- Issues – Bringing performance back on track is a priority.
- Success – During Q1 telephone opening hours were extended from 6pm until 7pm, with Library staff trained to handle enquiries after 5pm. This now allows customers increased access to council services by telephone further supporting 24/7 access and more services being delivered through libraries. Also during Q1, the Council's new Digital Channel was launched, allowing customers not only to report enquiries online, but to track progress too. Additional services are being re-designed to be delivered digitally, reducing the number of manual touch points and the volume of telephone calls. This will allow the Council's resources to be focussed on improving and maintaining this target.
- Intervention required – Planning and deployment of appropriate resources along with actions to manage demand in advance of known upcoming events that will drive up contact to the Council.

#### 10. **BBA03 Speed of payment – in month average time to process invoices**

- Target for 2016/17 – Less than 17 days.
- Achievement to date – 30 days
- Work in Progress – Additional resources are being applied to deal with the performance issues and processes strengthened to ensure the target can be achieved in future.
- Issues – Average achieved to date is 30 days which is not acceptable due to a backlog and related issues.
- Success – The Council's standard payment terms are 30-days so the Council was paying suppliers on average 12.4-days quicker than this in Q4 2015/16.
- Intervention required – An improvement plan is in place and with the additional resources should see improvement during August.

#### 11. **LA14 Library & Museum income**

- Target for 2016/17 – £467,580
- Achievement to date – £66,381
- Work in Progress – Ongoing work to generate income and bill for spaces occupied by partners is underway.

- Issues – The income raised (receipted) to date is only 72% of one quarter of the income target for libraries and the museum. However, some billing for activity in the last month (June) had not taken place at the time of recording and the annual payments are usually paid in the second quarter.
- Success – Sequence of holiday activities planned for Summer period. Many of which are chargeable.
- Intervention required – Some billing for activity in June and the annual payments are usually paid in the second quarter should bring performance back on track.

## 12. HR – Working days lost per FTE

- Target for 2016/17 – Less than 6 days
- Achievement to date – 9.74 days
- Work in Progress – Continued delivery of sickness absence sessions at management team meetings.  
Monthly DMT scrutiny.  
Quarterly Managing Director scrutiny.
- Issues – Sickness absence rates remain higher than CIPD rate for Public Sector. Long term sickness continues to be main contributor to the absence levels.
- Success – Slight reduction in sickness levels.
- Intervention required – Ongoing monitoring at monthly DMTs with all absence detail scrutinised.

### Secondary Indicators

13. For the secondary set of indicators (34 PIs)
- 56% of performance indicators are on target (Q4 performance 41%)
  - 21% are just short (Q4 performance 27%)
  - 15% are off target. (Q4 performance 7%)
  - 3 performance indicators do not have data available for Q1 (there were 10 in Q4). Two belong to Adult, Children & Health Directorate where the Council rely on external sources to provide the data, and another relates to energy reduction where the Council has not received all invoices.
14. Table A5 provides commentary on indicators that performed well.

**Table A5: Secondary Indicator Performance Highlights Quarter 1 2016/17**

IPMR Page Number	Target	Comment
17	Number of new people receiving Telecare	At the end of Q1 2016/17, a total of 138 Telecare installations were completed. The activity in 2015/16 increased by 12% (15) compared to the same period last year.
18	Child Protection Plans lasting two years or more	There are no children with a child protection plan lasting two years or more.
20	Number of footfall in	Target is to increase the footfall by 1% from



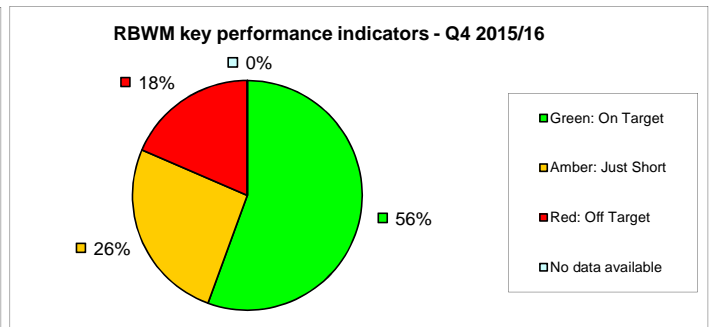
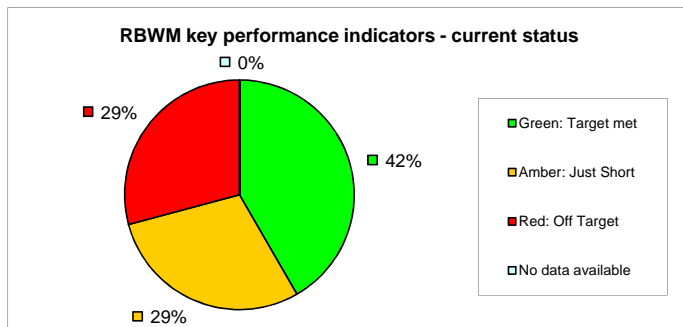
IPMR Page Number	Target	Comment
	Maidenhead Town Centre	2015/16. Footfall in quarter 1 2016/17 is 5.5% up compared to same period last year.
21	Number of visitors to Windsor & Royal Borough Museum	Although slightly lower than target in June, the two previous months more than made up for the gap so the overall performance is running at 11% above target so far in 2016/17.
22	Number of highway schemes delivered	The Q1 delivery target of 28 schemes is met / exceeded. Cabinet in June 2016 agreed the individual schemes within each capital code, enabling progression of all schemes including the annual roads re-surfacing programme.
22	% of dangerous potholes repaired within between 2 hours and 21 hours	All 150 emergency repairs carried out April - June, target met/exceeded.

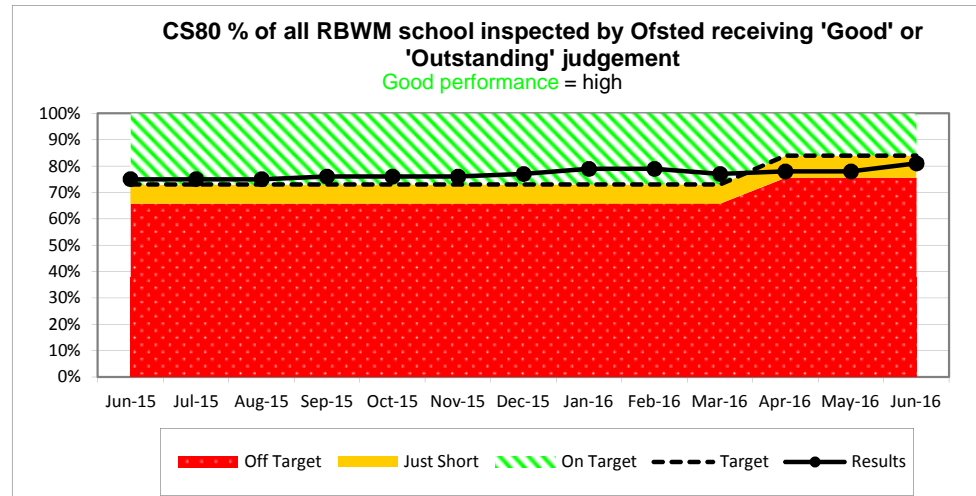
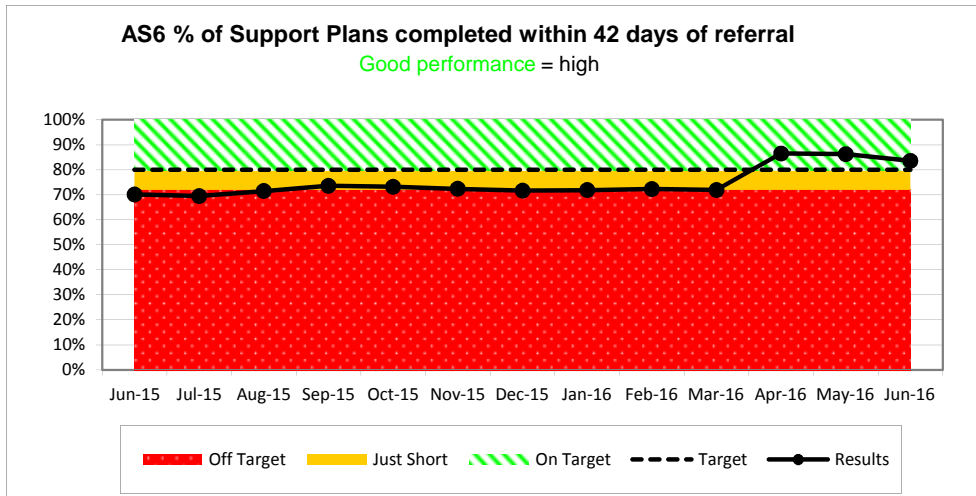
## Royal Borough of Windsor and Maidenhead

### Integrated Performance Monitoring Report - Quarter 1 2016-17

This is a snapshot of the Royal Borough of Windsor & Maidenhead's performance for Quarter 1 of 2016-17 (period April to end of June 2016). The report includes updates for the following categories: Key Performance Indicators (KPIs), HR key indicators, and Risk Management.

<b>1.0 Performance</b>					<b>2.0 HR performance</b>													
<b>1.1 Key Performance Indicators (by Strategic Priority)</b>					<b>2.1 People/staff</b>													
	On Target	Just Short	Off Target	Not available		Q4 15/16	Q1 16/17											
Residents First	4	0	2	0	% Established FTE Vacant	11.21%	13.65%											
Delivery Together	6	6	2	0	Working days lost per FTE	9.63	9.74											
Value for Money	0	1	2	0	Agency Staff - number	112	126											
Equipping Ourselves for the Future	0	0	1	0	Agency Spend	£1,404,657	£1,536,889											
<b>Total</b>	<b>10</b>	<b>7</b>	<b>7</b>	<b>0</b>	Turnover %	17.48%	19.58%											
					<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Voluntary Turnover %</td> <td style="text-align: center;">13.65%</td> <td style="text-align: center;">14.49%</td> </tr> <tr> <td>Bradford Factor (score &gt;120)</td> <td style="text-align: center;">100</td> <td style="text-align: center;">110</td> </tr> <tr> <td>% Bradford Factor (score &gt;120)</td> <td style="text-align: center;">7.8%</td> <td style="text-align: center;">9.0%</td> </tr> </table>					Voluntary Turnover %	13.65%	14.49%	Bradford Factor (score >120)	100	110	% Bradford Factor (score >120)	7.8%	9.0%
Voluntary Turnover %	13.65%	14.49%																
Bradford Factor (score >120)	100	110																
% Bradford Factor (score >120)	7.8%	9.0%																
<b>3.0 Risk Management</b>					<b>4.0 Key Corporate Projects</b>													
<b>3.1 Significant Risks</b>					<b>4.1 Directorate Overall Project Status</b>													
	Green	Yellow	Amber	Red	Total	Green	Amber	Red	Total									
Risk profile summary	1	7	3	2	<b>13</b>	Adult, Children & Health Services	7	0	0	<b>7</b>								
<b>4.2 Probability Impact Heat map</b>					Corporate & Community Services													
	0	0	0	1		Operations & Customer Services	6	1	0	<b>7</b>								
Very Likely	0	0	0	1			5	0	0	<b>5</b>								
Likely	0	0	3	1			<b>Total</b>											
Unlikely	0	0	6	1		18	1	0	19									
Very Unlikely	0	0	0	1														
	Minor	Moderate	Major	Extreme														

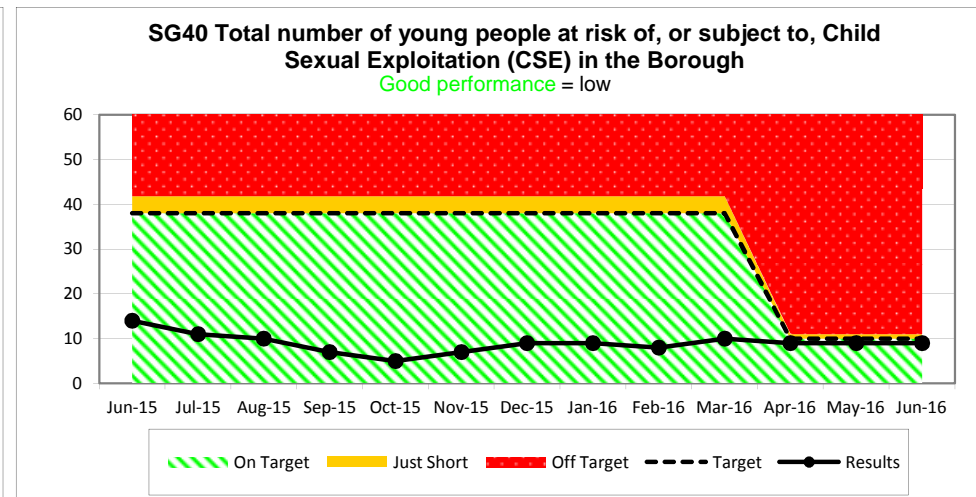
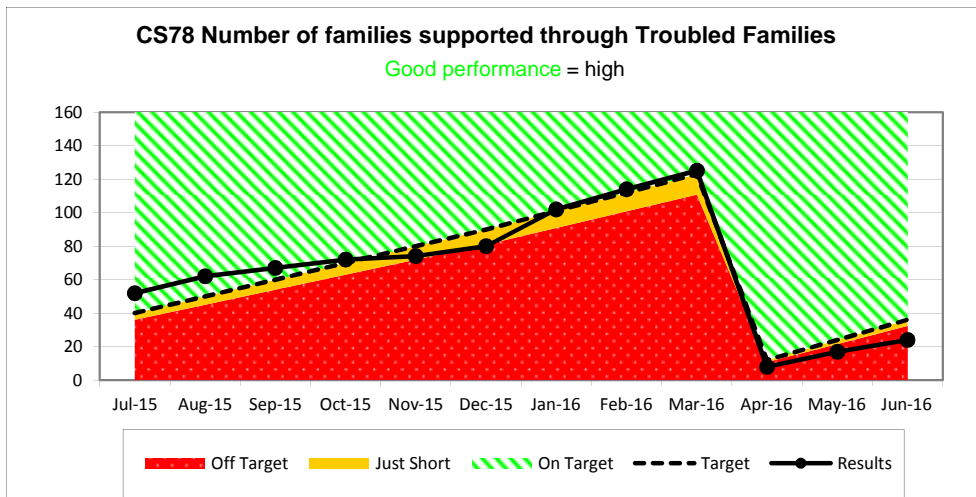




51

<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>	72.00% (2015/16)
<b>Achievement to date:</b>	83.60% (Q1 16/17)	<b>2016/17 Target:</b>	80%
<b>Note:</b>	Target for 2016/17 is 80% per month. The graph shows <b>monthly</b> data only.		
<b>Work in progress:</b>	So far in 2016/17, the Council completed 159 Initial Support Plans. Of these 133, or 83.6%, were completed within 42 days of the referral. 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.		
<b>Success:</b>	Consistent performance above target in Q1 2016/17.		
<b>Intervention required:</b>	Recruitment necessary to vacancies to ensure team able to keep up with demand and meet performance target.		

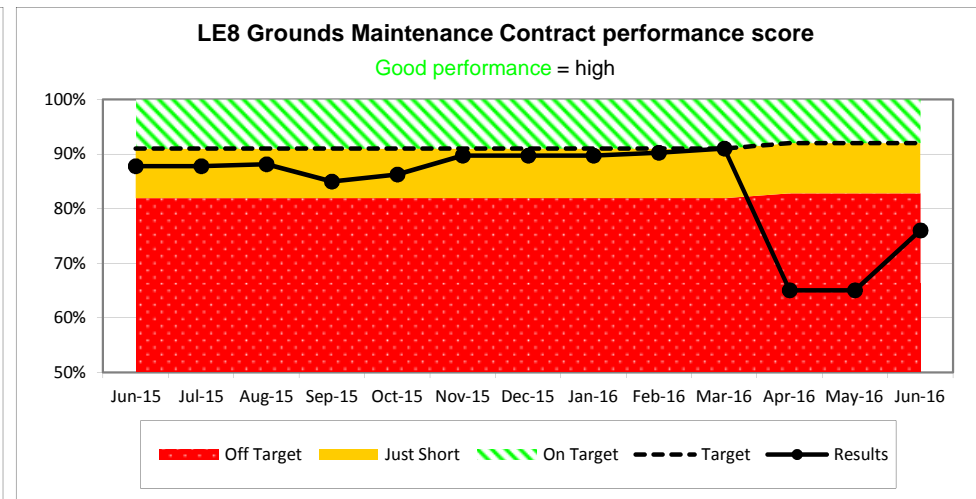
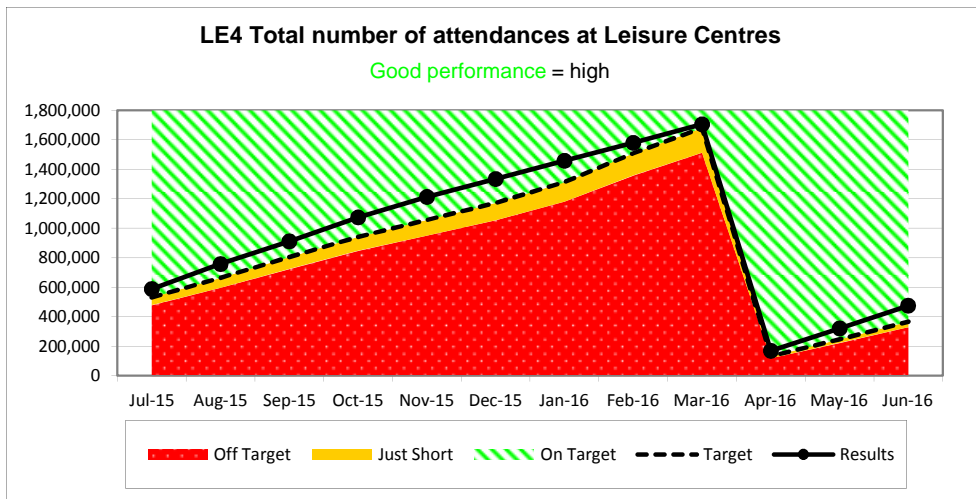
<b>Lead Officer:</b>	Kevin McDaniel	<b>Lead Member:</b>	Cllr N Airey
<b>Why is this important?</b>	The Council's ambition is for every school in the Borough to be good or outstanding, as judged by Ofsted.		
<b>Strategic Priority:</b>	Delivery Together	<b>Last year's data:</b>	79.00% (2015/16)
<b>Achievement to date:</b>	81.00% (Q1 16/17)	<b>2016/17 Target:</b>	84%
<b>Note:</b>	The graph shows <b>monthly data</b> only. The target for 2016/17 has increased to 84%.		
<b>Work in progress:</b>	The performance at the end of June 2016 is 81%. During the quarter, all four schools inspected either maintained or improved their ranking which has contributed to the improvement from 74% at the same time last year. This represents a significant increase in the number of schools judged to be Good or Outstanding in the Borough. School improvement arrangements for academic year 2016-17 will be confirmed at the start of term, aligned to those schools still requiring support to secure a Good or better judgement.		
<b>Issues:</b>	None.		
<b>Success:</b>	81% of schools in the Royal Borough are rated Good or better by Ofsted. A further improvement in performance from the start of the new academic year in September 2016 is expected which will enable the council to achieve its target of 84% by March 2017.		
<b>Intervention required:</b>	None.		



52

<b>Lead Officer:</b>	Elaine Redding	<b>Lead Member:</b>	Cllr N 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>	125 (2015/16)
<b>Achievement to date:</b>	24 (Q1 16/17)	<b>2016/17 Target:</b>	150
<b>Note:</b>	The graph shows <b>cumulative</b> data. The target has been set at 150 new families by end of March 2017 (2nd year of 3 years period).		
<b>Work in progress:</b>	The Intensive Family Support Programme (ISFP) 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 the Council is now able to provide extended resources and services to these families and track their progress more easily given that all families referred via the Early Help Hub will have an Early Help Plan. Although performance is currently showing as below the profiled target, working with families is not a straight line trajectory and therefore it is not possible to set a straight profiled target across the year. Evidence over the last two years demonstrates this but the year end target has always been achieved. The Council expect, therefore, to achieve the year end target.		
<b>Issues:</b>	Tracking and collating data continues to be a challenge because it needs to be collected across agencies. However, 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 worked with 125 new families in 2015-2016 which is slightly above the target set by the Government for the Royal Borough of working with 123 families. IFSP has always achieved against the targets set by the Government.		
<b>Intervention required:</b>	None.		

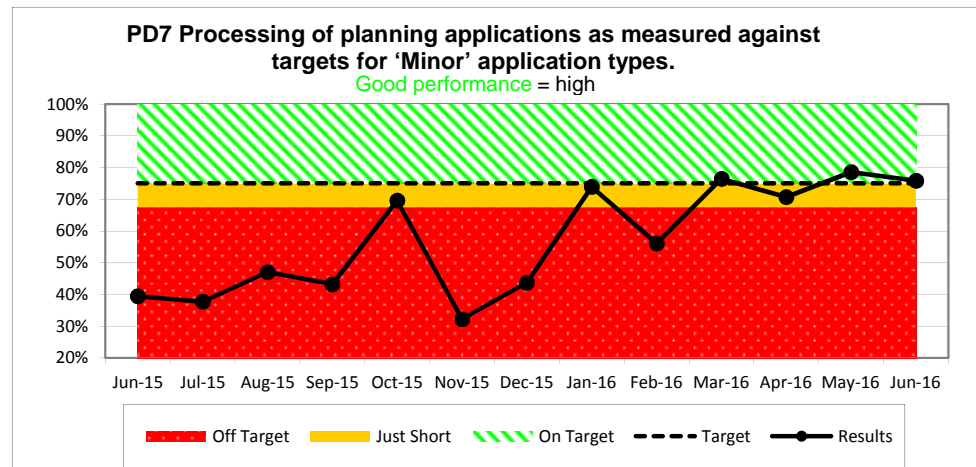
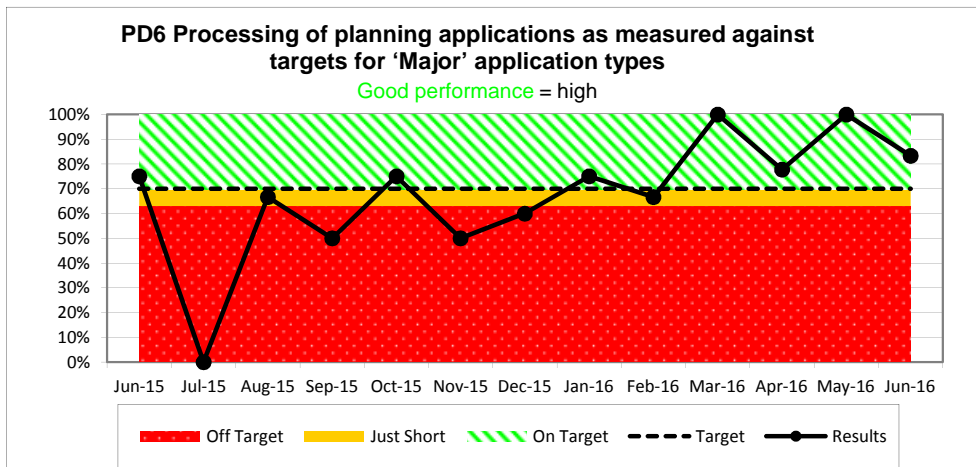
<b>Lead Officer:</b>	Elaine Redding	<b>Lead Member:</b>	Cllr N Airey
<b>Why is this important?</b>	The Council actively seeks to prevent the risk of child sexual exploitation to children & young people in the Borough, protect those experiencing it and support the prosecution of offenders.		
<b>Strategic Priority:</b>	Residents First	<b>Last year's data:</b>	10 (2015/16)
<b>Achievement to date:</b>	9 (Jun 2016)	<b>2016/17 Target:</b>	Less than 10
<b>Note:</b>	The graph shows <b>monthly</b> data only.		
<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>	The number of young people on the tracker rose slightly in the last quarter of 2015-2016, giving a cumulative total for the year of 35. As at 31 June 2016, there were 9 young people being actively tracked through the Operational Panel.		
<b>Success:</b>	All young people identified on the tracker have a personalised intervention plan in place.		
<b>Intervention required:</b>	None.		



53

<b>Lead Officer:</b>	Kevin Mist	<b>Lead Member:</b>	Cllr S Rayner
<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>	1,704,326 (2015/16)
<b>Achievement to date:</b>	474,625 (Q1 16/17)	<b>2016/17 Target:</b>	1,764,000
<b>Note:</b>	The graph and achievement to date shows <b>cumulative</b> figures. The data starts from zero at the beginning to each financial year (01 April).		
<b>Work in progress:</b>	The number of attendances has continued to increase which is partly due to the opening of Furze Platt Leisure Centre. In the first quarter of 2016/17, there have been over 6,000 visitors each month at Furze Platt Leisure Centre.		
<b>Issues:</b>	None.		
<b>Success:</b>	The target for 2016/17 has increased by 5% compared to last year's target. The Council is on track to meet this target as Q1 performance is currently nearly 30% ahead of target. The performance for Q1 2016/17 has increased by 11% compared to the same period last year.		
<b>Intervention required:</b>	None.		

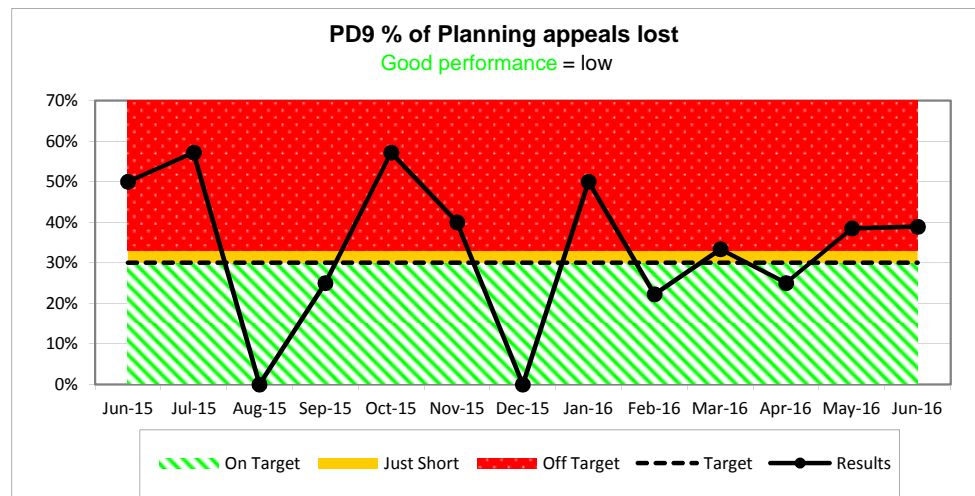
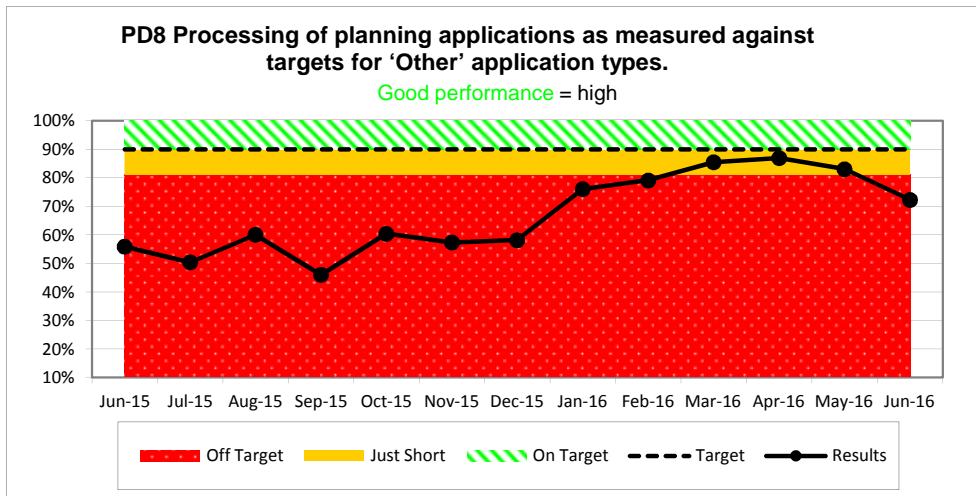
<b>Lead Officer:</b>	Ben Smith	<b>Lead Member:</b>	Cllr S Rayner
<b>Why is this important?</b>	This covers a very visible aspect of services provided by the Leisure Services unit to residents of all ages and in all wards of the Borough.		
<b>Strategic Priority:</b>	Value for Money	<b>Last year's data:</b>	91.00% (Mar 2016)
<b>Achievement to date:</b>	76.00% (Jun 2016)	<b>2016/17 Target:</b>	92%
<b>Note:</b>	The graph shows <b>monthly</b> data.		
<b>Work in progress:</b>	The performance in June is showing signs of improvement, following poor performance by the contractor in April and May. The Council is having more regular management meetings with the contractor.		
<b>Issues:</b>	Issues are two-fold. Firstly the Council raised the levels expected of the contractor in the recently renewed contract. Secondly, the contractor has struggled with contract mobilisation (caused by staff issues and considerable problems with very wet and warm weather). Regular management meetings are now being held with the contractor's team and revised plans have been implemented. A significant contract penalty fine has been charged and the contractor has responded by employing an additional team of grass cutters and is working considerable over time.		
<b>Success:</b>	The target for 2016/17 has increased by 1% compared to last year's target.		
<b>Intervention required:</b>	The Council is working with the contractor's management team to try to bring performance back on target by the end of Q3.		



54

<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>	67.35% (2015/16)
<b>Achievement to date:</b>	82.35% (Q1 16/17)	<b>2016/17 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 has significantly improved during Q1 2016/17 (from 67.35% in Q4 2015/16 to 82.35% in Q1). 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 further 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 and anticipates more of these over the next 18-24 months.		
<b>Success:</b>	Performance in processing major applications is consistently meeting national and local targets.		
<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>	11th out of 16 (based on Q4 data)		
For 2015/16 annual data, RBWM came 14th out of 16 local authorities.			

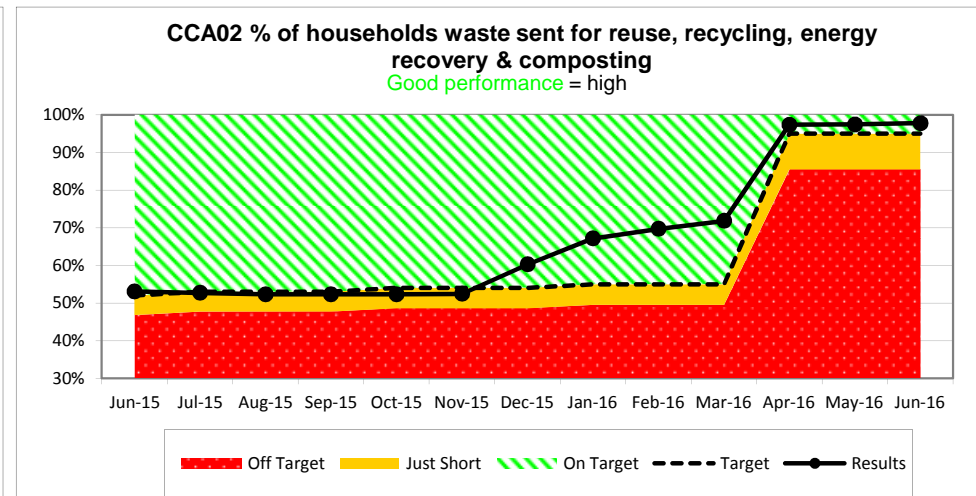
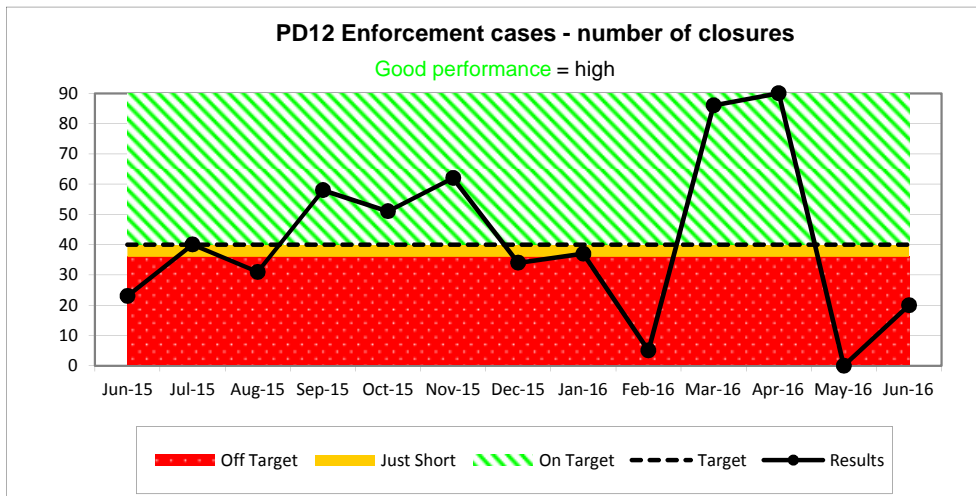
<b>Lead Officer:</b>	Chris Hilton	<b>Lead Member:</b>	Cllr Wilson
<b>Why is this important?</b>	This shows the speed of processing "Minor" planning applications against their own target.		
<b>Strategic Priority:</b>	Delivery Together	<b>Last year's data:</b>	50.34% (2015/16)
<b>Achievement to date:</b>	74.49% (Q1 16/17)	<b>2016/17 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 is now showing improvement in processing minor applications. The quarter 1 figure for minor applications processed in time has improved further on the previous quarter (from 50.34% in Q4 2015/16 to 74.49% in Q1). The Improvement Plan being taken forward from the Development Control Fast Fundamental Service Review (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 and the improvement plan is seeking to address moving forward.		
<b>Success:</b>	Performance in processing minor applications is consistently meeting national targets.		
<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>	14th out of 16 (based on Q4 data)		
For 2015/16 annual data, RBWM came 16th out of 16 local authorities.			



55

<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>	64.08% (2015/16)
<b>Achievement to date:</b>	80.90% (Q1 16/17)	<b>2016/17 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 1 is showing sustained performance in line with quarter 4. The overall performance for Q1 2016/17 has increased from 64.08% (in Q4 2015/16) to 80.9%. This is currently just short of the target set by the Council.			
<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 other applications is consistently meeting national targets.			
<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>			
13th out of 16 (based on Q4 data) For 2015/16 annual data, RBWM came 16th out of 16 local authorities.			

<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>	34.52% (2015/16)
<b>Achievement to date:</b>	35.90% (Q1 16/17)	<b>2016/17 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>			
Work is now underway, learning from recent cases, to strengthen the Council's approach.			
<b>Issues:</b>			
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. Further actions to strengthen the Council's approach are being developed.			

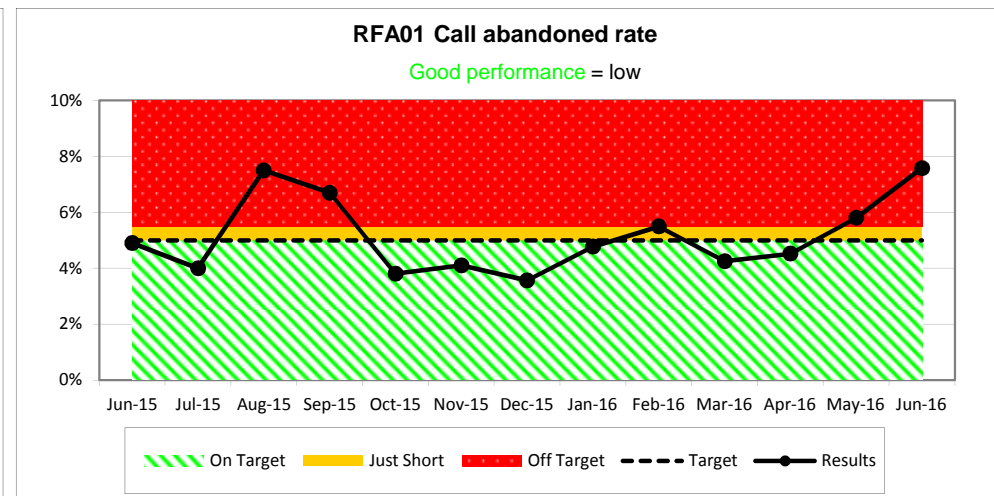
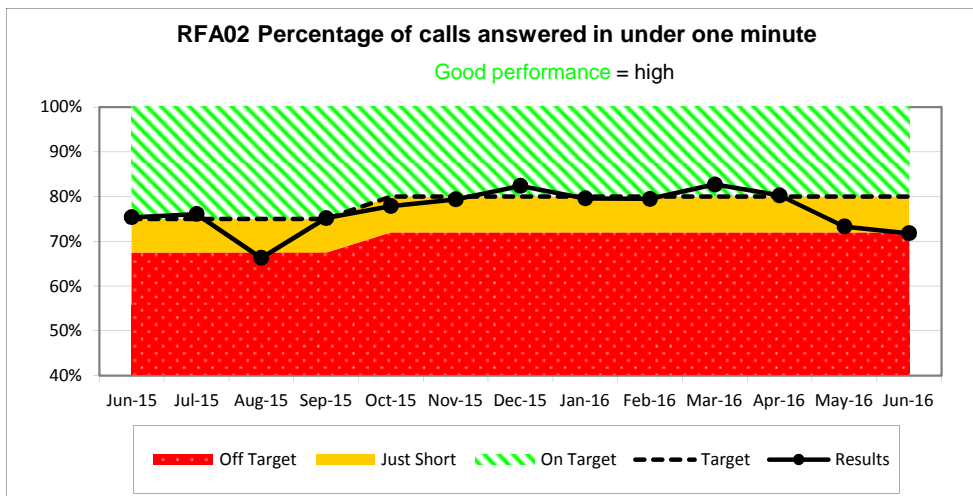


56

<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>	501 (2015/16)
<b>Achievement to date:</b>	110 (Q1 16/17)	<b>2016/17 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>			
This is Just Short of target by 10 cases. Currently, there are some high profile cases which are causing high levels of contact with customers and taking up significant resource. However, it is expected that the target for the year as whole will be achieved.			
<b>Success:</b>			
None.			
<b>Intervention required:</b>			
Additional temporary resource is being put in place to support the more complex cases.			

<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>	71.81% (2015/16)
<b>Achievement to date:</b>	97.78% (2015/16)	<b>2016/17 Target:</b>	95%
<b>Note:</b> Both data and graph are <b>cumulative</b> .			
<b>Work in progress:</b>			
Officers have planned targeted 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. A door to door canvassing campaign to residents living in flats starts in July and a trial is underway to increase recycling from residents using sack collections.			
<b>Issues:</b>			
None.			
<b>Success:</b>			
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. All waste is now sent for recovery, with only a small amount of waste sent to landfill after waste has been processed for recovery. The recycling rate has also increased, due to increased food waste, garden waste and recycling tonnages, which have all increased compared to the same period last year. Waste tonnages are also slightly increased, but the recycling increase exceeds this.			
The target has increased significantly from 55% in 2015-16 to 95% in 2016-17 and the Council has overachieved this.			
<b>Intervention required:</b>			
No intervention required.			
<b>Benchmarking (SESL data)</b>			12th out of 16 (based on 2014/15 data)

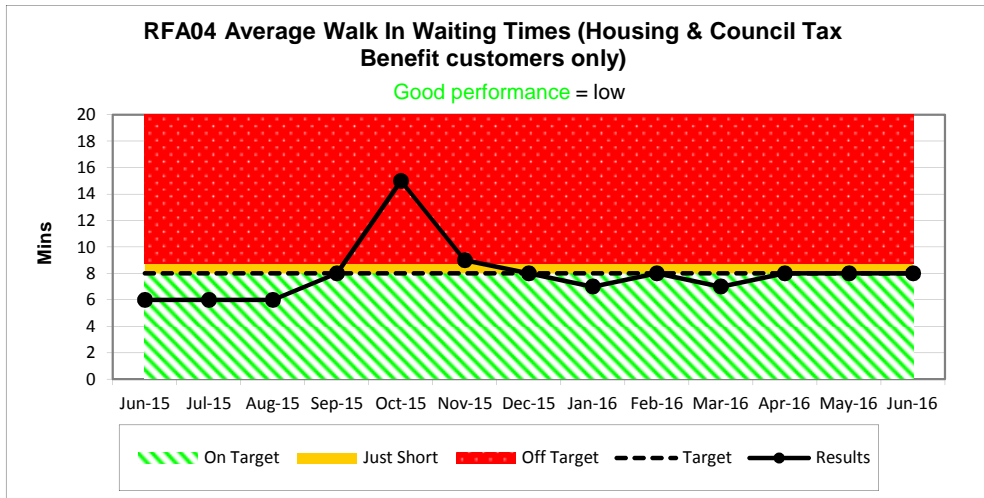
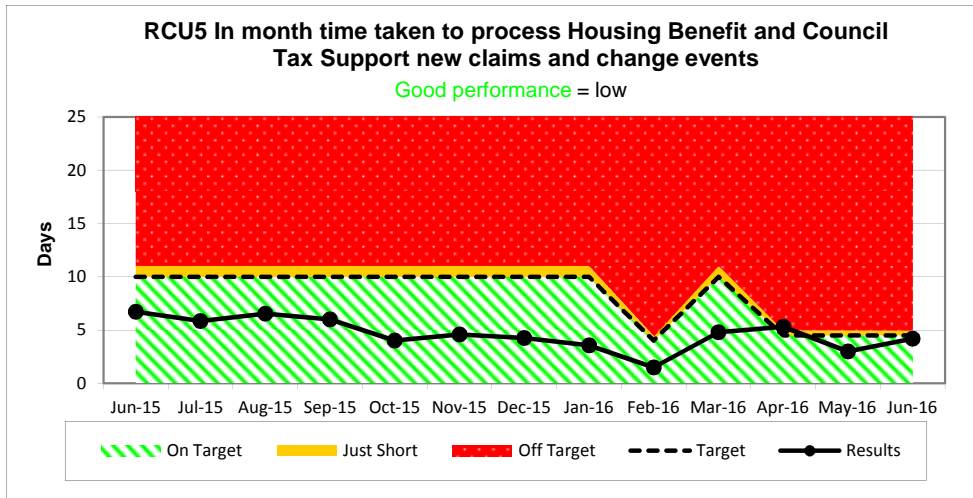




57

<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>	76.20% (2015/16)
<b>Achievement to date:</b>	75.13% (Q1 16/17)	<b>2016/17 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>			
Quarter 1 performance is 75.13% answered within 1 minute. There were 1% less calls in May compared to April, but 18% more calls received in June compared to May. June 2016 was the busiest month for six years and was due directly to the EU Referendum and calls received to assist customers with the new Digital Green Waste renewal service. Approximately 1,500 more calls were answered in June than April and May. The steps taken to manage this demand included using tailored messages on telephone lines providing answers to common questions such as voter registration and postal vote applications. Additional temporary resources were also trained and deployed to respond to these queries.			
<b>Issues:</b>			
Bringing performance back on track is a priority.			
<b>Success:</b>			
During Q1 telephone opening hours were extended from 6pm until 7pm, with Library staff trained to handle enquiries after 5pm. This now allows customers increased access to Council services by telephone further supporting 24/7 access and more services being delivered through libraries. Also during Q1, the Council's new Digital Channel was launched, allowing customers not only to report enquiries online, but to track progress too. Additional services are being re-designed to be delivered digitally, reducing the number of manual touch points and the volume of telephone calls. This will allow the Council's resources to be focussed on improving and maintaining this target.			
<b>Intervention required:</b>			
Planning and deployment of appropriate resources along with actions to manage demand in advance of known upcoming events that will drive up contact to the Council.			

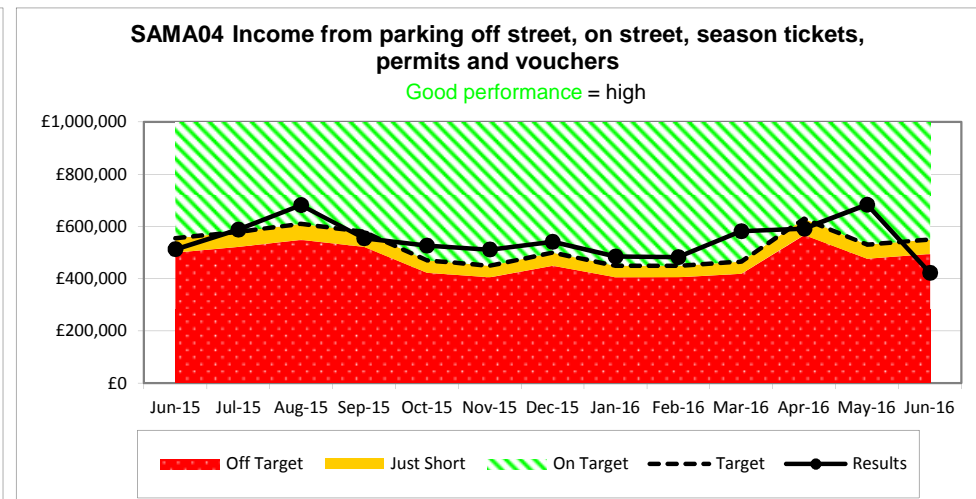
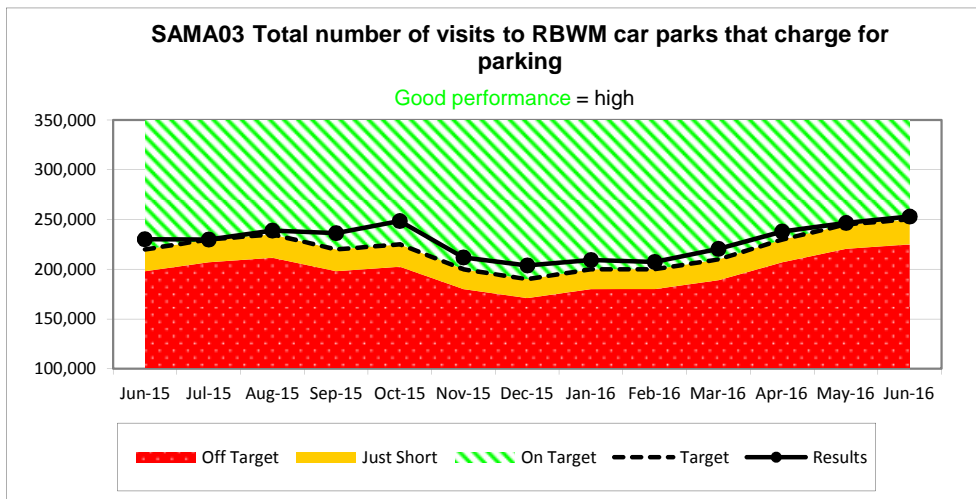
<b>Lead Officer:</b>	Edward Phillips	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>			
To ensure that resources are in place to deal with customer queries and reduce waiting times.			
<b>Strategic Priority:</b>	Resident First	<b>Last year's data:</b>	5.14% (2015/16)
<b>Achievement to date:</b>	5.96% (Q1 16/17)	<b>2016/17 Target:</b>	Less than 5.0%
<b>Note:</b> The graph shows <b>monthly</b> data.			
<b>Work in progress:</b>			
The performance for this indicator is linked to RFA02 - % of calls answered in under one minute. Quarter 1 performance is 5.96%, the monthly breakdown is as follows:- April: 4.52% (target achieved); May: 5.8% (target not achieved); June: 7.58% (target not achieved). June 2016 saw the highest call volumes for 6 years, as a direct result of the EU Referendum and calls received to assist customers with the new Digital Green Waste renewal service. Work is continuing to reduce the unnecessary contact made to allow resources to focus on contact from the most vulnerable customers.			
<b>Issues:</b>			
Bringing performance back on track is a priority.			
<b>Success:</b>			
During Q1 telephone opening hours were extended from 6pm until 7pm, with Library staff trained to handle enquiries after 5pm. This now allows customers increased access to council services by telephone further supporting 24/7 access and more services being delivered through libraries. Also during Q1, the Council's new Digital Channel was launched, allowing customers not only to report enquiries online, but to track progress too. Additional services are being re-designed to be delivered digitally, reducing the number of manual touch points and the volume of telephone calls. This will allow the Council's resources to be focussed on improving and maintaining this target.			
<b>Intervention required:</b>			
Planning and deployment of appropriate resources along with actions to manage demand in advance of known upcoming events that will drive up contact to the Council.			



58

<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>	4.8 days (2015/16)
<b>Achievement to date:</b>	4.2 days (Q1 16/17)	<b>2016/17 Target:</b>	Less than 4.5 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 <4.5-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>	The Q1 performance is 4.2 days 0.3 days better than target. Monthly performance was April 5.3 days, May 3.0 days, June 4.2 days		
<b>Intervention required:</b>	None.		

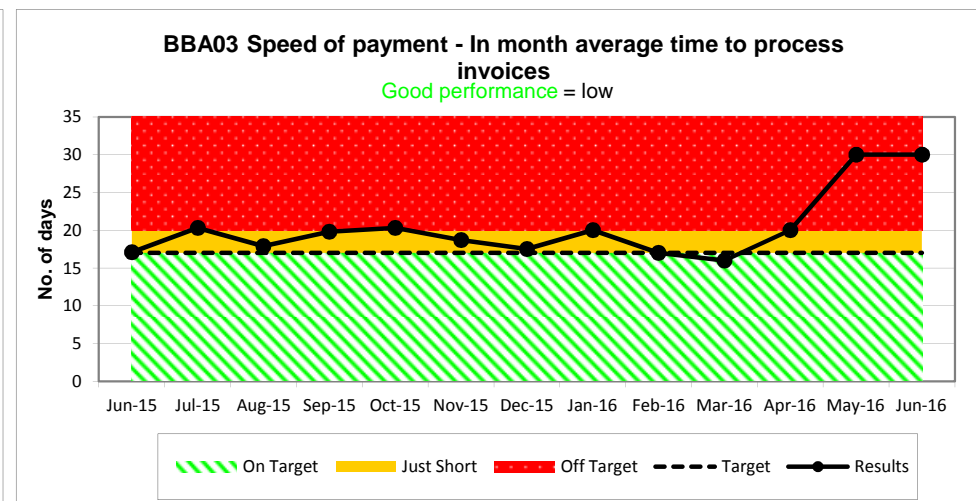
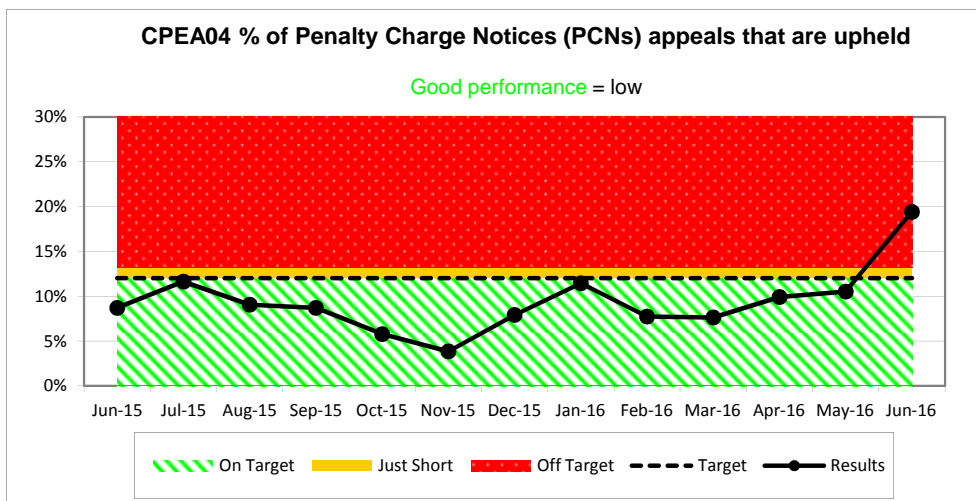
<b>Lead Officer:</b>	Edward Phillips	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	To ensure that resources are in place to deal with customer queries and reduce waiting times.		
<b>Strategic Priority:</b>	Resident First	<b>Last year's data:</b>	8 mins (2015/16)
<b>Achievement to date:</b>	8 mins (Q1 16/17)	<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>	Quarter 1 performance is 8 minutes, with April, May and June 2016 all being 8 minutes.		
<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.		



69

<b>Lead Officer:</b>	Neil Walter	<b>Lead Member:</b>	Cllr Cox
<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>	2,685,027 (2015/16)
<b>Achievement to date:</b>	737,381 (Q1 16/17)	<b>2016/17 Target:</b>	2,900,000
<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 2016/17 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 1.7% above the Q1 profiled target.		
<b>Issues:</b>	None.		
<b>Success:</b>	Car park usage for Q1 of 2016/17 is above the target of 725,000 (1.7%). Season ticket sales continue to grow in Maidenhead, especially in Hines Meadow. 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 Cox
<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>	£6,567,609 (2015/16)
<b>Achievement to date:</b>	£1,697,874 (Q1 16/17)	<b>2016/17 Target:</b>	£6,900,000
<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 Q1 of 2016/17 is £1,710,000. Actual to date is £1,697,874 which is 0.75% down. 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>	The tariff increase at Windsor Coach Park has clearly had a negative effect on usage with income 25% down on budget, this is however mitigated by increases elsewhere.		
<b>Success:</b>	Income in both Windsor and Maidenhead is increasing compared to 2015/16 with Season tickets remaining strong. Nicholson's is currently 15.6% up, Alma Road 27% up and River Street 10% up on 2015/16 income.		
<b>Intervention required:</b>	Monitoring of Windsor Coach Park.		



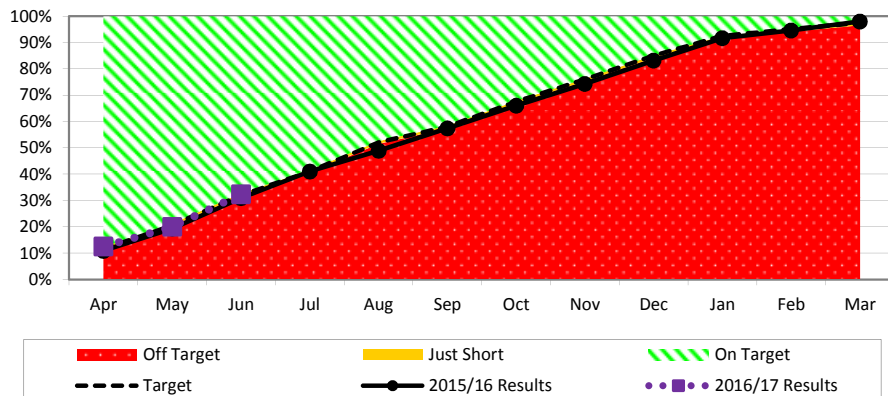
09

<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>	8.60% (2015/16)
<b>Achievement to date:</b>	12.98% (Q1 16/17)	<b>2016/17 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>	Total PCNs served in Q1 6,150 (which tallies with total for 15/16), 798 cancelled. This is above the target value, but could be attributed to the pressures of Royal Ascot. April: 1,979 PCN served / 196 successful appeals - 9.9% May: 2,305 PCN served / 241 successful appeals - 10.5% June: 1,866 PCN served / 361 successful appeals - 19.4%		
<b>Issues:</b>	This is just short of target by 0.98%. The poor performance in June is as a result poor accuracy in issuing PCNs during the Royal Ascot.		
<b>Success:</b>	None.		
<b>Intervention required:</b>	The Council's Parking Supervisor has addressed this poor performance with Civil Enforcement Officers to ensure that accuracy in issuing PCNs is maintained.		

<b>Lead Officer:</b>	Richard Bunn	<b>Lead Member:</b>	Cllr MJ Saunders
<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>	17.6 days (2015/16)
<b>Achievement to date:</b>	30 days (Q1 16/17)	<b>2016/17 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>	Additional resources are being applied to deal with the performance issues and processes strengthened to ensure the target can be achieved in future.		
<b>Issues:</b>	Average achieved to date is 30 days which is not acceptable due to a backlog and related issues.		
<b>Success:</b>	The Council's standard payment terms are 30-days so the Council was paying suppliers on average 12.4-days quicker than this in Q4 2015/16.		
<b>Intervention required:</b>	An improvement plan is in place and with the additional resources should see improvement during August.		

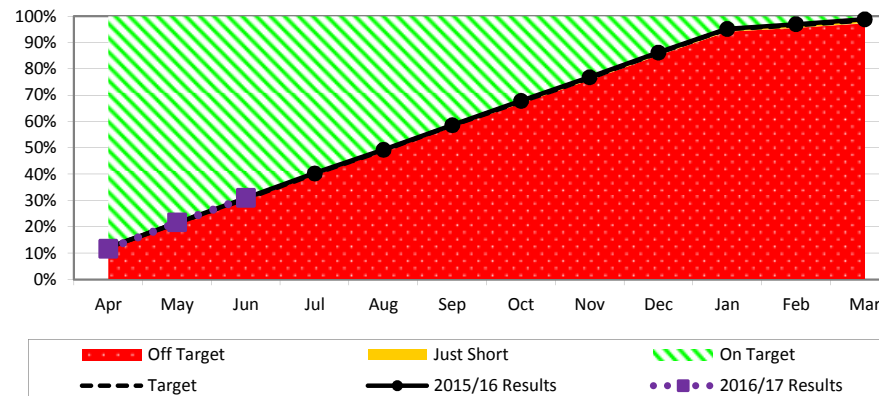
### BBA02 % of in-year Business Rates Collected

Good performance = high



### BBA01 % of in-year Council Tax Collected

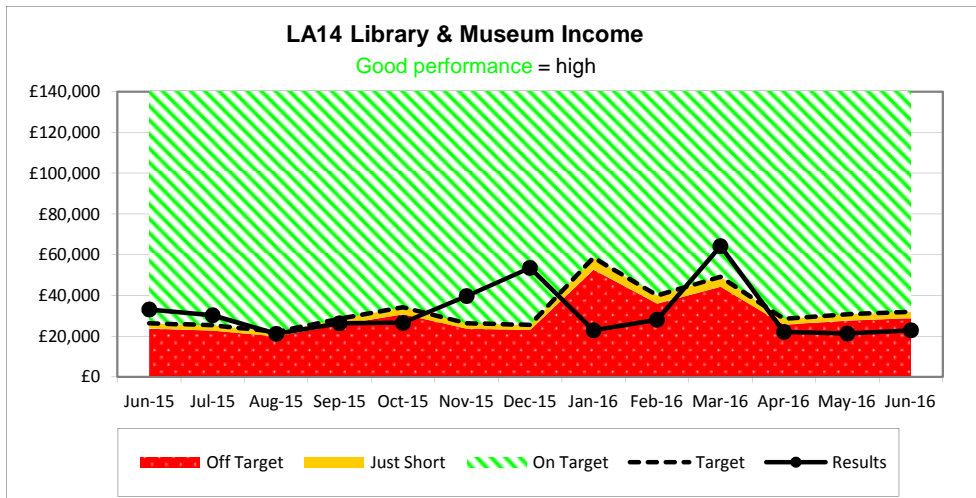
Good performance = high



61

<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>	97.99% (2015/16)
<b>Achievement to date:</b>	32.30% (Q1 16/17)	<b>2016/17 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 2015/16 and 2016/17.</b>		
<b>Work in progress:</b>	In Q1, the Council collected 32.3% of the 2016-17 Business Rates. This is 0.3% above the Q1 target. The Council has collected £26.6m out of the total of £82.5m.		
<b>Issues:</b>	None.		
<b>Success:</b>	In Q1, the Council collected 32.3%, 0.3% ahead of the quarters target and 1.38% ahead of the collection in June 2015.		
<b>Intervention required:</b>	None.		
<b>Monthly Performance Data</b>			
	Apr	May	Jun
Last year's performance	10.89%	19.38%	30.92%
Target (2016/17)	11.70%	20.50%	32.00%
Performance 2016/17	12.41%	19.99%	32.30%
Difference 2016/17	0.71%	-0.51%	0.30%
<b>Benchmarking (CIPFA ranking)</b>	16th out of 16 (based on 2015/16 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>	98.77% (2015/16)
<b>Achievement to date:</b>	30.99% (Q1 16/17)	<b>2016/17 Target:</b>	99.00%
<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 2015/16 and 2016/17.</b>		
<b>Work in progress:</b>	In Q1, the Council collected 30.99% of the 2016-17 Council Tax. This is 0.09% above the Q1 target. The Council has collected £24.4m out of the total of £78.7m.		
<b>Issues:</b>	None.		
<b>Success:</b>	In Q1, the Council collected 30.99%, 0.09% ahead of the quarters target and 0.17% ahead of the collection in June 2015.		
<b>Intervention required:</b>	None.		
<b>Monthly Performance Data</b>			
	Apr	May	Jun
Last year's performance	12.19%	21.45%	30.82%
Target (2016/17)	12.20%	21.60%	30.90%
Performance 2016/17	11.60%	21.60%	30.99%
Difference 2016/17	-0.60%	0.00%	0.09%
<b>Benchmarking (CIPFA ranking)</b>	4th out of 16 (based on 2015/16 data)		



62

<b>Lead Officer:</b>	Mark Taylor	<b>Lead Member:</b>	Cllr S Rayner
<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>	£390,746 (2015/16)
<b>Achievement to date:</b>	£66,381 (Q1 16/17)	<b>2016/17 Target:</b>	£467,580
<b>Note:</b> The graph shows <b>monthly</b> data only. The current data is cumulative year to date.			
<b>Work in progress:</b>			
Ongoing work to generate income and bill for spaces occupied by partners is underway.			
Income received to date in each category is as follows:			
Fees & Charges	£34,046	Museum	£3,931
Space Hire	£11,807	<b>Total</b>	<b>£66,381</b>
Sales & Events	£2,982		
Donations/Contributions	£13,615		
<b>Issues:</b>			
The income raised (receipted) to date is only 72% of one quarter of the income target for libraries and the museum. However, some billing for activity in the last month (June) had not taken place at the time of recording and the annual payments are usually paid in the second quarter.			
<b>Success:</b>			
Sequence of holiday activities planned for Summer period. Many of which are chargeable.			
<b>Intervention required:</b>			
Some billing for activity in June and the annual payments are usually paid in the second quarter should bring performance back on track.			

## 6. Risk Management - Q1 2016/17

The corporate risks for 2016/17 IPMR include all risks under the category 'Key Strategic Risks'. During Q1 2016/17, the following risk has improved its current risk rating:

- CMT0036 (No overall strategic leadership for the Council leads to insufficient forward thinking and hence resource focussing overwhelmingly on the short term) - following the latest review, the risk rating has reduced from 9 (High/Medium) to 6 (Medium) as the probability has been amended from 'Likely' to 'Unlikely'. This is due to CMT changing all the mitigations during April review (numbers 1-7 withdrawn, 8-14 replace). These are all in place and working properly so current risk assessment reduced to controlled position. The seven new mitigations are:

- Directorate leadership structures secures sufficient strategic capacity in the long term planning of services.
- Monthly senior leadership team meeting - undertaking planning and responsive work.
- Senior leaders participating in cross Berks and south east meetings to explore issues for future development and good practice.
- Senior leadership team structures designed with boarder portfolios to secure wider operational understanding of service delivery.
- Internal communications raise awareness of issues and enable officers at all levels to contribute to forward thinking.
- Participation at c/exec meetings across Berks/south east secures input/knowledge on wider strategic issues affecting services.
- Process in place to secure regular political/officer engagement for forward thinking on strategic and operational items.

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

a. 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) - two mitigations have made progress during Q1 2016/17:

- Ensure everyone is aware of the CREATE winning behaviours and working to make sure they are part of everything we do - implemented.
- New FSR process rolled out across all directorates to identify service improvements and service delivery options - increased from 25% to 50% progress.

b. FOI0003 (Data integrity and/or data security failure) - one mitigation was implemented during Q1 2016/17:

- Security awareness of officers and external service providers who use our IT. Gaps on induction and annual refreshing.

c. HSG0007 (Adult social care demographic) - three new mitigations added during Q1 2016/17:

- Public health is part of RBWM delivery arm and works closely to support to prevention agenda - added and implemented.
- Assess effectiveness of current set of date set reports, assisted by Head of Commissioning and Performance Team Manager - added and approved during Q1.
- Enhance transitions panel data to inform a more strategic role in future adult care service requirements and commissioning - added and approved during Q1.

As part of its risk management strategy, the Council is using the current 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 13 risks where the rating is 6 or above. The table below shows the number of risks for each risk appetite:

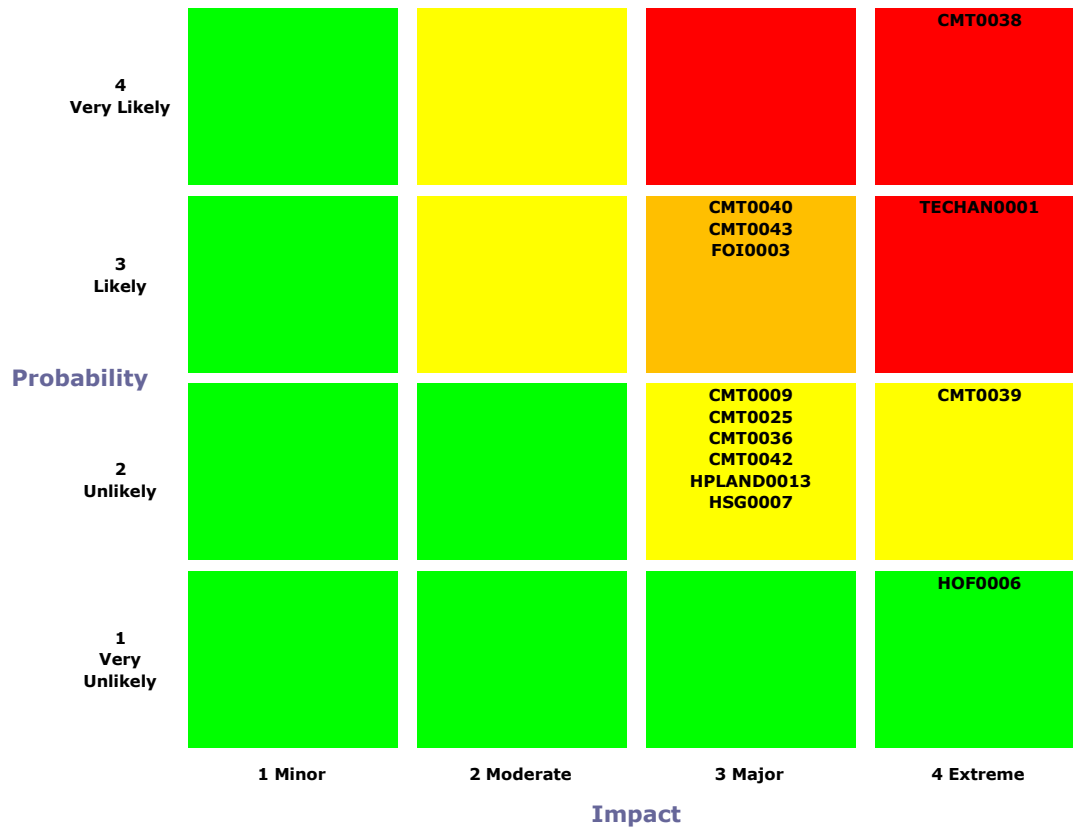
Appetite	Number
Low	5
Low / Medium	1
Medium	7
Medium / High	0
High	0

For FOI0003 (Data integrity and/or data security failure), the risk appetite was amended from Low to Medium during Q1 2016/17. Data security mitigations were moved into this risk from elsewhere on the risk register and removed any mitigations relevant only to technical security matters. Following all this it became apparent that the appetite was low but the controlled assessment medium. Therefore, no matter what the Council do, they cannot achieve the appetite position. It was decided that making appetite medium was more accurately reflective of the situation.

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.

## 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.	↔	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.	↔	Same
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
CMT0036	No overall strategic leadership for the Council leads to insufficient forward thinking and hence resource focussing overwhelmingly on the short term.	↓	Risk rating has reduced from 9 to 6
CMT0042	Demographic change - Significant increases of volume, complexity and in social cohesion of the Borough population.	↔	Same



Risk Ref	Details	Trend	Changes in risk rating
<b>HPLAND0013</b>	Failure to deliver Maidenhead regeneration programme on time and on budget.	↔	Same
<b>HSG0007</b>	Adult social care demographic	↔	Same
<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.

**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	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
AS29 Number of new people receiving Telecare	Hilary Hall	Adults, Culture & Health Services	458	460	138				↑	At the end of Q1 2016/17, a total of 138 Telecare installations were completed. The activity in 2015/16 increased by 12% (15) compared to the same period last year. Work on the action plan to deliver the RBWM Assistive Technology (AT) Strategy has commenced which includes working with dementia groups to get information about AT to them at an early stage, development of leaflets, promotion at event for GP front line staff, working with Public Health to promote AT / falls prevention, etc.
Proportion of adults in contact with secondary mental health services living independently, with or without support	Angela Morris	Adults, Culture & Health Services	N/A	93%	N/A					Data is given to us by an external contact in Health. The Council still have not received the required data from them for Q1. Last years data outturn will be available once the ASCOF indicator data is released.
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Angela Morris	Adults, Culture & Health Services	81%	85%	80.5%				↓	Poor performance in Q1 for this indicator is partly down to a spike in the numbers returning to hospital. The Council has seen a 50% increase over normal levels per quarter. It might also be important to note that the average age of clients over this period was a full 2 years above levels seen for the previous 12 months, whilst the percentage of deaths was lower than normal.
Number of permanent admissions to residential or nursing care 65+ made in a year.	Angela Morris	Adults, Culture & Health Services	150	Less than 150	35				↓	This indicator is actually based on the number of permanent admissions, rather than the rate per 100,000. The number in Q1 is higher than would be expected if the Council is to achieve the target.
Delayed transfers of care from hospitals that are attributable to adult social care	Angela Morris	Adults, Culture & Health Services	0.7	3	5.7 (May 2016)				↓	Latest data for May, still awaiting June's Data.
% of safeguarding enquires resolved in line with the timescale agreed with the client	Angela Morris	Adults, Culture & Health Services	62.1%	80%	72.7%				↑	Performance of this indicator is much better than last years result. But as it has such a long maturation period (60 Days), it takes a long time to see improvements in practice and procedures reflected.

Performance Indicator	Lead Officer	Directorate	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
Number of people taking up health checks	Hilary Hall	Adults, Culture & Health Services	3877	3500	N/A				N/A	The Council has received the final data for 2015/16 where 3877 people completed health checks which is significantly above the target for the year. The data for Q1 2017 is not yet available.
Permanent exclusions from schools in RBWM	Kevin McDaniel	Adults, Culture & Health Services	13 for AY 2015/16	12 (AY 2015/16)	19 (AY 2015/16)				↓	* AY = Academic Year. The Council has a statutory duty to provide education from the 6th day after exclusion for any statutory school age child (5-16) or child with additional needs (0-25) pupil who is resident in RBWM. 19 pupils have been permanently excluded to date during the current academic year who require us to perform this duty. There was six permanent exclusions during Q1 2016/17 (which is part of academic year 2015/16).
The total number of education health & care plans for pupils aged under 20	Elaine Redding	Adults, Culture & Health Services	759	Less than 750	788				↓	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 remains at 18-20 weeks.
Child Protection Plans lasting two years or more	Elaine Redding	Adults, Culture & Health Services	0.0%	Less than 4.5%	0.0%				↑	There are no children with a child protection plan lasting two years or more.
% of care leavers in education, employment or training	Elaine Redding	Adults, Culture & Health Services	61.1%	80%	63.4%				↑	26 young people out of the cohort of 41 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 six young people to secure appropriate education, employment or training for them.
Number of young people, under 18, missing from home three times or more in a quarter	Elaine Redding	Adults, Culture & Health Services	4 (Q4 2015/16)	26	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.

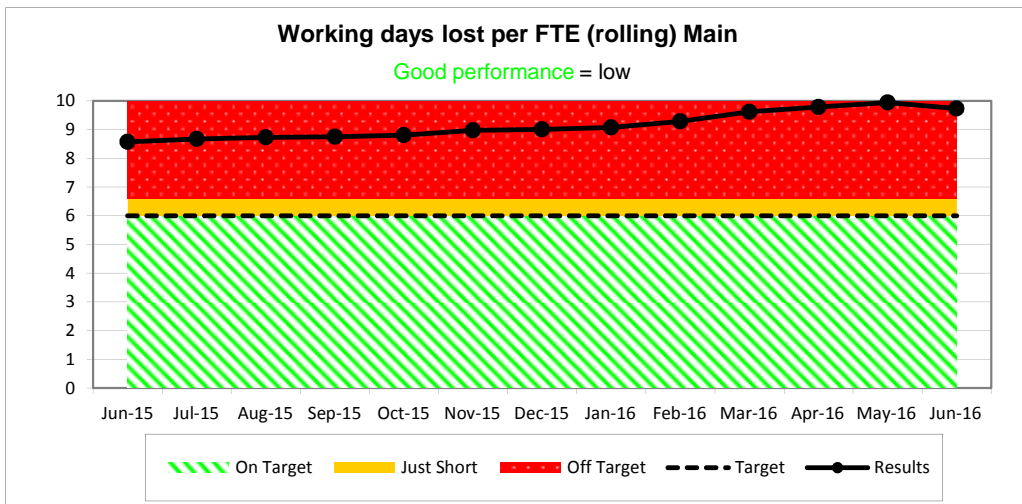
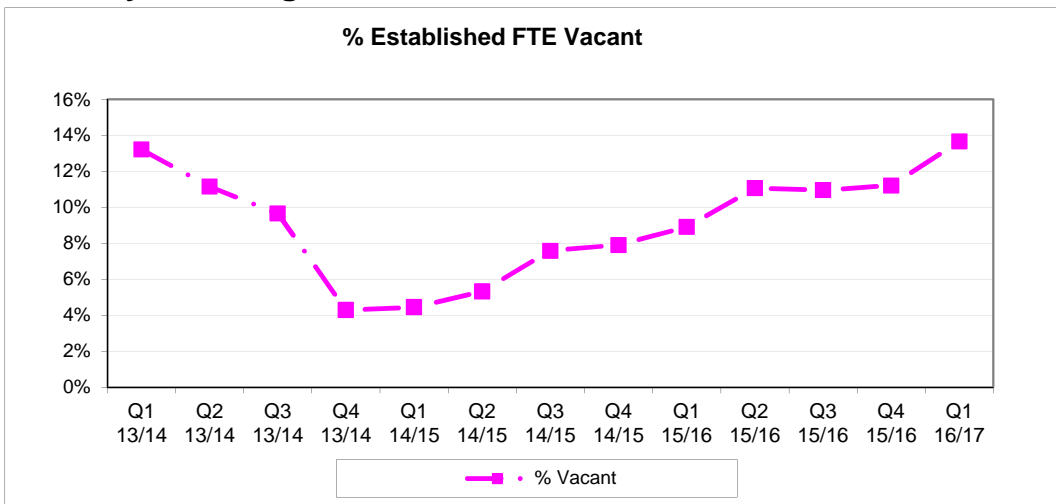
Performance Indicator	Lead Officer	Directorate	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
Number of young people, under 18, missing from care three times or more in a quarter	Elaine Redding	Adults, Culture & Health Services	2 (Q4 2015/16)	9	4				↓	Four children in care went missing three times or more in the quarter. All four were children in the care of the Royal Borough and are aged over 15. Their allocated social workers are undertaking intensive work with the young people to reduce the number of missing incidents. In all cases, the young people did want to be in their placements and wished to be with their friends.
Rents receivable as a percentage of total rental value of commercial estate	Mark Shephard	Corporate & Community Services	95.80%	92.0%	95.70%				↓	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 strong performance from the Council. 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.
Number of milestones hit on Area Action Plan (AAP) sites 88	Chris Hilton	Corporate & Community Services	11	8	4				↑	During Q1 2016/17, 4 milestones hit on AAP sites being:- 1) West Street SPD complete 2) Ray Mill Road East marketing complete 3) GL Hearn instructed Chapel Arches Review 4) JV delivery model identified  Milestones include: 1. Development Manager appointed. 2. Feasibility study completed. 3. Planning application in. 4. Planning consent obtained. 5. Contract in place with contractor or development partner. 6. Contractor on site.
Number of participants in the So Much Improvement with a Little Exercise (SMILE) programme	Kevin Mist	Corporate & Community Services	64,113	65,610	9,553				↓	The target for 2016/17 has increased by 1% compared to last year's target.  Investigations into the attendance levels and targets are being undertaken. A review of classes being undertaken in 2016/17.
Percentage of empty shops in Maidenhead Town Centre	Steph James	Corporate & Community Services	11.5%	Less than 10.9%	11.5%				↔	Vacancy rate at the end of Q4 2015/16 is 11.5% (38 units). This is the same as the previous quarter. Some businesses are leaving the top end of the High Street. However, H&M shop has opened in the shopping centre.

Performance Indicator	Lead Officer	Directorate	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
Percentage of empty shops in Windsor Town Centre	Paul Roach	Corporate & Community Services	4.8%	Less than 5%	4.8%					Recent losses in the town centre were My Local (Morrison's), Vyeilla both of whom were in Peascod Street Stores under development and will open within the next 3 months - Byron's, Jersey Pearl (Cooked House), Royal Coffee Shop and Star Bucks.
Number of footfall in Maidenhead Town Centre	Steph James	Corporate & Community Services	5,562,169	5,617,790	1,468,577				↑	Target is to increase the footfall by 1% from 2015/16. Footfall in quarter 1 2016/17 is 5.5% up compared to same period last year.
Number of footfall in Windsor Town Centre	Paul Roach	Corporate & Community Services	8,443,912	8,612,790	2,096,482				↓	Target is to increase the footfall by 2% from 2015/16. Q1 performance is currently 3 just short of target and 0.8% lower when compared to the same period last year.
Reduction in the use of gas and electricity	Michael Potter	Corporate & Community Services	6.6%	11% reduction on 2013/14 baseline	12.44% (up to end of May 2016)				↑	Please note that the Council has not received all invoices for June 2016. Up to end of May 2016, the Council has reduced the energy use by 12.44% when compared to the same period in the baseline of 2013/14. The target for 2016/17 is 11% reduction when compared to 2013/14 baseline.
Number of volunteers supporting Council services	Harjit Hunjan / Debra Beasley	Corporate & Community Services	4,150	4,500	4,159				↓	The national volunteer week took place in the first week of June 2016 with many organisations and departments celebrating the work of their volunteers and raise awareness of volunteering opportunities. A volunteering event will be taking place at the Maidenhead Festival on 24 July 2016 to enable organisations and charities to recruit more volunteers. The Volunteer of the Year awards will be held on 14 September 2016 in the Town Hall. WAM GetInvolved continue to hold their volunteer drop-in surgeries across the Royal Borough to encourage and enable residents to become involved in volunteering.
Number of work placements offered within the Council	Harjit Hunjan / Joanne Horton	Corporate & Community Services	78	75	15				↑	Quarter one performance for 2016/17 is on track for overall target of 75. Work placements are offered via schools, elevate and DWP partnerships.
Amount of external funding secured	Harjit Hunjan	Corporate & Community Services	£941,112	£840,000	£580,562				↑	The target for 2016/17 has increased by 40% compared to last year's target. The Council is on track to meet the year-end target. They have secured funding from various sources such as Elevate Berkshire, DofE Archery Centre, Shanly Foundation, E-On Energy, Big Lottery, Office for Civil Society, etc.

Performance Indicator	Lead Officer	Directorate	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
Number of households prevented from becoming homeless by Housing Options	Jacqui Hurd	Operations & Customer Services	1523	1000	398				↑	As at 30 June 2016, a total of 398 households have been prevented from becoming homeless and or relieved from their impending homelessness. This is running at 17% in-year. Homeless prevention relief activity includes family mediation through targeted home visits, 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.
Number of visitors to Windsor & Royal Borough Museum	Mark Taylor	Operations & Customer Services	73,150	52,000	15,565				↑	The target for 2016/17 has increased by 6% compared to last year's target (please note that last year's performance was exceptional as the figures during May & June 2015 were very high due to interest in Magna Carta events).  Although slightly lower than target in June, the two previous months more than made up for the gap so the overall performance is running at 11% above target so far in 2016/17.
Percentage of calls answered in over 5 minutes  70	Edward Phillips	Operations & Customer Services	1.80%	Less than 1%	2.9%				↓	Q1 performance was 2.9%. During this period the first process within the new online Digital Channel (Green Waste) was launched. 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	60	60	22				↑	Royal Ascot falls within Q1 and therefore figures are inevitably higher during this period.
Number of under age sales compliance operations completed by Community Protection and Enforcement Services	Craig Miller	Operations & Customer Services	8	12	1				↓	Operations are not profiled on a pro-rata basis throughout the year and will increase through Qs 2-4.
Reduction in the number of food premises that have a rating of 0 or 1 out of 5, with five being very good.	Craig Miller	Operations & Customer Services	29	26 premises to improve from a 0 or 1 rating to a rating of 2 or more	0				↓	Premise visits are scheduled irregularly across the year, based on previous inspection dates. Q2-Q4 will see the relevant inspections take place and performance on target.
Number of residents engaged at Waste Awareness events undertaken	Craig Miller	Operations & Customer Services	27	1,400	960				↑	The indicator has been changed this year to reflect the number of residents engaged with at events, the target for the year is 1400, and to date 960 residents have been engaged with. Quarter 1 is expected to be high as most of the main summer events in the Borough occur in this period.

Performance Indicator	Lead Officer	Directorate	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
Number of work done by Community Recycling Champions to promote recycling	Craig Miller	Operations & Customer Services	9 additional community champions	20	5				↑	This target has been changed this year to reflect the work done by community champions to help promote recycling in the Royal Borough. The number of engagement events attended and actions taken is now measured, rather than the number of community champions. The performance for Q1 2016/17 is on track to achieve the full year target.
Number of highway schemes delivered	Christopher Wheeler	Operations & Customer Services	250	250	33				↑	The Q1 delivery target of 28 schemes is met/exceeded. Cabinet in June 2016 agreed the individual schemes within each capital code, enabling progression of all schemes including the annual roads re-surfacing programme.
% of dangerous potholes repaired within between 2 hours and 21 hours	Ben Smith	Operations & Customer Services	99.7%	98.0%	100.0%				↑	150 emergency repairs carried out April - June, target met/exceeded.

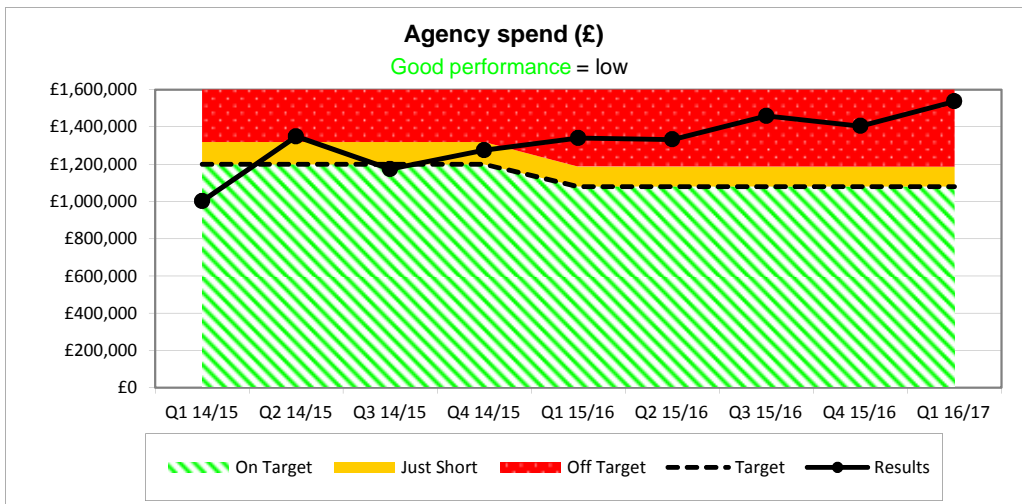
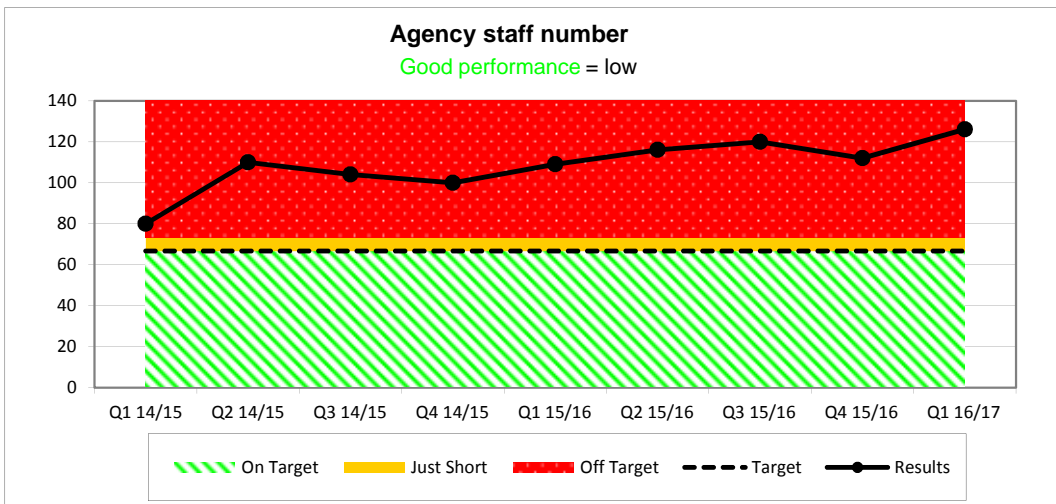
## The Royal Borough of Windsor and Maidenhead - Human Resources Workforce Profile



<b>Lead Officer:</b> Terry Baldwin	<b>Lead Member:</b> Cllr Targowska
<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> 9.51% (2015/16)
<b>Achievement to date:</b> 13.65% (Q1 16/17)	<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> Work has been carried out to review every establishment with the budget holder and finance partner. This has resulted in identification of vacancies, i.e. the remaining hours of a part time staff member which are now in the HR system. Alternative recruitment method utilised in Children's Services for Senior Manager posts including search and selection A focused recruitment campaign was carried out for the replacement of Assessment Officers in Adult Social Care as several resignations resulted in 8 vacancies.	
<b>Issues:</b> Adult social care vacancies continue to be a focus for the team. Further campaign to fill final two Assessment Officer posts. Social workers in both Adults and Children's services are carrying high levels of vacancies covered by agencies. Dedicated campaigns continuing.	
<b>Success:</b> The recruitment campaign for Assessment Officers resulted in 6 out of 8 vacancies being filled with July start dates. Successful senior recruitment in Children's Services. Approved restructures in Finance and Planning that will address vacancy levels.	
<b>Intervention required:</b> Continued focused campaigns for Hard to Fill posts Identification of alternative recruitment methods including international for social workers	

<b>Lead Officer:</b> Terry Baldwin	<b>Lead Member:</b> Cllr Targowska
<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> 9.63 (2015/16)
<b>Achievement to date:</b> 9.74 (June 16)	<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> Continued delivery of sickness absence sessions at management team meetings. Monthly DMT scrutiny. Quarterly Managing Director scrutiny.	
<b>Issues:</b> Sickness absence rates remain higher than CIPD rate for Public Sector. Long term sickness continues to be main contributor to the absence levels.	
<b>Success:</b> Slight reduction in sickness levels.	
<b>Intervention required:</b> Ongoing monitoring at monthly DMTs with all absence detail scrutinised.	



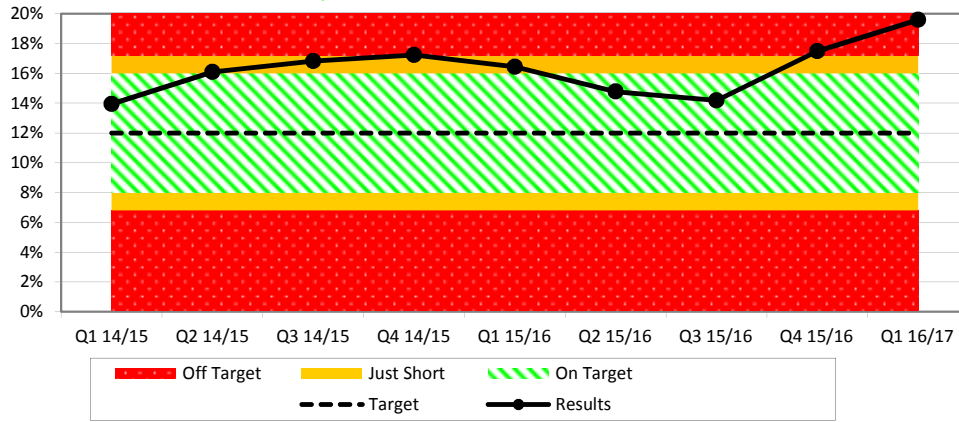


<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Targowska
<b>Why is this important?</b>	To monitor the level of agency staff the Council are using.		
<b>Strategic Priority:</b>	Equipping ourselves for the future	<b>Last year's data:</b>	112 (Q4 15/16)
<b>Achievement to date:</b>	126 (Q1 16/17)	<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>	Continued working on alternative recruitment methods in particular for social workers including search and selection and international recruitment.		
<b>Issues:</b>	Ongoing need for specialist agency staff in particular in the hard to fill posts in accountancy, planning and social work including the Assessment Officers in Adult Service where there were 8 vacancies at one time.		
<b>Success:</b>	Recruitment to senior posts in Children's Services and Assessment Officers in Adults Services although the effects won't be seen in entirety until September 2016.		
<b>Intervention required:</b>	Monthly scrutiny of all agency posts at DMT.		

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Targowska
<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>	£5.5m (15/16)
<b>Achievement to date:</b>	£1,536,889 (Q1 16/17)	<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>	Target set for split of on and off framework agency workers. Detail scrutinised monthly at DMTs.		
<b>Issues:</b>	There is further increase in agency 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>	Recruitment to senior posts in Children's Services and Assessment Officers in Adults Services although the effects won't be seen in entirety until September 2016.		
<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.		

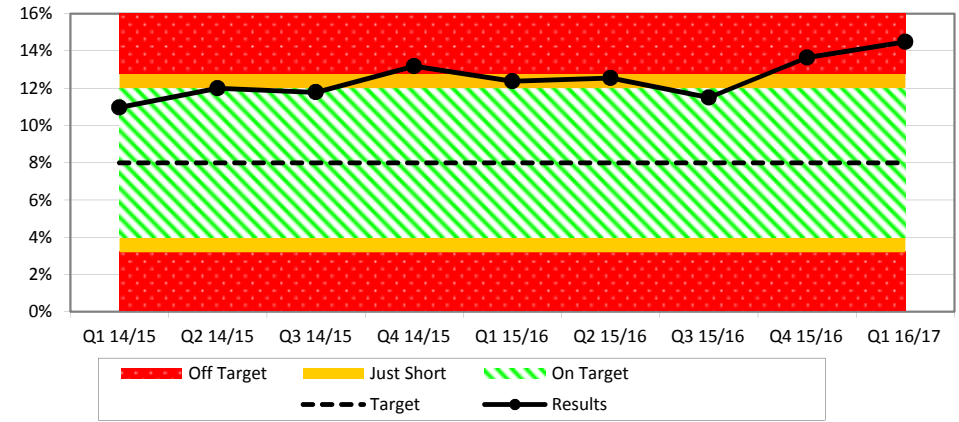
### % Staff Turnover

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>	Cllr Targowska
<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>	17.48% (15/16)
<b>Achievement to date:</b>	19.58% (Q1 16/17)	<b>2014/15 Target:</b>	12%
<b>Note:</b>	Exclude schools.		
<b>Work in progress:</b>	Restructures in Operations resulting in 16 redundancies along with filling vacant Assessment Officers by agency staff, in Adult Services, who are not taken into account for this calculation, show a reduced headcount against high leaver numbers, therefore making the turnover higher.		
<b>Issues:</b>	Increase in turnover has been contributed to by the number of staff who are redundant and include as leavers, along with leavers in Adult Services		
<b>Success:</b>	Staff redeployed to alternative roles within the Royal Borough, wherever possible, to avoid redundancy and successful recruitment campaign for Assessment Officers.		
<b>Intervention required:</b>	Increased scrutiny of data on ExitVue to look for trends with particular teams and services for targeted work by the HR Business Partner team.		

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Targowska
<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>	13.65% (15/16)
<b>Achievement to date:</b>	14.49% (Q1 16/17)	<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>	Following Employment Panel approval, the staff survey action plan has now been disseminated to staff, unions and DMTs. Each DMT will now identify which actions they will undertake or if they will be required to formulate a directorate level action plan.		
<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.		

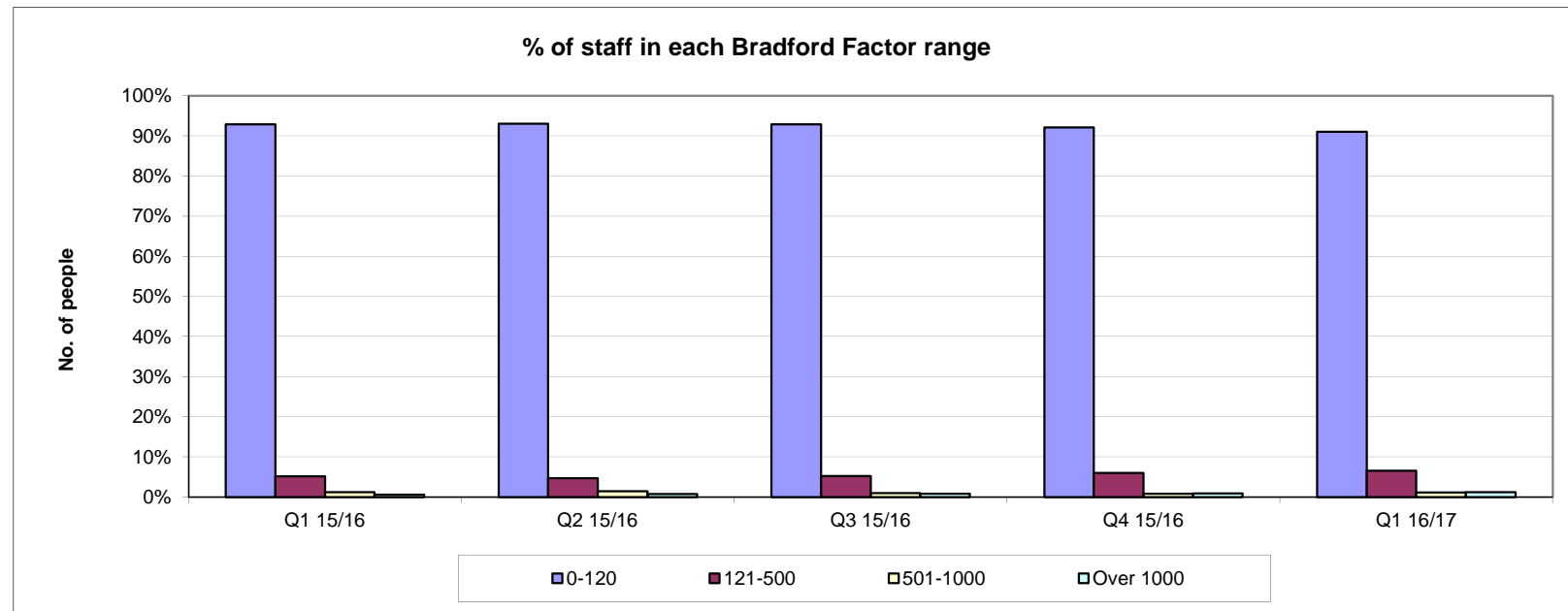
## The Royal Borough of Windsor and Maidenhead - Human Resources Workforce Profile

### Number of people in each Bradford Factor range

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Targowska
<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 47 with a slightly lower number of staff being in the trigger of a Bradford factor of over 120. The score is still high which 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.		

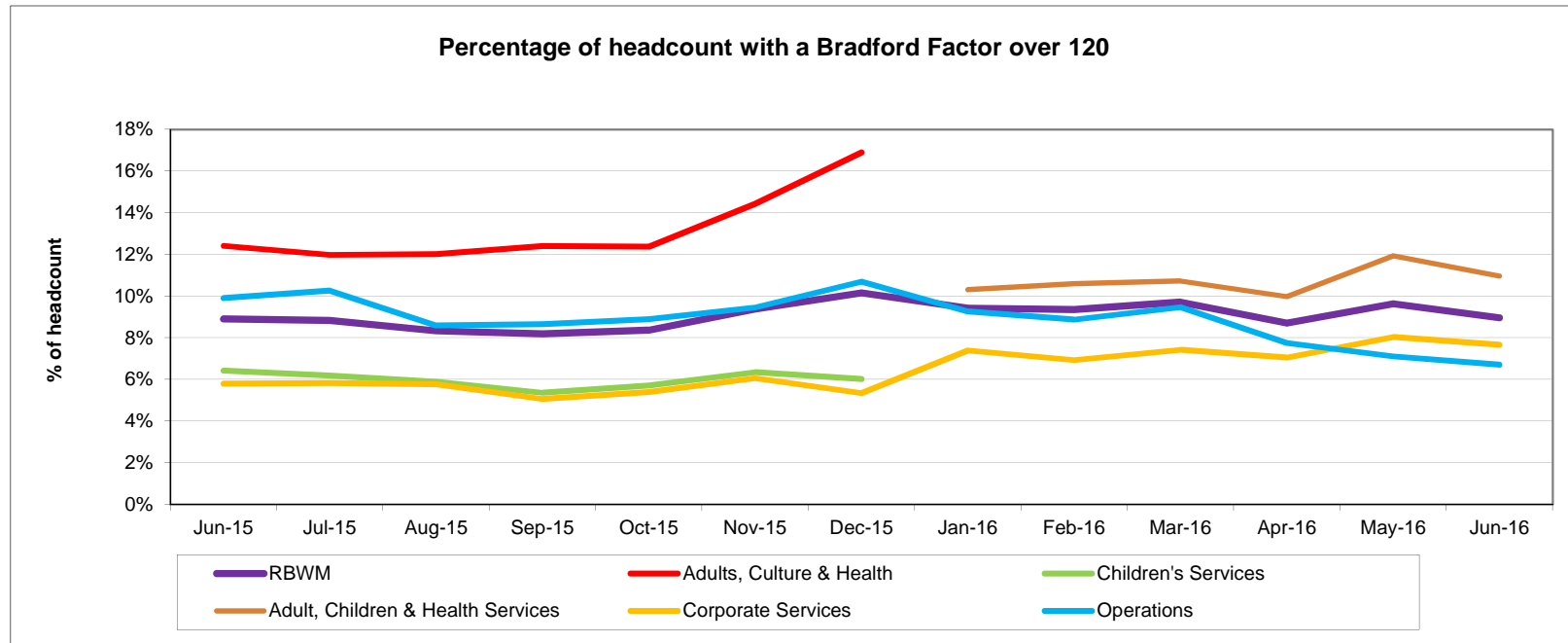
Bradford factor range	2015/16								2016/17							
	Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
0-120	1229	92.9%	1227	93.0%	1216	92.9%	1174	92.2%	1117	91.0%						
121-500	69	5.2%	62	4.7%	69	5.3%	77	6.0%	81	6.6%						
501-1000	17	1.3%	20	1.5%	13	1.0%	11	0.9%	14	1.1%						
Over 1000	8	0.6%	10	0.8%	11	0.8%	12	0.9%	15	1.2%						
<b>TOTAL</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>	<b>1227</b>	<b>100%</b>						

75



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

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



76

**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.

# Key Corporate Project 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>														
PR000481	Stafferton Way Multi Storey Car Park (MSCP)	Ben Smith	Simon Fletcher	30/11/14	30/09/17	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Financial modelling for a MSCP at Stafferton Way has been undertaken by an external consultant. A specification for the Design, Build, Finance and Operation of a new (up to) 1,000 space car park at Stafferton Way is nearing completion with a procurement exercise to be launched in August.	11/08/2016
						Previous	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN		
PR000483	Maidenhead Railway Station Opportunity Area	Kiran Hunjan	Chris Hilton	01/01/13	30/11/19	Current	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN	Work is progressing with partners on scheme appraisals to develop a viable scheme. As soon as a viable scheme is identified it will be brought forward for formal consideration.	08/08/2016
						Previous	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN		
PR000485	West Street	Zareena Ahmed Shere	Chris Hilton	01/04/14	31/03/21	Current	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN	A supplementary planning document (SPD) was agreed by Cabinet in July to support good quality design in the area. The West Street site was included the procurement process for a Joint Venture (JV) development partner which the Council launched in July. Pre Qualification Questionnaires will be returned by interested developers and assessed in September 2016.	08/08/2016
						Previous	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN		
PR000491	St Cloud Gate/Magnet	Marie Percival	Chris Hilton	01/01/14	01/06/22	Current	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN	The St Clouds Way site was included the procurement process for a JV development partner which the Council launched in July. Pre Qualification Questionnaires will be returned by interested developers and assessed in September 2016. Work is progressing to secure the development management support and develop the specification and procurement plan/ process to procure and manage the contractors to build the new leisure centre.	08/08/2016
						Previous	GREEN	GREEN	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	The Reform Road site was included the procurement process for a JV development partner which the Council launched in July. Pre Qualification Questionnaires will be returned by interested developers and assessed in September 2016.	08/08/2016
						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	AMBER	AMBER	AMBER	GREEN	The draft Borough Local Plan is published on the Council's website and duty to cooperate meetings are being held with partners. The plan is scheduled for consideration by Council on the 27 September 2016.	08/08/2016
						Previous	AMBER	GREEN	AMBER	RED	AMBER	GREEN		
PR001179	The Windsor Learning Partnership expansion / Holyport	Danuta Longworth-Krafft	Ann Pfeiffer	18/09/14	25/08/17	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Tender returns indicate that the projects can be delivered within the estimated budget. Once agreed, a timetable for start on site can be agreed so places are ready for September 2017.	15/08/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR001181	Dedworth Middle School expansion	Danuta Longworth-Krafft	Ann Pfeiffer	07/12/15	30/03/18	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Following July Cabinet, outline project defined and further work ongoing to develop sufficient detail for next level of approval. School will take 30 more pupil in September 2017 and a further 30 in September 2018.	15/08/2016
						Previous	GREEN	GREEN	AMBER	GREEN	AMBER	GREEN		
PR001182	Furze Platt Senior School Expansion	Danuta Longworth-Krafft	Ann Pfeiffer	14/01/15	30/03/18	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Feasibility study has identified potential schemes which were presented to Cabinet in July 2016 for programme approval. Negotiations about 30 or 60 place expansion underway. First 30 places will be available in September 2017.	15/08/2016
						Previous	AMBER	AMBER	GREEN	GREEN	AMBER	AMBER		
PR001183	Charters School	Danuta Longworth-Krafft	Ann Pfeiffer	05/02/16	30/03/18	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Feasibility study has identified potential schemes which were presented to Cabinet in July 2016 for programme approval. Tendering for contractors to start for places to be available for September 2017.	15/08/2016
						Previous	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN		

77

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>														
PR001268	Establishing a Satellite Grammar School	Kevin McDaniel	Alison Alexander	04/05/15	30/09/21	Current	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN	There is work ongoing with Sir William Borlase to explore and define how the addition of a satellite grammar school in Maidenhead would improve the opportunity for those pupils eligible for the pupil premium in the borough. Work with Sir William Borlase has identified the site and operational requirements to make a business case that could be approved by the Department for Education. Site options are becoming clearer which will enable more informed financial planning.	15/08/2016
						Previous	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN		
PR001831	Cox Green Expansion	Danuta Longworth-Krafft	Kevin McDaniel	02/10/15	30/03/18	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Feasibility study has identified potential schemes which were presented to Cabinet in July 2016 for programme approval. Tendering for contractors to start for places to be available for September 2017.	15/08/2016
						Previous	GREEN	GREEN	AMBER	GREEN	AMBER	GREEN		
PR002054	Website - Phase 2	Louisa Dean	Simon Fletcher	12/02/16	12/02/17	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	The website delivery team continue to meet every two weeks and have: 1) implemented the search function, 2) updated content, landing pages and bubbles for key areas 3) continued to upload documents and update the announcement panel. (Full description of tasks is in the achievements section of the status report).  Alongside this, the 'my account' feature continues to be developed, with three services (waste related) now live and approx. 2000 residents signed up to use it.	08/08/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
<b>G2 - Live Projects</b>														
PR000486	Waterways	Kiran Hunjan, Chris Mitchell	Chris Hilton	20/01/14	31/10/17	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	The construction is progressing well and is due to be completed in Spring 2017.	08/08/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR000587	Windsor Parking Strategy	Neil Walter	Ben Smith	01/04/14	31/03/19	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Manifesto Outcomes associated with parking in Windsor agreed with Lead Member: '...Review and increase parking provision in Windsor - including Meadow Lane car park in Eton: minimum of 200 additional parking spaces in Windsor and Eton by April 2019...' '...Introduce 'pay on exit' in RBWM controlled car parks (Windsor): 'pay on exit' installed in 3 Windsor car parks by April 2019...'  Draft Borough-wide parking strategy in development, including a specific strategic approach for Windsor - Member workshop complete. Cabinet report now scheduled for October 2016.	11/08/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR000621	Town Centre WiFi Concession Award	Sarah Plowman	Simon Fletcher	01/07/14	31/03/17	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Offer secured from Intechology Wi Fi to deliver Town Centre Wi Fi on a phased basis across Windsor, Maidenhead, Ascot and Eton Town Centres. The bid includes design, management, maintenance of infrastructure monetised through sponsorship and advertising revenue linked to the community smart phone app.  Financially the offer provides annual income of £6,450 and a 25% share of all revenue generated.  Appointment of InTechnology approved at Cabinet.  Legal agreements now signed and roll out of infrastructure planned. On track to have at least one town centre 'wifi covered' by Christmas 2016.	11/08/2016
						Previous	GREEN	AMBER	GREEN	AMBER	AMBER	GREEN		
PR000636	Implement Care and Support at home contract through Carewatch	Nick Davies	Nick Davies	01/04/12	30/06/16	Current	GREEN	GREEN	AMBER	GREEN	AMBER	GREEN	<ul style="list-style-type: none"> <li>Care Watch quality improved, indicated by progress events against the Action Plan.</li> <li>Significant progress to Single Invoice</li> <li>Training agreed</li> <li>All providers have now exited the market.</li> </ul>	27/6/2016
						Previous	AMBER	AMBER	AMBER	GREEN	AMBER	GREEN		

78

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>														
PR001230	Building LED lighting project	Michael Potter	David Scott	01/08/15	31/08/16	Current	GREEN	GREEN	GREEN	BLUE	AMBER	BLUE	Installations across all 30 sites complete where it is possible to do so. Works at the Corn Exchange and the Tinkers Lane CCTV room have been removed from the programme due to unforeseen issues. Project has moved to snagging. All sites have had a post installation survey. Snagging programme has been drawn up and is being implemented.	08/08/2016
						Previous	AMBER	AMBER	GREEN	AMBER	AMBER	AMBER		
PR001274	Moorbridge Gateway	Sue Fox	Ben Smith	18/06/15	31/08/16	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 if required. Budget includes contribution from Waitrose, which is not currently achievable. S106 funding identified to close funding gap, subject to approval.  Works programme to commence September 2016.	11/08/2016
						Previous	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN		

This page is intentionally left blank



Report for: ACTION
--------------------



<b>Contains Confidential or Exempt Information</b>	No – Part I
<b>Title</b>	<b>New Primary School Places in Ascot</b>
<b>Responsible Officer(s)</b>	Alison Alexander, Managing Director and Strategic Director Adult, Children and Health Services
<b>Contact officer, job title and phone number</b>	Kevin McDaniel, Head of Schools and Educational Services
<b>Member reporting</b>	Cllr Natasha Airey, Lead Member for Children’s Services Cllr David Evans, Deputy Lead Member School Improvement
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	25 August 2016
<b>Implementation Date if Not Called In</b>	1 September 2017
<b>Affected Wards</b>	Ascot and Cheapside, Sunningdale, Sunninghill and South Ascot

## REPORT SUMMARY

1. The Royal Borough of Windsor and Maidenhead is considering options for the provision of additional primary school places in Ascot. These new school places will enable us to meet demand arising from families moving into the area, new housing expected to be built locally and the borough’s aspiration for a school place surplus of 10%.
  
2. Public consultation has been carried out on options to expand up to three of the primary schools and to explore opening a new primary school in the Ascot area. This report provides the outcome of public consultation, and proposes an outline programme of primary school expansions, starting with Cheapside CE Primary School in September 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. Residents have choice of access to local, diverse, high quality school places that supports progress and attainment in all pupils.	September 2017

## **1. DETAILS OF RECOMMENDATIONS**

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

**Approves a four-stranded approach to meeting the forecast future need for primary school places in the Ascot area as follows:**

- i. In relation to Cheapside Church of England Primary school:**
  - a. Approves the publication of a formal proposal for the expansion of the school from 16 to 30 places per year group from September 2017 (see Option A in table 1) during September 2016.**
  - b. Authorises the Lead Member for Children’s Services and the Managing Director & Strategic Director of Adult, Children and Health Services to determine the expansion proposal following the end of the representation period during October 2016.**
  - c. Authorises the Head of Schools and Education Services to proceed with procurement and tendering for the scheme to expand the School.**
- ii. Requests that the Managing Director & Strategic Director of Adult, Children and Health Service works with the Strategic Director of Corporate & Community Services to ensure that one or more new primary school sites in Ascot are identified as the housing plans for the area develop.**
- iii. That further work is done to develop the plans to expand the existing schools (see Options B and C in table 1) so that these can be implemented when needed.**
- iv. That, for all options, a local infrastructure plan is developed to minimise the impact of new primary school places on the local community.**

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

- 2.1 In April 2016 Cabinet considered a report setting out the need for additional primary school places in Ascot, to meet the demand arising from families moving into the area and from new housing expected to be built locally. New places would also contribute to the borough’s aspiration for having up to 10% spare (surplus) places to provide local choice.**
- 2.2 The April report recommended public consultation on the proposals to help the Royal Borough develop a phased, long-term plan of action for Ascot primary school places. An initial expansion in September 2017 was recommended.**
- 2.3 Accordingly, Cabinet:**
  - i. Approved public consultation, commencing in 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 Primary School from 30 to 60 places per year group.
  - Expand Holy Trinity CE Primary School from 30 to 60 places per year group.
  - Opening a new school on a, as yet, unidentified site.
- ii. Requested a report on the outcome of the consultation on the expansion of primary school places in Ascot to August 2016 Cabinet.
- iii. Approved further feasibility and design works proceeding alongside consultation to allow implementation of any approved scheme(s).
- 2.4 This report brings the results of the public consultation and recommends which school to expand in September 2017, and next steps that should be taken. The process and analysis of the responses is set out in more detail in Section 4 and *Appendix A: Summary of Responses*. In summary:
- A response rate of 7.7% was achieved.
  - The most popular option is Option A, expansion at Cheapside CE Primary.
  - There is also significant support for building a new school, Option D.
- 2.5 Further information about the need for the places arising from these options is contained in *Appendix B: Demand for new primary school places in Ascot*. This was originally reported to Cabinet in April, although it has subsequently been updated with the 2016 pupil projections. Further adjustments will be needed as the Borough Local Plan, which sets housing targets, moves towards adoption during 2017. The appendix explains that most of the likely growth in demand will come from new housing in the Ascot area.
- 2.6 Appendix B also reports that there are currently no places for the 2016/17 academic year in year groups 1, 2, 3, 5 and 6 for families moving into the Ascot area. Most of these year groups are also overfull, with more children on roll than there are spaces, due to successful School Admissions Appeals or the offer of places through the Fair Access Panel.
- 2.7 *Table 1: Summary of Options* sets out the pros and cons of Options A to E as consulted on. There are advantages to expanding Cheapside CE Primary School, an 'Outstanding' school, first, for September 2017. These are that - it has the most public support, can be achieved quickly, should place the school on a more secure financial footing and can provide places in all year groups at once which will assist greatly with the current lack of places across all the Ascot primary schools in several year groups.
- 2.8 Cheapside could take children into all year groups in September 2017 more easily than the other schools, because the overall increase in size would be smaller and therefore require fewer additional staff to recruit and fund. Normally, an expanding school will grow one year group at a time, and this would be the case for an expansion at South Ascot Village Primary or Holy Trinity CE Primary.
- 2.9 It is proposed, therefore, that Cheapside CE Primary School be expanded from 16 to 30 places in each year group from September 2017. This will provide an initial

surplus across all year groups in Ascot of approximately 10% in September 2017 (the number of spare places will vary across individual year groups).

- 2.10 Pre-application planning advice has been sought, which indicates that Children's Services will need to demonstrate 'Very Special Circumstances' because Cheapside school is in the Green Belt. In addition, responses to the consultation have indicated that local residents have concerns about the existing traffic and parking in the roads adjacent to the school. Any expansion will increase the traffic to the school, and it is likely that off-site highways improvements will therefore be required.
- 2.11 Based on the Ascot, Sunninghill and Sunningdale Neighbourhood Plan and the emerging Borough Local Plan, it is expected that up to 1,300 new homes will be built in the Ascot area in the period to 2030. This will almost certainly drive up demand, but there is, at present, no certainty over the scale, type, location or timing of that new housing.
- 2.12 It is proposed, therefore, that other options for new primary school places continue to be developed and kept under review, so that they can be implemented as and when needed.
- 2.13 Most urgently, one or more sites for a primary school should be identified and included in the final version of the Borough Local Plan and the accompanying Infrastructure Delivery Plan. It is proposed that any identified site should be approximately 2 hectares (4.9 acres) in size, so that it is large enough for a primary school of 60 places per year group (420 places overall). Proposals for a school can then be developed in time to meet the demand from new housing. The draft borough local plan, published on our website for information purposes only, includes an allocation in the Ascot Town Centre for 'Education facilities including a primary school'.
- 2.14 Expansion at South Ascot Village Primary School and Holy Trinity CE Primary School Sunningdale should be investigated further so that the schemes can be implemented quickly if needed.

Table 1: Summary of options

a Opt.	b School	c Increase per yr gp.	d Consultation outcome (1 <sup>st</sup> prefs)		f Position of school	g Scheme	h Planning issues	i Other comments	i Initial estimated cost (£m)
			No.	%					
A	Cheapside	+16	138	55	Fully support and want to proceed.	<p>Feasibility work has shown that expansion is possible, with new classrooms either adjacent to the hall or where the swimming pool is. There may be some practical difficulties with access for construction traffic, especially to avoid access via the allotments.</p> <p>The school and borough will need to agree the lease of adjacent land owned by Sunninghill Parochial Charities, so that the school has enough outdoor space. This is agreed in principle, but all parties will now need to agree the lease. There may be an annual cost.</p>	<p><b>Green Belt</b>, so will need to show 'very special circumstances' to get planning permission for new buildings.</p> <p><b>Traffic/parking</b>, already issues with traffic and parking at the school, along Dorian Drive, Green Lane and Watersplash Lane. There is no scope for any on-site drop-off, so highways improvements will be needed offsite. The school is already working on a travel plan.</p>	<p><b>Financial viability.</b> The school are concerned about their long term financial viability as a 112 place primary school, but feel that expansion could secure their future for the village.</p> <p><b>Timing.</b> It should be possible to expand the school in time for September 2017, which will then give extra places in <b>all year groups</b> for families moving into the area.</p> <p><b>Ofsted.</b> Outstanding</p>	<p>£0.75m (£6.7k per place) + the cost of any highways improvement works.</p> <p>There could also be some annual cost related to the lease of the Sunninghill Parochial Charities land.</p>
B	South Ascot	+30	24	10	Fully support and want to proceed.	<p>Feasibility work has shown that expansion is possible, with new classrooms either adjacent to the main school or in an expanded foundation stage building.</p>	<p><b>Traffic/parking</b>, already issues with traffic and parking at the school, along Fennel Close, All Soul's Road and Bouldish Farm Road. There is some scope for an on-site drop-off, and off-site highways improvement works may also be required.</p>	<p><b>Timing.</b> This probably could not be achieved for September 2017, but would be achievable for September 2018. Expansion would be for one year group at a time.</p> <p><b>Ofsted.</b> Good</p>	<p>£1.7m (£9.4k per place) + the cost of any highways improvement works.</p>
C	Holy Trinity	+30	7	3	Are prepared to consider expansion if demand rises in the local area.	<p>Feasibility work has shown that expansion is possible, with a two storey block adjacent to the existing buildings, or a first floor over existing classrooms.</p>	<p><b>Traffic/parking</b>, already issues with traffic and parking at the school, along Church Road and the B383. There is some scope for an on-site drop-off, although this will require use of existing outdoor space. Off-site highways improvement works may therefore also be required.</p> <p><b>Conservation area</b>, so the school buildings will need to be designed to take this into account.</p>	<p><b>Timing.</b> This probably could not be achieved for September 2017, but would be achievable for September 2018. Expansion would be for one year group at a time.</p> <p><b>Ofsted.</b> Good</p>	<p>£1.5m (£8.3k per place) + the cost of any highways improvement works.</p>
D	New school	+30	68	27	N/a.	<p>No site has been identified, although a number have been suggested in the consultation, including:</p> <ul style="list-style-type: none"> <li>• Allens Field, South Ascot.</li> <li>• Ascot High Street.</li> <li>• Gasholder Site, Sunninghill.</li> <li>• Heatherwood. Ascot.</li> <li>• Civil Service College.</li> <li>• Kings Beeches, Sunninghill.</li> <li>• Silwood Park, Sunningdale.</li> <li>• Sunningdale Park.</li> </ul>	<p><b>Green Belt</b>, many potential sites in the Ascot area are in the Green Belt, meaning that 'very special circumstances' will be required, unless a site is designated for a school via the Borough Local Plan process.</p> <p><b>Traffic/parking</b>, any new site will have implications for traffic and parking, but if it is large enough it may be possible to include an on-site drop-off zone to limit its impact.</p>	<p><b>Timing.</b> This is likely to be a longer term option, to allow time for site acquisition and construction. It might be possible, however, for a free school to open more quickly if the Education Funding Agency acquired a site. This would not address the current lack of school places in nearly all year groups.</p>	<p>£5m (£24k per place) + any abnormal costs associated with a specific site.</p>
E	An alternative	?	15	6	N/a.	<p>A number of alternative options have been suggested, including the relocation and expansion of St Michael's CE Primary School to a new site, e.g. the Gasholder Site in Sunninghill. This option does not have the support of the school. A response from the school is included as Appendix C.</p>	N/a	N/a	No estimates provided.

- 2.15 No further prioritisation, beyond Cheapside for 2017, is required on this stage. Instead the Royal Borough will have a flexible set of options that can be implemented when necessary.
- 2.16 It is not proposed that any further work is done on the possible relocation and expansion of St Michael's CE Primary School on a new site, as has been suggested in response to the consultation. There is currently no support from the school for this proposal (see *Appendix C: Response from St Michael's CE Primary School* for the school's views on this).
- 2.17 The Royal Borough has already approved spending on an expansion of Charters School by 30 places per year group from September 2017. This will not, however, meet the demand for secondary school places likely to arise from 1,300 additional dwellings. This need will be considered as part of the next stage of the borough's secondary school expansion programme.
- 2.18 It is also proposed that further work is done on the other proposals, so that they can be implemented swiftly if the need arises. This includes the identification of a site for a new primary school in Ascot, and work on whether any of the existing primary schools could be relocated and expanded onto that site.

<b>Option</b>	<b>Comments</b>
Approves the publication of a formal proposal for the expansion of Cheapside CE Primary School from 16 to 30 places per year group from September 2017 (Option A). <b>Recommended.</b>	This is the next step for providing extra places in Ascot using Option A. This option addresses the urgent need for extra places in all year groups, and is supported by the school and the consultation outcome.
Approves the publication of a formal proposal for Options B (South Ascot Village Primary) or C (Holy Trinity) to expand for September 2017, instead of Cheapside. <b>Not recommended.</b>	Neither option would provide places across all year groups, and these are not as well supported by the consultation response as Option A.
Authorises the Lead Member for Education and the Strategic Director of Children's Services to determine the proposal following the end of the representation period. <b>Recommended.</b>	This will allow the Royal Borough to swiftly consider any representations made in response to the publication of a formal proposal for the expansion of Cheapside, and decide whether to proceed.
Authorises officers to proceed with procurement and tendering for the scheme to expand Cheapside CE Primary School. <b>Recommended.</b>	This will allow the Royal Borough to proceed swiftly with the next stages of designing and procuring the additional accommodation needed for Cheapside CE Primary School.
Requests that one or more new primary school sites in Ascot are identified in the Borough Local Plan, and that further work is done on options to expand the existing schools so that these can be implemented when needed. <b>Recommended</b>	This will put plans in place that will allow the borough to react quickly as new housing developments get planning permission in the Ascot area.

### 3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
To provide a surplus places in September 2017 in Ascot primary schools.	<3% surplus places.	3-8% surplus places	>8% surplus places	n/a	September 2017.

### 4. FINANCIAL DETAILS

#### Financial impact on the budget

4.1 The initial estimated costs of the options for providing new primary school places in Ascot are:

- Cheapside - £0.75m.
- South Ascot Village - £1.7m.
- Holy Trinity - £1.5m.
- New school - £5.0m.

4.2 Funding for new school places in the borough is provided through the government's 'Basic Need' grant and S106 funding (and, in future, the Community Infrastructure Levy). There is currently a shortfall on the Basic Need grant to fund the secondary school expansion programme, and a primary school expansion in Ascot would add to this. There is currently £278k of S106 available to spend on a primary school scheme in Ascot, which could include expansion. If the Cheapside scheme is approved, it is expected that all of this S106 will be used, together with any further amounts that come in from this area.

4.3 Resources available for funding this level of capital expenditure could be supplemented by borrowing at an approximate cost of £60k per £1m borrowed. Under existing school funding arrangements, these financing costs would be classed as 'new commitments' and would not therefore be eligible for charging to the Dedicated Schools Grant. Additional funding may also be available when the Community Infrastructure Levy starts to operate in the borough.

4.4 As a planned expansion, Cheapside would be eligible for revenue Growth Funding as determined by the Schools Forum and subject to their regular review.

4.5 If extra places are not available for other year groups, there is the possibility that pupils will need to be transported to schools away from the Ascot area, adding to the Home to School Transport budget.

## 5. LEGAL IMPLICATIONS

- 5.1 Local authorities are under a statutory duty to ensure that there are sufficient school places in their area. This is set out in the Education Act 1996, Section 14, subsections 1 and 2. This responsibility is set to be retained under the government's March 2016 white paper *Excellent Education Everywhere*.
- 5.2 Government guidance sets out the steps that need to be taken in relation to opening a new school and making changes to existing schools, whether local authority maintained or academy.
- 5.3 None of the primary schools in Ascot are academies, which means that the local authority can propose 'prescribed alterations', including the enlargement of the school<sup>1</sup>. In doing so, the borough must follow the statutory process set out in the Department for Education's *Making 'prescribed alterations' to maintained schools'*:
- **Stage 1.** Publication of proposal(s) and notice.
  - **Stage 2.** Representation period of four weeks.
  - **Stage 3.** Decision on the proposal within two months of end of Stage 2.
  - **Stage 4.** Implementation, on the date set out in the proposal.
- 5.4 There is a 'strong expectation'<sup>2</sup> that local authorities will consult (as done) before publishing proposals.
- 5.5 If Cabinet does approve, the expansion of a primary school in Ascot for September 2017, it is proposed that officers proceed with the statutory process, and publish a proposal in September 2016. It is also proposed that the decision required at Stage 3 is delegated from Cabinet to the Lead Member for Children's Services and the Strategic Director for Adult, Children and Health Services.
- 5.6 Regulations set out what the borough has to consider in relation to Stage 3. If the Lead Member/Strategic Director were minded to approve the proposal following the end of the representation period, this would be done subject to getting planning permission. In other words, if the borough was not able to get planning permission, there would be no legal obligation to implement.

## 6. VALUE FOR MONEY

- 6.1 Tendering for the capital works should ensure that schemes are value for money. Officers have worked closely with schools to achieve a scheme that balances value for money with educational benefits. Options are presented that range from providing sufficient space to accommodate and educate the extra pupils, to providing a generous amount of space to enable schools to deliver an enriched learning environment for all pupils.

## 7. SUSTAINABILITY IMPACT APPRAISAL

---

<sup>1</sup> Voluntary Aided schools (i.e. Cheapside and Holy Trinity) can themselves also propose changes, but that is not required here.

<sup>2</sup> Page 25, *Making 'prescribed alterations' to maintained schools*, Department for Education, April 2016



7.1 There are no sustainability impacts arising from the recommendations in this report.

## 8. RISK MANAGEMENT

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
That the pupil number projections are wrong, leading to either too few or too many school places.	High	To update the pupil projections annually and review as new information becomes available. To develop a flexible expansion programme that can be implemented as needed.	Medium
Not getting planning permission, or planning permission being significantly delayed.	High	Working with Highways and Planning to overcome potential objections to the scheme(s).	Medium
Costs significantly above those set out in this report.	High	Tendering schemes to ensure value for money and ensuring that the scope of the scheme is appropriate.	Medium

## 9. LINKS TO STRATEGIC OBJECTIVES

9.1 Residents First, Delivering Together, Equipping Ourselves for the future.

## 10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

11.1 No Equalities Impact Assessment has been carried out at this stage.

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

12.1 There are no staffing/workforce or accommodation implications.

## 12. PROPERTY AND ASSETS

13.1 There are no additional property and assets implications other than those reported on above.

## 13. ANY OTHER IMPLICATIONS

14.1 There are no other implications at this stage.

## 14. CONSULTATION

15.1 The Royal Borough has had discussions about potential expansion with the five primary schools in Ascot. This includes work on the feasibility studies at three of the schools, done in consultation with the Headteachers. Officers have also discussed the information about potential new housing in the Ascot area with the Ascot Neighbourhood Plan Delivery Group.

15.2 Public consultation on the proposals for primary school provision ran from Monday 13<sup>th</sup> June 2016 to Friday 15<sup>th</sup> July 2016. A consultation document (*Appendix D – More school places in the Ascot area for primary age children*) was produced and distributed, electronically or in hard copy, to parents, staff, governors and other interested parties, as set out in *Table 2: Summary of consultation document distribution* below. The consultation was available on the borough's website, together with an online response form.

**Table 2: Summary of consultation document distribution**

Who	Where	Number distributed
Parents, staff, governors	The five Ascot primary schools	1,230
Staff, governors	Charters	20
Local residents	In addresses near Cheapside school	80
Local residents	In addresses near Holy Trinity school	94
Local residents	In addresses near South Ascot school	80
Parents	Early Years Providers	615
Headteacher	Early Years Providers	14
Headteacher	Local Independent Schools	7
Headteacher	Ascot Heath and Cranbourne schools	3
Headteacher	All RBWM schools	57
Residents	Ascot Libraries	60
Councillors & residents	Sunningdale Parish Council	20
Councillors & residents	Sunninghill & Ascot	20
Representatives	Unions and Professional Associations	9
Residents	Ascot Neighbourhood Plan Delivery Group Mailing List	705
Others	Surrey & Bracknell Forest Local Authorities Oxford Diocese Portsmouth Diocese Mr A Afriyie MP	5
All	Public and school meetings	100
<b>TOTAL</b>		<b>3,120</b>

15.3 The consultation was also mentioned in local newspapers and websites, such as Ascot Matters and Ascot News. The three Bracknell Forest primary schools

(Ascot Heath Infant, Ascot Heath Junior and Cranbourne Primary) were asked to distribute the consultation electronically to their parents.

15.4 Three meetings were held, at which officers gave a presentation about the proposals and took questions from those attending. One of these was a general meeting, advertised in the consultation document, open to all - whilst two of the meetings were requested by the schools for their parents and staff only.

- Holy Trinity CE Primary, 30-40 attendees, parents, staff and governors.
- Cheapside CE Primary, 50-60 attendees, parents, staff and governors.
- Cordes Hall, Sunningdale, 40-50 attendees, residents, parents, staff and governors.

15.5 239 responses were received, including 198 responses via the online survey, 36 paper forms and 5 emails. This represents a response rate of 7.7%, which is a good response rate.

15.6 Each respondent was asked to rank the options in order of preference (1 to 5), or indicate that they did not support the option, or had no view on the option. Each ranking is worth a number of points, allowing an overall score to be calculated for the options, as set out in *Table 3: Summary of outcome of consultation*.

**Table 3: Summary of outcome of consultation**

	<b>Total score</b>	<b>No. 1<sup>st</sup> preferences</b>	<b>% of 1<sup>st</sup> preferences</b>	<b>No. "I do not support"</b>
Option A – Cheapside	745	138	55%	27
Option B – South Ascot	214	24	10%	48
Option C – Holy Trinity	6	7	3%	70
Option D – New school	466	68	27%	41
Option E – An alternative	-16	15	6%	32

15.7 The most popular option, with the both the highest score overall (745) and the highest number of respondents indicating it as their 1<sup>st</sup> preference, is Option A, expansion at Cheapside. 138 respondents said that this is their most preferred option, 55% of the 252 1<sup>st</sup> preferences given (a number of respondents put more than one option down as their 1<sup>st</sup> preference, hence 252, rather than the 239 responses). 27 respondents say that they do not, however, want this option to proceed at all.

15.8 Building a new school (Option D) and expanding South Ascot Village Primary School (Option B) are the second and third most preferred options. Expansion at Holy Trinity (Option C), however, has attracted little support, with a total score of just 6; 3% of 1<sup>st</sup> preferences and 70 respondents saying that they do not support this option.

15.9 More details about the outcome of the consultation are given at *Appendix A: Summary of Responses*. The individual (anonymised) consultation responses can be read in *Appendix E: Individual consultation responses*.

## 15. TIMETABLE FOR IMPLEMENTATION

### 16.1 The timetable for the next steps.

Date	Details
<b>September 2017 school expansion</b>	
Aug 2016 to March 2017.	Detailed design work, leading to planning application submission and tender documentation.
Sept to Oct 2016.	Publication of proposal and representation period.
Oct 2016.	Determination of proposal.
April 2017 to Sept 2017.	Construction period.
Sept 2017.	New places become available.
<b>Preparation for subsequent school expansions</b>	
Sept 2016 until approval of Borough Local Plan.	Identification of site(s) for new primary school.
On-going.	Design work for South Ascot and Holy Trinity expansions.

## 16. APPENDICES

### Paper

Appendix A: Summary of Responses.

Appendix B: Demand for new primary school places in Ascot (updated from April).

### Electronic

Appendix C: Response from St Michael's CE Primary School.

Appendix D: More school places in the Ascot area for primary school children

Appendix E: Individual consultation responses.

## 17. BACKGROUND INFORMATION

### Government guidance

*Making 'prescribed alterations' to maintained schools*, DfE Guidance, April 2016

*The free schools presumption*, DfE Guidance, February 2016

*Area Guidelines for mainstream schools*, DfE Guidance, April 2014

### Previous Cabinet reports

*New Primary School Places in Ascot*, April 2016

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Airey	Lead Member			
Cllr Evans	Deputy Lead Member			

<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>
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			
Edmund Bradley	Finance Partner			
<b>External</b>				
Ascot Primary Schools				
Ascot Neighbourhood Plan Delivery Group				

## REPORT HISTORY

<b>Decision type:</b>	<b>No</b>
Non-key decision	No

Full name of report author	Job title	Full contact no:
Ben Wright	Education Planning Officer	01628 796572

# APPENDIX A - More Primary School Places in Ascot Area - Consultation Summary

Chart 1 - Summary of score for each option, based on respondents' preferences.

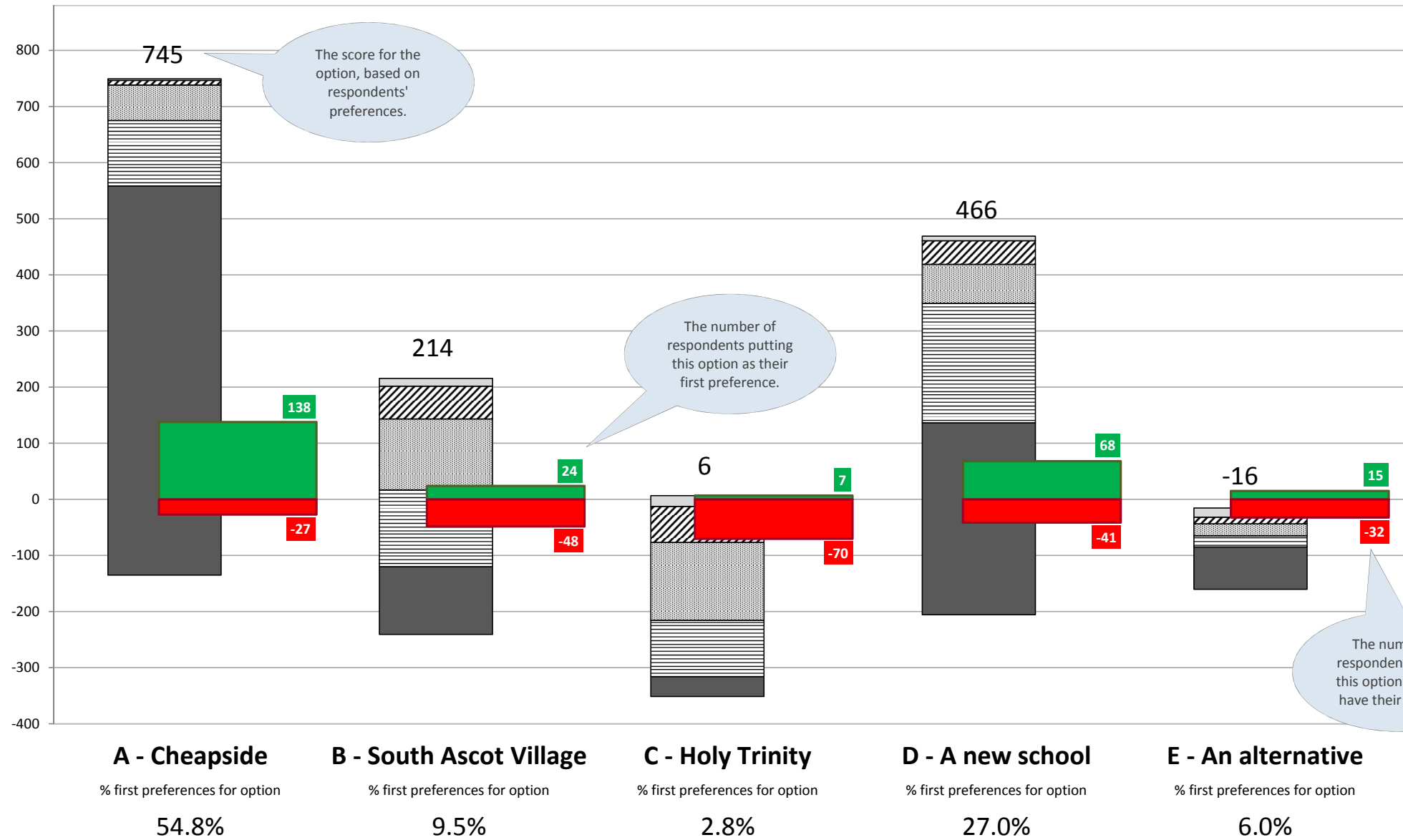
Each respondent was asked to rank the options in order of preference (1 to 5), or indicate that they did not support the option, or had no view on the option.

Each preference is worth a number of points, as follows:

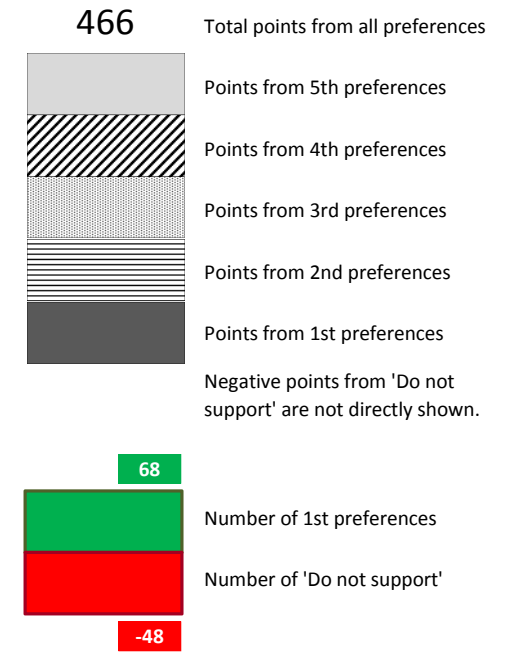
- 1st preference 5 points
- 2nd preference 4 points
- 3rd preference 3 points
- 4th preference 2 points
- 5th preference 1 point
- Do not support -5 points
- No view 0 points

These points have then been tallied to provide an overall points score for each option.

The option with the highest score is the most popular. The option with the lowest score is the least popular.



## KEY



94

Table 1 - Number of preferences expressed for each option

	a	b	c	d	e	f	g
			A - Cheapside	B - South Ascot Village	C - Holy Trinity	D - A new school	E - An alternative
Ranked No. 1			138	24	7	68	15
Ranked No. 2			29	34	25	53	5
Ranked No. 3			21	42	46	23	7
Ranked No. 4			4	29	32	21	6
Ranked No. 5			3	14	19	8	16
I do not support this option			27	48	70	41	32
No view			17	48	40	25	158
Total Responses			239	239	239	239	239

A number of respondents indicated more than one first preference, so there are 252 1st preferences, rather than 239.

Table 2 - Points awarded to each option

	a	b	c	d	e	f	g
			A - Cheapside	B - South Ascot Village	C - Holy Trinity	D - A new school	E - An alternative
Ranked No. 1	5		690	120	35	340	75
Ranked No. 2	4		116	136	100	212	20
Ranked No. 3	3		63	126	138	69	21
Ranked No. 4	2		8	58	64	42	12
Ranked No. 5	1		3	14	19	8	16
I do not support this option	-5		-135	-240	-350	-205	-160
No view	0		0	0	0	0	0
Total Score			745	214	6	466	-16

**A - Cheapside**

**B - South Ascot Village**

**C - Holy Trinity**

**D - A new school**

**E - An alternative**

**Table 3 - Breakdown of preferences expressed by each school community<sup>1</sup>**

	a	b	c	d	e
	A - Cheapside		B - South Ascot Village		C - Holy Trinity
Ranked No. 1		67	8	0	
Ranked No. 2		0	0	0	
Ranked No. 3		0	2	5	
Ranked No. 4		0	0	7	
Ranked No. 5		0	0	8	
I do not support this option		1	3	27	
No view		0	0	1	
<b>Total Responses</b>		<b>68</b>	<b>13</b>	<b>48</b>	

<sup>1</sup>School Community = Parents, Staff and Governors at the relevant school.

**Table 4 - Breakdown of preferences expressed by local residents<sup>2</sup>**

	a	b	c	d	e
	A - Cheapside		B - South Ascot Village		C - Holy Trinity
Ranked No. 1		3	2	1	
Ranked No. 2		3	4	1	
Ranked No. 3		1	4	3	
Ranked No. 4		1	5	0	
Ranked No. 5		2	5	2	
I do not support this option		11	10	5	
No view		1	3	0	
<b>Total Responses</b>		<b>22</b>	<b>33</b>	<b>12</b>	

<sup>2</sup>Local Resident Responses are from those who are not connected with the school, but live in the school designated area (or, for South Ascot Village Primary, in South Ascot).

**Table 5 - Summary of comments made by respondents (the number in brackets indicates the number of respondents broadly making the comment).**

a	b	c	d	e	f
General	A - Cheapside	B - South Ascot Village	C - Holy Trinity	D - A new school	E - An alternative
<ul style="list-style-type: none"> <li>- need for secondary expansions (7).</li> <li>- expand schools close to demand (5).</li> <li>- uncertainty about future demand (5).</li> <li>- impact on Bracknell schools? (2).</li> <li>- don't expand faith schools (2).</li> <li>- don't prioritise second phase yet (1).</li> </ul>	<p><b>Expand Cheapside because:</b></p> <ul style="list-style-type: none"> <li>- gives whole year group teaching (24).</li> <li>- helps financial viability (19).</li> <li>- it is an 'Outstanding' School (16).</li> <li>- a traffic solution is possible (14).</li> <li>- the 5 schools should be same size (7).</li> <li>- scheme provides places quickly (7).</li> <li>- has the space/capacity to expand (6).</li> <li>- school is popular (3).</li> <li>- improves school facilities (1).</li> <li>- will help raise standards (1).</li> </ul> <p><b>Don't expand Cheapside because:</b></p> <ul style="list-style-type: none"> <li>- impact on traffic/parking (29).</li> <li>- loss of Green Belt (5).</li> <li>- not near the demand (2).</li> <li>- impact on outdoor space (2).</li> <li>- is best as a small school (2).</li> <li>- will overcrowd the site (1).</li> <li>- LA should solve funding issue (1).</li> <li>- will lose small school ethos (1).</li> <li>- will bring more noise (1).</li> <li>- mixed year group teaching is good (1).</li> </ul> <p><b>Other comments:</b></p> <ul style="list-style-type: none"> <li>- don't build on the swimming pool (3).</li> <li>- not enough to meet demand (2).</li> <li>- lease needs to be arranged (2)</li> <li>- no access for build via allotment (1).</li> <li>- use the leased land for car-park (1).</li> <li>- could be issues staff recruitment (1).</li> </ul>	<p><b>Expand South Ascot because:</b></p> <ul style="list-style-type: none"> <li>- has a large enough site (5).</li> <li>- is near expected demand (4).</li> <li>- is a community school serving all (3).</li> <li>- a traffic solution is possible (2).</li> <li>- is not in the Green Belt (2).</li> <li>- will give school better facilities (1).</li> <li>- has 'Good' Ofsted (1).</li> <li>- will benefit from being larger (1).</li> </ul> <p><b>Don't expand South Ascot because:</b></p> <ul style="list-style-type: none"> <li>- impact on traffic/parking (6).</li> <li>- impact on outdoor space (3).</li> <li>- is not popular (2).</li> <li>- building work will be disruptive (1).</li> <li>- will lose school ethos (1).</li> </ul>	<p><b>Expand Holy Trinity because:</b></p> <ul style="list-style-type: none"> <li>- a traffic solution is possible (1).</li> <li>- is near expected demand (1).</li> </ul> <p><b>Don't expand Holy Trinity because:</b></p> <ul style="list-style-type: none"> <li>- impact on traffic/parking (17).</li> <li>- impact on outdoor space (7).</li> <li>- will lose school ethos (5).</li> <li>- will overcrowd the site (4).</li> <li>- buildings not accessible (2).</li> <li>- disruption during construction (1).</li> <li>- school is in conservation area (1).</li> <li>- will negatively affect standards (1).</li> </ul> <p><b>Other comments:</b></p> <ul style="list-style-type: none"> <li>- could be issues staff recruitment (2).</li> </ul>	<p><b>Build a new school because:</b></p> <ul style="list-style-type: none"> <li>- best option for the long term (19).</li> <li>- should be provided by a developer (6).</li> <li>- solves traffic/parking (2).</li> </ul> <p><b>Don't build a new school because:</b></p> <ul style="list-style-type: none"> <li>- new school is expensive (2).</li> </ul> <p><b>Suggested sites for new school:</b></p> <ul style="list-style-type: none"> <li>- Allens Field, South Ascot (2).</li> <li>- Ascot High Street (2).</li> <li>- Gasholder Site, Sunninghill (2).</li> <li>- Heatherwood (2).</li> <li>- Civil Service College (1).</li> <li>- Kings Beeches, Sunninghill (1).</li> <li>- Silwood Park, Sunningdale (1).</li> <li>- Sunningdale Park (1).</li> </ul>	<p><b>Suggested alternatives:</b></p> <ul style="list-style-type: none"> <li>- St Michael's expand/move (3).</li> <li>- build fewer houses (2).</li> <li>- offer fewer places to out-borough (1).</li> <li>- use failing private schools (1).</li> </ul>

## APPENDIX B – DEMAND FOR NEW PRIMARY SCHOOL PLACES IN ASCOT

### 1. BACKGROUND

1.1 Five Royal Borough primary schools serve the Ascot area, providing a total of 136 Reception places each year. The five schools are:

- Cheapside CE Primary School (current Published Admission Number 16).
- Holy Trinity CE Primary School, Sunningdale (30).
- St Francis Catholic Primary School (30).
- St Michael's CE Primary School (30).
- South Ascot Village Primary School (30).

1.2 North Ascot, within the borough, is served by the Bracknell Forest schools, Ascot Heath Infant, Ascot Heath CE Junior and Cranbourne Primary School, in a similar way that Charters School serves part of the same area for secondary places.

1.3 There have been no permanent expansions to primary school provision in Ascot over the past decade, although there have been two 'bulge' classes, one at South Ascot Village Primary School (2012) and one at Holy Trinity CE Primary School Sunningdale (2015) to cope with temporary increases in demand.

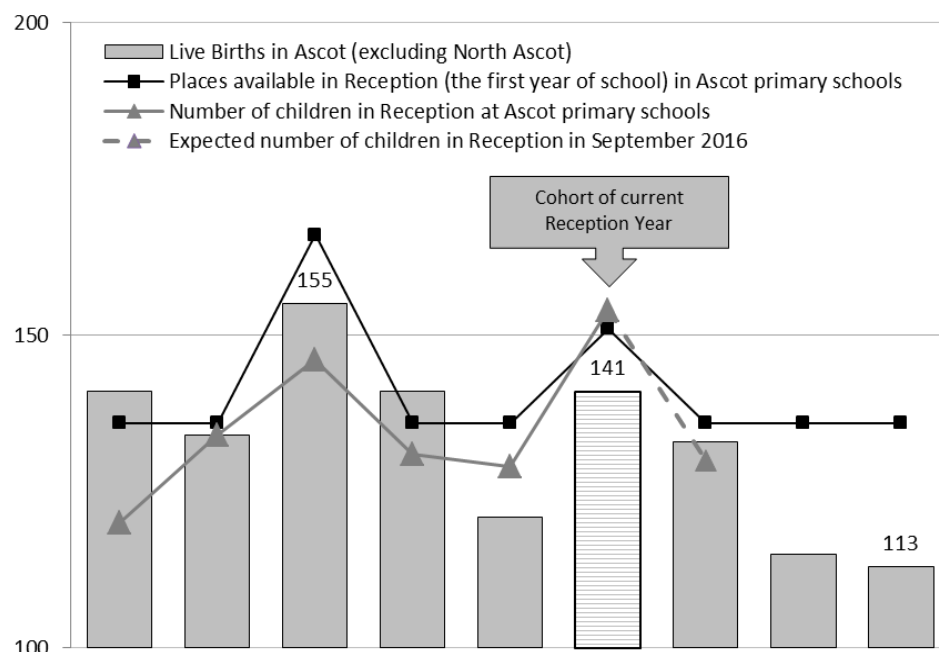
#### Underlying demand for places

1.4 The underlying demand for primary school places is now set to drop over the next few years, as the birth rate has fallen recently to just 113 in 2013/14 (excluding North Ascot). This compares to an average of 134 per year in the period 2008/09 to 2011/12.

1.5 Some children in the area attend local independent sector schools or state schools in other local authority areas.



**Table B1 – Live Births Information for Ascot, excluding North Ascot**



Source: Office of National Statistics and RBWM annual pupil census

	Actual intakes						Future intakes		
Reception Intake Year (September)	2010	2011	2012	2013	2014	2015	2016	2017	2018
Year of births	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Age as at 31 <sup>st</sup> August 2015	9	8	7	6	5	4	3	2	1
Live Births	141	134	155	141	121	141	133	115	113
Permanent Places	136	136	136	136	136	136	136	136	136
Bulge Class Places	0	0	30	0	0	15	0	0	0
Total Places	136	136	166	136	136	151	136	136	136
Reception Intake	120	134	146	131	129	154	-	-	-

- 1.6 The falling underlying demand is part of a general fall in the birth rate across England, down from 729,674 in 2012 to 695,233 in 2014<sup>1</sup>.
- 1.7 The intakes into Reception classes in September 2017, 2018 and 2019 are expected, therefore, to be smaller than in recent years. The longer term demographics are unclear as the future cohorts are not yet born. It is quite possible that demand could continue to fall beyond 2019 or indeed rise again.
- 1.8 The 2016 pupil projections have now been completed. The model has proven to be insensitive to more rapid changes in demand in recent years. In particular 2014 projections did not predict the surge in demand for Reception places for September 2015 while the 2015 projections overestimated the demand after the surge. Adjustments to the model have therefore been made for 2016, which will need to be tested against actual numbers in due course and caution must be applied.

<sup>1</sup> Birth Summary Tables, England and Wales 2014, Office of National Statistics, July 2015

- 1.9 The 2016 projections show a steady reduction in demand up to September 2019, with lower numbers of births in the area only partially counteracted by inward migration and new housing.

**Table B2 – 2016 Ascot Pupil Projections (Reception intake)**

Reception Intake Year (September)	2013	2014	2015	2016	2017	2018	2019
Total Places	136	136	151	136	136	136	136
Reception Intake (actual)	131	129	154	-	-	-	-
Reception Intake (projected)	-	-	-	129	126	124	112

New housing in the Ascot area

- 1.10 Set against the current falling birth rate, however, is the impact of new housing in the Ascot area. In 2014 Ascot residents approved (in a referendum) the Ascot, Sunninghill and Sunningdale Neighbourhood Plan. This plan considered housing needs in the local area and identified a number of large sites that would be suitable for new housing. These sites could provide an extra 50 new dwellings per year. Overall, this would mean around 1,300 new flats and houses in Ascot by 2030.

**Table B3 – Strategic sites for housing in Ascot**

Site	Location	Size	Primary school designated area				
			Cheapside	Holy Trinity	St Francis	St Michael's	South Ascot Village
Ascot North ("Village")	Ascot	3.5ha	✓		✓		✓
Ascot South ("Green")	Ascot	5.4ha			✓		✓
Ascot Station	Ascot	1.0ha			✓		✓
Heatherwood	Ascot	18ha			✓		✓
Shorts, St George's Lane	Ascot	5.6ha			✓		✓
Sunningdale Broomhall	Sunningdale	-		✓	✓		✓
Gasholder site	Sunninghill	2.5ha			✓	✓	✓
Sunningdale Park	Sunningdale	4.8ha		✓	✓		✓
Silwood Park	Sunningdale	5.5ha	✓		✓		✓

- 1.11 Not all of these sites will necessarily be developed, and those that are developed may have other uses – employment, retail, healthcare, open space and education – in addition to housing on some or all of the site.
- 1.12 In approving the Ascot Neighbourhood Plan, the local community gave support to *"more houses built that our children could afford, typified as being 3-4 bedroom modest family homes"*<sup>2</sup>.
- 1.13 On the basis of the current pupil yield figures, 1,300 new dwellings might bring between 305 and 647 additional primary age children in total, equivalent to 44 (1.5 forms of entry) to 93 (3.1 forms of entry) children per year group:

**Table B4 – Pupil yield figures for 1,580 dwellings, illustrative only**

Dwelling type and size	No. of primary age children per dwelling	Model 1		Model 2		Model 3	
		No. new dwellings	Yield	No. new dwellings	Yield	No. new dwellings	Yield
1 bed flat	0.00	410	n/a	240	n/a	30	n/a
2 bed flat	0.14	410	57	240	33	30	4
2 bed house	0.68	150	102	240	164	320	218
3 bed house	0.40	150	60	240	96	320	128
4 bed house	0.46	150	70	240	111	320	148
5 bed house	0.53	30	16	100	53	280	148
<b>Total</b>	-	<b>1,300</b>	<b>305</b>	<b>1,300</b>	<b>457</b>	<b>1,300</b>	<b>647</b>

\*Note that 1 bed flats are assumed to have no pupil yield.

Resulting primary age children per year group	44		65		93
Size of primary school needed (Forms of Entry)	1.5		2.2		3.1

- 1.14 These models are not an attempt to set out what the new housing in the area will actually be, but give an indication of the additional demand that the new housing might bring. As the new dwellings will be constructed over the lifetime of the neighbourhood plan, the impact will be spread out over a fifteen year period. The type of dwellings being built will have a significant impact on the level of extra demand for primary school places.
- 1.15 The strategic sites are spread across the Ascot area. Both South Ascot Village School and St Francis Catholic Primary have large designated areas that cover the whole Ascot area (excluding North Ascot).
- 1.16 The Royal Borough expects to be consulting on the full draft Borough Local Plan later in 2016, and this may have an impact on the housing allocations for the Ascot area. The housing assumptions in the neighbourhood plan and this report will need to be revisited in due course.

Movement in the area

- 1.17 In recent years, most year groups in the five primary schools have been full, or close to full, creating difficulties for families moving into the area. Table B5 shows the spare places in the Ascot primary schools in June 2016.

**Table B5 – Places available in Ascot Primary Schools, June 2016**

	Year R	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Cheapside	-1	0	0	0	-1	0	0
Holy Trinity	-2	0	0	-1	0	-2	-2
St Francis	-1	-1	-1	0	-1	-1	-1
St Michael's	0	0	0	-1	0	-2	-1
South Ascot	-1	2	-1	18 <sup>1</sup>	0	1	5
<b>Places available</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>1</b>	<b>5</b>

<sup>1</sup>This is the cohort with the bulge class at South Ascot

- 1.18 The Royal Borough's Fair Access Panel has had to consider nine applications for primary school places in Ascot in the 2015/16 academic year, where there has been no place available locally. Four schools have had to take two extra children each, and one school one extra child, into year groups that are already full. With current vacancy levels so low there is the risk that children may have to be placed in schools outside the area, which could require the borough to provide home to school transport.
- 1.19 Whilst this situation may ease as a result of the smaller intake trends, this may only be temporary if the underlying demand – the number of live births locally – picks up again.

### Conclusion on demand

- 1.20 Whilst there may be a short-term easing of demand for Reception places in Ascot, it seems likely that new housing and inward migration to the Ascot area will result in the need for new primary school places. In addition, any increase in the birth rate in future will mean that this need is brought forward. Finally, the existing level of surplus places is below the 10% sought by the borough, and some families are finding it difficult to get primary school places in Ascot.

Report for: ACTION
--------------------



<b>Contains Confidential or Exempt Information</b>	No – Part I
<b>Title</b>	<b>Changes to the Home to School Transport Policy</b>
<b>Responsible Officer(s)</b>	Alison Alexander, Managing Director and Strategic Director Adult, Children and Health Services
<b>Contact officer, job title and phone number</b>	Kevin McDaniel, Head of Schools and Educational Services
<b>Member reporting</b>	Cllr Natasha Airey, Lead Member for Children’s Services Cllr David Evans, Deputy Lead Member School Improvement
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	25 August 2016
<b>Implementation Date if Not Called In</b>	1 September 2017
<b>Affected Wards</b>	All wards

## REPORT SUMMARY

1. Local authorities are, by law, required to provide free home to school transport where the child meets certain eligibility criteria. Like many other local authorities the Royal Borough offers additional assistance above this statutory minimum. A review of the borough’s home to school transport policy has concluded that it needs to be more consistent, better reflecting the statutory guidance so that it is fairer to all residents including those with a low income.
2. The borough has carried out consultation with residents on a number of proposals to change the policy. Following this, the most significant proposals are: inclusion of transport needs in the annual review for children with special educational needs; ending some mainstream school discretionary policies; and reducing discretionary provision for post-16 special educational needs transport.
3. Any policy changes agreed will be published in September 2016 and come into effect from September 2017 and apply to new transport arrangements as they are agreed. Existing service users will not be affected unless circumstances change.

## 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. A more consistent and fairer home to school transport policy.	September 2016

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

- i. Approves changes to the Royal Borough's home to school transport policy as set out below so that it better reflects statutory guidance and is fairer to all residents and supports those with a low income.

Policy Category	Recommended Proposal
4. Statutory eligibility for Special Educational Needs.	To introduce an individual annual review of home to school transport needs for each pupil with an Education, Health and Care plan. (Proposal A).
	To introduce Independent Travel Training starting with a pilot in 2016/17. (Proposal B).
	To introduce Personal Transport Budgets starting with a pilot in 2016/17. (Proposal C).
7. Discretionary eligibility – Windsor middle schools.	To stop the discretionary offer from September 2017 for new pupils and provide children applying to Windsor middle schools free home to school transport only if they are eligible under the standard statutory criteria. (Proposal E).
8. Discretionary eligibility – Holyport Village to Cox Green.	To stop the discretionary offer from September 2017 for new pupils and provide children living in Holyport village free home to school transport only if they are eligible under the standard statutory criteria. (Proposal F).
9. Discretionary seats on home to school transport.	To end the availability of Ten Journey Passes on home to school transport routes. (Proposal K).
	To introduce direct debit instalment plans for home to school transport charges to make payment easier for residents and more efficient. (Proposal L).
10. SEN after-school clubs.	To provide, for SEN children, free transport home from one after-school club per week only where the after-school club is firmly linked to specific outcomes in the EHCP. (Proposal M).
12. Post-16 transport for young people with SEN.	To stop providing free home to school transport to young people with SEN in post-16 education except students from low income families who will continue to receive transport support to attend education when aged 17-18. To set out a clear policy for providing home to school transport for young people with SEN aged 19-25. (Proposals Q and T).

- ii. Authorises the Lead Member for Children's Services and Managing Director & Strategic Director of Adult, Children and Health Services to agree the final wording of the home to school transport policy, for publication in September 2016, in line with the changes agreed by Cabinet.

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

- 2.1 Local authorities are, by law, required to provide free home to school transport where the child meets certain eligibility criteria, as set out in *Table 1 – Statutory Home to School Transport Eligibility*.

**Table 1 – Statutory Home to School Transport Eligibility**

<sup>a</sup> Age	<sup>b</sup> School	<sup>c</sup> Distance
<b>1. Statutory home to school transport eligibility.</b>		
Aged 5 to 8 years old National Curriculum Year 1 to 3	Attend the nearest suitable school.	Live more than 2 miles from that school.
Aged 8 to 16 years old National Curriculum Year 4 to 11		Live more than 3 miles from that school.
<b>2. Statutory home to school transport eligibility for low income families.</b>		
Aged 8 to 10 years old National Curriculum Year 4 to 6	Attend the nearest suitable school.	Live more than 2 miles from that school.
Aged 11 to 16 years old National Curriculum Year 7 to 11	Attend one of the three nearest suitable schools.	Live between 2 and 6 miles from that school.
Aged 11 to 16 years old National Curriculum Year 7 to 11	Attend their nearest school preferred on grounds of religion or belief.	Live between 2 and 15 miles from that school.
<b>3. Statutory eligibility when no safe walking route.</b>		
Aged 5 to 16 years old National Curriculum Year 1 to 11	Attend the nearest suitable school.	Have no safe walking route to that school, regardless of distance.
<b>4. Statutory home to school transport eligibility for special educational needs (SEN)</b>		
Aged 5 to 8 years old National Curriculum Year 1 to 3	Attend the nearest suitable school.	Live two miles or less from that school and has a special educational need, disability or mobility issue that means he or she cannot reasonably be expected to walk to that place.
Aged 8 to 16 years old National Curriculum Year 4 to 11		Live three miles or less from that school and has a special educational need, disability or mobility issue that means he or she cannot reasonably be expected to walk to that place.
<b>5. Excluded children</b>		
Aged 5 to 16 years old National Curriculum Year 1 to 11	Attend the place other than the registered school, due to exclusion.	Have no safe walking route to that school, regardless of distance.

2.2 There is no proposal to change this statutory eligibility. Like many other local authorities, however, the Royal Borough has historically offered additional assistance with home to school transport above this statutory minimum. This discretionary eligibility falls into a further eight categories, set out in *Table 2 – Discretionary Home to School Transport Eligibility in the Royal Borough*.

**Table 2 – Discretionary Home to School Transport Eligibility in the Royal Borough**

Age	School	Distance
<b>6. Discretionary eligibility for children aged under 5.</b>		
Aged 4 years old or under National Curriculum Year R	Attend the nearest suitable school.	Live more than 2 miles from that school.
<b>7. Discretionary eligibility – designated area schools.</b>		
Aged 5 to 8 years old National Curriculum Year 1 to 3	Attend the nearest designated area school, which isn't necessarily the closest suitable school.	Live more than 2 miles from that school.
Aged 8 to 16 years old National Curriculum Year 4 to 11		Live more than 3 miles from that school.
<b>8. Discretionary eligibility – Windsor Middle Schools</b>		
Aged 9 to 13 years old National Curriculum Year 5 to 8	Attend any (not necessarily the nearest) Windsor middle school.	Live more than 3 miles from that school.
<b>9. Discretionary eligibility – Holyport to Cox Green</b>		
Aged 11 to 16 years old National Curriculum Year 7 to 11	Attend Cox Green School.	Resident in Holyport.
<b>10. Discretionary seats on home to school transport (paid for place).</b>		
Aged 4 to 18 years old National Curriculum Year R to 13	Attend a borough school.	n/a.
<b>11. Discretionary eligibility – SEN after-school clubs.</b>		
The child has an Education, Health and Care Plan (EHCP) or statement of Special Educational Needs (SEN), which says the local authority will pay transport costs, and attends an after-school club once a week.		
<b>12. Assistance with post-16 transport for young people</b>		
Aged 16 to 18 years old, and 'continuing' students aged 19 and over National Curriculum Year 12 to 13	Attend a school or further education college	n/a.
Aged 19 to 25		Meet the high needs defined as 'critical' or 'substantial' in the national Fair Access to Care Services policy.
<b>13. Post-16 transport for young people with SEN</b>		
Aged 16 to 19 years old National Curriculum Year 12 to 14	Attend a school or further education college.	Previously assessed as needing home to school transport.

2.3 Officers have reviewed the borough's home to school transport arrangements and concluded that:

- A substantial amount of home to school transport is offered over and above what is required by national legislation.
- Residents in some locations get more assistance than is available to other residents in similar locations, e.g:
  - Holyport residents get free home to school transport to Cox Green School, whether or not they live more than three miles from the school.



- Windsor residents get free transport to any middle school, not just their nearest, as long as it is more than three miles from the school.
- The current policy is not always consistently applied, e.g:
  - Some Special Educational Needs (SEN) children get free transport home from several after-school clubs, others don't get any.
- The post-16 home to school transport policy is inconsistent and open to potential challenge, e.g:
  - No free home to school transport is available for young people attending mainstream education (except from low income families).
  - For young people with SEN, their free home to school transport arrangements continue unchanged when they enter post-16 education.
  - Only some pupils can take advantage of the railcard offer.
- There is no clear policy for home to school transport for SEN children aged 19-25.

2.4 In addition, officers have produced projections of the likely demand and cost of retaining the existing home to school transport policy over the period to 2019/20. Appendix A provides commentary on those projections, but in summary they indicate that demand (and thus cost) is likely to significantly increase due to:

- Growth in secondary school aged pupils. It is expected that there will be up to 1,900 more pupils aged 9 to 15 on roll in borough schools by September 2019, compared with September 2015.
- Continued growth in the proportion of children with SEN.
- Potential further growth in the proportion of children with SEN being provided with free home to school transport.
- The cost of providing home to school transport has risen from £1,861k in 2010/11 to £1,939 in 2014/15 and £2,210 in 2015/16. Projections indicate that, on current trends, this could rise to £2.714m in 2019/20, an increase of £504k on 2015/16.

2.5 The Royal Borough's Budget Steering Group (BSG) considered the rising cost of providing home to school transport in 2015. BSG agreed that a new draft policy would be written for consultation with residents and councillors, prior to the publication of a revised policy in September 2016.

2.6 The Royal Borough has developed a number of proposals to address the weaknesses set out in paragraph 2.3 and provide a home to school transport policy that is more in line with the requirements of national legislation.

2.7 Public consultation on these proposals has been carried out (more details in Section 14). The consultation document is included as Appendix B. In summary, the respondents were generally not in favour of the majority of proposals.

2.8 The proposals are set out in Appendix C – *Options and proposed changes to the Home to School Transport Policy*. This table includes a summary of the responses received and the likely impact. More details about each proposal and the responses are also included at Appendix D - Further details about the proposals and consultation response.

2.9 Following the consultation, it is recommended that a number of changes are made to the Royal Borough's home to school transport policy. The new policy will then be published in September 2016, with most of the proposals coming into force for

September 2017. This will allow parents to take the new policy into account before they apply for Reception or secondary/middle/upper school places for September 2017.

2.10 The following sections provide the analysis of the proposals and the recommendations for policy change.

### **SEN transport**

2.11 The home to school transport team have been working recently with the Children and Young People Disability Service (CYPDS) to ensure that requests for home to school transport from children and young people with special educational needs are assessed robustly against the policy. Discussions are held with families during the development of a child's Education Health and Care Plan (EHCP), with an initial offer of a mileage allowance. Other modes of transport are then offered where necessary.

2.12 This report recommends that the home to school transport needs are evaluated every year, as part of each child/young person's EHCP statutory annual review. This should ensure that appropriate transport is offered in accordance with policy and in line with need.

### **SEN: Personal Transport Budgets**

2.13 The Royal Borough is proposing the introduction of a pilot Personal Transport Budget (PTB), for those children are eligible for assistance, on the grounds of special educational needs, with home to school transport. This will be based on zonal distance payments, to try and encourage parents to provide transport for their children, where the route is high cost but low risk.

2.14 A PTB is a payment to parents that they can use in any way, to ensure that their child attends school every day and is able to arrive on time in a fit state to learn. This can, therefore contribute towards:

- The cost of running a family car to make the journey.
- A bus or other public transport pass.
- Arranging childcare for one sibling whilst the other is taken to school in the family car.

2.15 In other local authorities it has been found that children going to and from school are more relaxed when transported by someone close to the child. In addition, it can provide parents a more direct link to the school, with more frequent opportunities for parents to come into contact with school staff.

2.16 The payment will be calculated on the straight line distance between the home address and school attended, using the Royal Borough's mapping software. The annual payments will be as follows:

- Band 1 Less than 5 miles from the school £2,000.
- Band 2 Between 5 and 10 miles from the school £3,000.
- Band 3 Over 10 miles from the school £5,000.

- 2.17 PTBs will be paid in advance, on a termly basis, direct into a parent's bank account. No other paperwork is required from parents, apart from bank account details. A child's attendance at school will be checked.
- 2.18 The proposed 2016/17 PTB pilot will be aimed at five to ten families, and will be voluntary. At the end of the academic year the scheme will be evaluated before expanding, if successful.

### **SEN: Independent Travel Training**

- 2.19 The Royal Borough is also proposing the introduction of Independent Travel Training. This would provide tailored, practical help to young people travelling by public transport, on foot or by bike, allowing them to travel independently and confidently to education and other key services.
- 2.20 Independent Travel Training would be aimed primarily at young people, eligible for home to school transport, who are potentially able and willing to travel independently but have less confidence about doing so, or need some assistance to get started. This could include people with reduced mobility, learning difficulties and inexperience travellers.
- 2.21 There would be a practical, hands on, element involving accompanied journeys, and some classroom based tuition. Over time, a young person may progress from travelling to school in a taxi everyday, to using a public bus. This will enable the young person to have greater access to transport, education and employment opportunities.
- 2.22 The proposed 2016/17 Independent Travel Training pilot will be aimed at a small cohort of SEN pupils who have the potential to learn to travel independently and will be voluntary.
- 2.23 An invest to save approach will be taken with the in-year pilot, with funding diverted from transport costs to the scheme. It is estimated that circa £30k will need to be spent to develop and implement a scheme which would look to recoup that expenditure within the year.

### **Mainstream Adjustments**

- 2.24 It is proposed that the discretionary assistance with transport from Windsor to any Middle school that is more than 3 miles away (Proposal E) and from Holyport to Cox Green (Proposal F) is removed. Pupils would instead only receive free home to school transport if they are eligible under the standard statutory criteria. This removes inconsistencies in the policy.
- 2.25 It is not recommended that the changes to the cost of the discretionary seats are implemented (Proposals G, H, I and J). The annual fares policy will be retained, with a discount for resident pupils; a lower cost for the Eton Wick M10 and M11 'Yellow Bus' services; and no charge for children from low income families. The costs will be reviewed annually as part of the general review of borough charges.

### **Post-16 home to school transport**

- 2.26 All young people are now required to remain in some form of education or training until their 18<sup>th</sup> birthday, under the national raising the participation age policy. These young people could be in schools, colleges or on a work-based training course. There is, however, no statutory duty to provide assistance for transport for post-16 pupils. The home to school transport statutory guidance recognises the changes to the age of participation, and requires that local authorities publish the options available locally for access to transport. Local authorities are not specifically required to make any financial contribution to the cost of that transport.
- 2.27 The RBWM Youth Ambassadors have approached the Lead Member for Children Services to request that assistance with home to school transport should continue past the age of 16. Simply extending the existing policies for under-16 year olds upwards would probably be very costly because many young people would be travelling further, as they would be going to a college, rather than their local school. The Youth Ambassadors will be supported to raise their concerns with the Department for Education who are responsible for both participation age and home to school transport policies.
- 2.28 Under the current policy, students from low income families don't pay for a reduced fare railcard, although this is only valid on Great Western Railways, which doesn't serve all of the post-16 providers.

### **Post-16 SEN home to school transport**

- 2.29 At present, some young people with special educational needs get free home to school transport post-16. Free post-16 home to school transport is not available for mainstream young people, although they can purchase a reduced fare railcard. For consistency, therefore, it is proposed that specific post-16 transport for children with SEN will be restricted to those on low incomes.
- 2.30 In the past, travel assistance has not been routinely discussed with SEN children who are approaching 16 years of age and their existing arrangements have simply continued. In future, the discussion of home to school transport needs in the annual review will ensure that pupils and families are prepared for the transition for post-16.

### **Home to school transport for young people aged 19-25**

- 2.31 The introduction of Independent Travel Training will ensure that as many young people as possible are able to develop these essential life skills. There will be no transport support for young people from this policy, however individual needs will be assessed as part of the Council's wider duty to support young people with EHCPs until they are 25. It is proposed that this will be clearly set out in the home to school transport policy for clarity.

### **Phasing in of proposed changes**

- 2.32 As a general rule, it is proposed that children already eligible for free home to school transport under one of the discretionary criteria will continue to receive that transport free unless they either change or leave school, move home address or enter further education after Year 11.
- 2.33 In addition, for the Windsor middle school and Holyport Village to Cox Green changes, the existing free home to school transport eligibility will remain available

for all younger siblings of children who receive that transport on 1<sup>st</sup> September 2017 to support individual families accessing the same school.

#### **Other actions to manage Home to School Transport Costs**

- 2.34 Existing home to school transport contracts are under constant review, and every opportunity is taken to combine routes wherever possible, and utilise all available seats on a vehicle. The transport team continues to work with public bus operators to ensure that timetables coincide with school hours wherever possible. This has made it possible for the borough to issue eligible children and young people with bus passes, reducing the need for the borough to operate dedicated routes.
- 2.35 The Transport Team has recently introduced a dynamic purchasing system for procurement of operators for new transport routes. This will improve the quality of the service to residents and will also increase the pool of operators who can be used. This may, in turn, reduce the cost of providing home to school transport due to increased competition.
- 2.36 A pilot scheme for providing home to school transport using Uber/Halo is being explored.
- 2.37 The Transport team are also working with Adult Services to assess if school transport routes and adult services transport could utilise the same vehicles to provide efficiencies and overall cost savings.
- 2.38 A re-assessment of safe / un-safe walking routes to schools, and possible highway improvements could lead to further savings. Highways works would carry a capital cost.

#### **Transport provided by schools**

- 2.39 Some schools provide their own transport which is completely separate to assistance provided by the borough under its home to school transport policy. These routes are not affected, therefore, by the recommendations in this report.

### 3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
A revised Home to School transport policy, for 2017/18 academic year is published ready for the school applications for that year.	Published after September 2016.	Published September 2016	n/a	n/a	September 2016

### 4. FINANCIAL DETAILS

#### Financial impact on the budget

- 4.1 Appendix A sets out the projected home to school transport costs, based on the current trends and retention of the existing policy, in the period to 2019/20. These are based on an analysis of trends between 2009/10 and 2014/15. The 2015/16 data has not yet been included in the model. In summary, it is expected that the annual cost of providing home to school transport is set to increase significantly due to:
- Projected increases in the size of the school population, particularly secondary school age.
  - An upward trend in the proportion of children and young people being given Education, Health and Care Plans.
- 4.2 The cost of providing home to school transport has risen from £1,861k in 2010/11 to £1,939 in 2014/15 and £2,210 in 2015/16. Projections indicate that, on current trends, this could rise to £2.714m in 2019/20, an increase of £504k on 2015/16<sup>1</sup>.
- 4.3 The proposals recommended in this report could result in cost reductions that will help maintain the overall cost of the service within the likely demand changes ahead. The most significant control on further rises in the budget is likely to be the annual review for SEN transport needs, as this is currently 53% of the budget. It is unlikely, however, that this cost will reduce, given the projected rise in number of children and young people with EHCPs. It is not possible to establish what the financial implications might be, due to individual needs and circumstances.

<sup>1</sup> Figures based on the home to school transport team's Routewise database, rather than Agresso.

- 4.4 The Independent Travel Training pilot will be financed from the current budget to get started, and repaid by initial savings if successful.

## 5. LEGAL IMPLICATIONS

- 5.1 A duty to provide free home to school transport is contained in S508B of the Education Act 1996 and applies to an eligible child as defined by Sch. 35B of the 1996 Act.
- 5.2 The discretion to provide free home to school transport arises under S5089C of the 1996 Act. The Statutory Guidance, Part 2, explains that this is a wide discretion, to be based on local circumstances. Where charges are to be imposed, children from low income groups should be exempt.
- 5.3 The guidance also reminds local authorities of the importance attached to parents' choice with regard to 'religion or belief' and to make sure that discretionary policies avoid any discrimination. This also applies (under S509D) to policies for post-16 home to school transport.
- 5.4 Provision of assistance for transport for children under 5 arises under S509A and for students over 16 under S509AA, AB and AC of the 1996 Act. In respect of post-16 transport, the local authority has a duty under S5096AA to prepare a transport policy to facilitate a young person's attendance for education or training. This is not confined to what the local authority can provide directly but also what is currently offered by other educational institutions.
- 5.5 With respect to post-16 students with a disability or learning difficulty, there is a further duty under S509AB to set out how the same arrangements include those young persons, and that those arrangements are no less favourable than those made for non-disabled learners.
- 5.6 Transport home from after-school clubs is complicated by case law, but there is no duty under the 1996 act to provide this assistance.
- 5.7 Under the Equality Act 2010, however, a local authority has a duty to make reasonable adjustments to ensure that disabled students are not placed at a substantial disadvantage compared to non-disabled students, unless failure to do so can be justified. Attention will need to be made in the drafting of the policy to ensure that transport home from after-school clubs and post 16 provisions comply with the Equality Act 2010.
- 5.8 When making changes to the policy, the guidance says that consultation *should* last for at least 28 working days during term time. This consultation lasted for 23 working days, but a good response rate of 8.6% (see Section 14) was achieved; there were no late responses, and the outcome of the consultation is clear. It is unlikely that the shorter duration could be considered material.

## 6. VALUE FOR MONEY

6.1 The Royal Borough is keen to ensure that the costs for providing home to school transport are controlled, to ensure value for money for residents. This means ensuring that:

- The policy is aligned with national legislative requirements.
- Assistance is only provided when required.
- More cost effective ways of providing assistance with transport are implemented.

## 7. SUSTAINABILITY IMPACT APPRAISAL

7.1 The key impact here is that fewer children and young people could be travelling on borough or public home transport routes, which could in turn mean that more parents transport their children to school by car. This will impact on congestion and air pollution in the Royal Borough.

## 8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
That the implementation of Personal Budgets could Increase costs for some pupils.	Medium	Careful selection of families to include in the pilot, and review.	Low
That Independent travel training may cost more to operate than it saves in transport costs	Medium	Clear definition of a scheme, with clear outcomes to be identified.	Low
That cost reductions do not materialise from some policy alterations because pupils become eligible under different criteria.	High	Careful application of the revised policy.	Medium
That costs continue to rise due to increased numbers of SEN pupils and	High	Appropriate assessments of pupil needs.	Medium



Risks	Uncontrolled Risk	Controls	Controlled Risk
severity of need.			

## 9. LINKS TO STRATEGIC OBJECTIVES

9.1 Residents First, Delivering Together, Equipping Ourselves for the future.

## 10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 No Equalities Impact Assessment has been carried out at this stage.

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 A dedicated officer in the Highways Team will be required for developing and implementing an Independent Travel Training scheme.

## 12. PROPERTY AND ASSETS

12.1 There are no property and assets implications arising from the recommendations in this report.

## 13. ANY OTHER IMPLICATIONS

13.1 There are no other implications at this stage.

## 14. CONSULTATION

14.1 Public consultation on the proposed changes to the home to school transport policy in the Royal Borough ran from Monday 20<sup>th</sup> June 2016 to Friday 22<sup>nd</sup> July 2016. A consultation document was produced and distributed, electronically, to parents, staff, governors and other interested parties, as set out in *Table 5 – Summary of consultation document distribution* below.

14.2 The consultation was available on the borough's website, together with an online response form. All current home to school transport users were contacted directly either by email (795) or by letter (369). A reminder email was sent out on Friday 8<sup>th</sup> July 2016.

14.3 Schools were requested to alert their parents to the consultation, using their standard newsletter/email distribution lists, and putting a link to the consultation on their websites.

**Table 5 – Summary of consultation document distribution**

Who	Where	Number distributed
All current home to school transport users	Royal Borough residents	1,164
	<b>113</b>	

RBWM schools	Royal Borough schools	66
FE providers	East Berkshire and Berkshire College of Agriculture	2
Other schools	All independent and neighbouring LA schools and colleges to which RBWM children are transported	94
Diocesan authorities	Oxford and Portsmouth	2
Local MPs	Mrs T May MP & Mr A Afriyie MP	2
Local Charities	Autism Berkshire East Berkshire Down Syndrome Group Windsor MENCAP Maidenhead MENCAP South East Deaf Children's Society Autism Group Signal Carers Service Berkshire Vision TVAP People to Places Ways into Work Elevate Hub	12
Parent Forum		-
Local Offer	Distribution List	-
IAS	Distribution List	-
<b>TOTAL</b>		<b>1,342</b>

14.4 115 responses were received, including 108 responses via the online survey, 5 paper forms and 2 emails. This represents a response rate of 8.6%, which is a good response rate. This includes responses from parents of 87 children and young people currently receiving home to school transport (7.5%). A further 11 parents contacted the School Places and Admissions Team with queries about the policy, but did not subsequently submit a response (or did so anonymously).

14.5 Details of the consultation responses for each proposal are summarised in Appendix C and given in more detail in Appendix D. In summary, there was only limited support for the proposals. Only Proposal A (annual review of home to school transport arrangements) received majority support, with 52% in favour. Proposals L and M (direct debits and free transport home from one after-school club per week) received 48% support. There was limited support of 20-35% for Proposals B, C, D and F (Independent Travel Training, Personal Transport Budgets, reviewing designated areas and ending the automatic Holyport to Cox Green entitlement). There was little support for the other options, with many proposals getting less than 10% support. The proposal to end free home to school transport for young people with SEN got 1% in favour.

14.6 The individual (anonymised) consultation responses are available at Appendix E.

## 15. TIMETABLE FOR IMPLEMENTATION

15.1 The timetable for the next steps.

Date	Details
Late August 2016	Drafting of revised home to school transport policy.

Date	Details
September 2016	Final approval of 2017/18 home to school transport policy
September 2016	Publication of 2017/18 home to school transport policy
October 2016	Start pilots for Independent Travel Training and Personal Transport Budgets

## 16. APPENDICES

### Paper

Appendix A: Commentary on projected demand and cost of home to school transport.

Appendix B: *Changing the Home to School Transport Policy*, consultation document.

Appendix C: *Options and proposed changes to the Home to School Transport Policy*

Appendix D: Further details about the proposals and consultation response.

### Electronic

Appendix E: Individual consultation responses.

## 17. BACKGROUND INFORMATION

### Government guidance

*Home to school travel and transport guidance*, DfE, July 2014.

*Post-16 transport to education and training*, DfE, February 2014.

### Previous Cabinet reports

*None*

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Airey	Lead Member	21/07/16	26/07/16	
Cllr Evans	Deputy Lead Member			
Russell O'Keefe	Strategic Director Corporate and Community Services			
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	21/07/16	26/07/16	

<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>
Simon Fletcher	Strategic Director Operations and Customer Services			
Edmund Bradley	Finance Partner	21/07/16		
<b>External</b>				

### REPORT HISTORY

<b>Decision type:</b>	<b>No</b>
Non-key decision	No

Full name of report author	Job title	Full contact no:
Ben Wright	Education Planning Officer	01628 796572

## Appendix A – Commentary on projected demand and cost of home to school transport

### Introduction

1. The School Places and Admissions Team have carried out a forecast of the likely growth of home to school transport (HtST) numbers and costs, for both mainstream and SEN children. The school age population has been split into four categories:
  - Pre-school
  - 4-8 year olds (Primary)
  - Secondary 9-16 year olds (Secondary)
  - Post 16
2. The split for the primary and secondary pupils is at the point where the home to school distance eligibility criteria changes from 2 miles (primary) to 3 miles (secondary). No forecasts have yet been carried out for the group aged 19-25 who receive SEN transport.

### Data used in the forecasts

3. The Transport and Access Team has provided the annual numbers and cost of children receiving HtST in the above categories for the years 2009/10 to 2014/15. The 2015/16 data was not available at the point at which the model was run.
4. The number of pupils on roll in Royal Borough schools, together with the numbers of pupils with statements of Special Educational Needs or Education, Health and Care Plans (EHCPs), comes from the annual school census. Finally, the borough submits annual pupil number projections to the Department for Education (DfE) in the 2015 School Capacity Survey. The latest available is the 2015 submission, which provides the projected numbers of children in the categories set out in paragraph 1 up to 2019/20. The exception is the pre-school group, which we don't forecast, so an assumption about future demand there has been made.

### What the data shows for the 2009/10 to 2014/15 period

5. With the above data, it is possible to calculate how much of the change over the 2009/10 to 2014/15 period in the numbers receiving HtST is due to:
  - growth or shrinkage of the school age population.
  - a greater or lesser proportion of that population being considered eligible for HtST.

**Table A1 – Change, and reasons for change, in mainstream HtST numbers from 2009/10 to 2014/15**

Category	Home to school transport increase over period		Change in population		Change in HtST due to change in population				Change in HtST due to changed rate of eligibility (e) – (c)	
	No.	%	No.	%	No.	%			No.	%
a	b	c	d	e	f	g	h	i	j	k
<b>Mainstream</b>										
Pre-school	+2	+50.0	-194	-20.4	-1	-20.4			+3	+70.4
Primary (aged 4-8)	+38	+41.3	+1,726	+27.0	+25	+27.6			+13	+13.7
Secondary (aged 9-15)	-100	-20.7	-211	-2.0	-10	-2.0			-90	-18.6
Post 16	-64	-26.8	+57	+3.2	+8	+3			-72	-30.0
<b>Total</b>	<b>-124</b>	<b>-15.1</b>	<b>+1,378</b>	<b>+7.1</b>	<b>+58</b>	<b>+7.1</b>			<b>-182</b>	<b>-22.3</b>

6. Table 1 shows:

- The change in the number of children receiving HtST (columns a and b): -124.
- The change in the school age population (columns d and e): +1,378.
- The change in HtST due to population change (columns f and g): +58.
- The change in HtST due to changing the rate of eligibility (columns j and k): -182

7. Note that this is a statistical exercise, and is not based on analysis of the reasons for providing individuals with home to school transport. In other words, we know that the primary age population has increased by 27% in the period 2009/10 to 2014/15, from 6,254 to 7,980 (column e). We also know that the number of primary age children receiving HtST has increased by 41.3% in the same period, from 92 to 130 (column c). The difference between 27% and 41.3% (13.7%) is therefore assumed to be due to an increase in the proportion of primary age children being provided with HtST, i.e. an increase in the rate of eligibility (column j).

8. Overall, the number of children receiving HtST has fallen over this period, largely due to changes at secondary age. Here not only has the population fallen (by 2%), but the proportion of children receiving HtST transport has also fallen (by 19%). The reverse is true for primary, where the population has grown, and proportionally more children are receiving HtST. This almost certainly reflects HtST having to be made for more children where there is pressure on places (primary), in contrast to the lessening demand at secondary in that period.

9. The calculations for SEN are slightly more complicated, as changes to the proportion of children and young people being statemented/given Education, Health and Care Plans also need to be factored in.

**Table 2 – Change, and reasons for change, in SEN HtST numbers from 2009/10 to 2014/15**

Category	SEN HtST increase over period		Change in population		Change in SEN HtST due to change in population		Change in SEN HtST due to changed rate of statementing		Change in SEN HtST due to changed rate of eligibility	
	No.	%	No.	%			No.	%	No.	%
<i>a</i>	<i>b</i>	<i>c</i>	<i>d</i>	<i>e</i>	<i>f</i>	<i>g</i>	<i>h</i>	<i>i</i>	<i>j</i>	<i>k</i>
<b>SEN</b>										
Pre-school	+5	+62.5	-194	-20.4	-2	-20.4	-2	-21.3	+8	+104.2
Primary (aged 4-8)	+28	+43.1	+1,726	+27.6	+18	+27.6	+5	+7.7	+5	+7.8
Secondary (aged 9-15)	+56	+49.6	-211	-2.0	-2	-2.0	+18	+15.6	+41	+36.0
Post 16	+15	+25.4	+57	+3.2	+2	+3.2	+4	+7.2	+9	+15.0
<b>Total</b>	<b>+104</b>	<b>+42.4</b>	<b>+1,378</b>	<b>+7.1</b>	<b>+17</b>	<b>+7.1</b>	<b>+26</b>	<b>+10.6</b>	<b>+61</b>	<b>+24.8</b>

10. SEN is slightly more complicated as changes to the rate of statementing/EHCPs also have to be considered.

11. Table 2 shows:

- The change in the number of children receiving SEN HtST (columns a and b): +104.
- The change in the school age population (columns d and e): +1,378.
- The change in HtST due to population change (columns f and g): +17.
- The change in HtST due to changed rate of SEN (column h and i): +26
- The change in HtST due to changing the rate of eligibility (columns j and k): +61

12. For SEN transport, the number of children receiving HtST has risen over the period across the board, even in areas where the school population has fallen (pre-school and secondary). The increase in the size of the school population would suggest an increase of about 17 SEN children receiving HtST between 2009/10 and 2014/15 (column f in Table 2). The increase has instead been 104, driven partly by increased rates of statementing (+26 children, column h) but mostly by an increase in the proportion of SEN children being awarded HtST (+61 children, column j).

Forecasting ahead

13. Using this information, it is possible to calculate a number of scenarios for HtST numbers (and therefore cost) up to 2019/20, using the projected pupil numbers as the base for the population growth. In the current model, it is possible to create projections assuming that:

- Demand will only change in line with the forecast population.  
*Or*
- Demand will change in line with the forecast population.  
*and/or*
- The rate of statementing will continue to change annually in line with the minimum, maximum, average or weighted average rate of annual change from the 2009/10 to 2014/15 period.

- The rate of HtST awards will continue to change annually in line with the minimum, maximum, average or weighted average rate of annual change from the 2009/10 to 2014/15 period.

**Table 3 – Projected increase in costs from 2014/15 to 2019/20**

Category	Population change only			Including rate of statementing change (average)			Including rate of HtST award change (average)		
	2019/20 annual cost £k	+/- on 2014/15 £k	Extra spend in period	2019/20 annual cost £k	+/- on 2014/15 £k	Extra spend in period	2019/20 annual cost £k	+/- on 2014/15 £k	Extra spend in period
a	b	c	d	e	f	g	h	i	j
<b>Mainstream</b>									
Pre-school	12	-2	-5				18	+5	+15
Primary (aged 4-8)	155	+3	+27				163	+11	+52
Secondary (aged 9-15)	412	+64	+193				463	+116	+347
Post 16	47	+1	+3				51	+6	+17
<b>Subtotal</b>	<b>625</b>	<b>+67</b>	<b>+219</b>	<b>625</b>	<b>+67</b>	<b>+219</b>	<b>696</b>	<b>+138</b>	<b>+431</b>
<b>SEN</b>									
Pre-school	24	+3	+10	35	+10	+30	66	+39	+117
Primary (aged 4-8)	386	+7	+67	407	+27	+129	438	+59	+224
Secondary (aged 9-15)	817	+128	+384	919	+230	+690	1,171	+481	+1,444
Post 16	253	+7	+17	277	+32	+90	342	+97	+285
<b>Subtotal</b>	<b>1,481</b>	<b>+139</b>	<b>+458</b>	<b>1,641</b>	<b>+299</b>	<b>+939</b>	<b>2,018</b>	<b>+676</b>	<b>+2,070</b>
<b>TOTAL</b>	<b>2,106</b>	<b>+206</b>	<b>+677</b>	<b>2,266</b>	<b>+366</b>	<b>+1,158</b>	<b>2,714</b>	<b>+814</b>	<b>+2,501</b>

14. Note that these forecasts do not include the 19-25 cohort.
15. The scenarios suggest that the cost of providing home to school transport could (on 2014/15) figures, rise by between £206k and £814k per annum by 2019/20. The higher figure assumes that the recent rate of increases in statementing and awards of HtST continue unabated, so that by 2020 there are proportionally even more statemented children, and proportionally even more children being awarded HtST. The total cost at the higher end of this range would be £2.7m per annum, compared to the 2014/15 figure of £1.9m.
16. If a weighted average (not shown) is applied in each category to the rate of change on statementing and award of HtST, instead of an average, then the cost of providing home to school transport rises by between £206k and £1,314k per annum by 2019/20. This is because there are generally steeper increases in the rate of statementing and award of HtST in more recent years to 2014/15. The total cost at the higher end of this range would be £3.2m per annum.



17. If the rate of increase in the proportion of stated children receiving HtST is reversed, however, then there is the potential for reducing the SEN HtST cost, even with population growth in the secondary sector. A 5% annual reduction in the proportion of SEN pupils receiving HtST, shown in Table 4, could reduce SEN costs to £1,305k, a reduction of £36k on 2014/15 (column i).

**Table 4 – Projected increase in costs from 2014/15 to 2019/20**

Category	Population change only			Including rate of statementing change (average)			Including rate of HtST award change (-5% per annum)		
	2019/20 annual cost £k	+/- on 2014/15 £k	Extra spend in period	2019/20 annual cost £k	+/- on 2014/15 £k	Extra spend in period	2019/20 annual cost £k	+/- on 2014/15 £k	Extra spend in period
<i>a</i>	<i>b</i>	<i>c</i>	<i>d</i>	<i>e</i>	<i>f</i>	<i>g</i>	<i>h</i>	<i>i</i>	<i>j</i>
<b>Mainstream</b>									
Pre-school	12	-2	-5				18	+5	+15
Primary (aged 4-8)	155	+3	+27				163	+11	+52
Secondary (aged 9-15)	412	+64	+193				463	+116	+347
Post 16	47	+1	+3				51	+6	+17
<b>Subtotal</b>	<b>625</b>	<b>+67</b>	<b>+219</b>	<b>625</b>	<b>+67</b>	<b>+219</b>	<b>696</b>	<b>+138</b>	<b>+431</b>
<b>SEN</b>									
Pre-school	24	+3	+10	35	+10	+30	31	+4	+9
Primary (aged 4-8)	386	+7	+67	407	+27	+129	311	-67	-155
Secondary (aged 9-15)	817	+128	+384	919	+230	+690	747	+57	+172
Post 16	253	+7	+17	277	+32	+90	216	-30	-95
<b>Subtotal</b>	<b>1,481</b>	<b>+139</b>	<b>+458</b>	<b>1,641</b>	<b>+299</b>	<b>+939</b>	<b>1,305</b>	<b>-36</b>	<b>-67</b>
<b>TOTAL</b>	<b>2,106</b>	<b>+206</b>	<b>+677</b>	<b>2,266</b>	<b>+366</b>	<b>+1,158</b>	<b>2,001</b>	<b>+102</b>	<b>+364</b>

18. These figures are not adjusted for inflation.

# Changing the Home to School Transport policy

The Royal Borough of Windsor and Maidenhead provides some help and support with home to school transport.

We're asking you about proposed changes to the assistance that we provide.

These changes would bring our policy more into line with what we are, by law, required to offer.

You can read more details about the proposed changes inside this consultation document.

You can give us your views by completing the form in the centre of the booklet.

You can also respond online at:  
[www3.rbwm.gov.uk/consultations](http://www3.rbwm.gov.uk/consultations)

Responses must be received by Friday 15th July 2016.

We expect to make decisions about which option(s) to go ahead with this summer.

# Why do we need to change our home to school transport policy?

The Royal Borough of Windsor and Maidenhead's home to school transport policy sets out what help and support we give to children and young people travelling to and from school and college. We are proposing some changes to this policy, so that the help we provide is more in line with the assistance that we are, by law, required to provide.

## What you say matters...

Parents, pupils/students, governors, staff, colleges and community organisations are all being consulted. Your views are vital so please take time to be part of this consultation. You can tell us what you think by:

- Completing the online response form at [www3.rbwm.gov.uk/consultations](http://www3.rbwm.gov.uk/consultations).
- Completing the paper response form (at the end of this document) and:
  - Returning it to your school, who will forward it on to us; or
  - Posting it to Home to School Transport Consultation, Zone F, Town Hall, Maidenhead, SL6 1RF.
- Writing to the address above.
- Emailing [schoolplaces@rbwm.gov.uk](mailto:schoolplaces@rbwm.gov.uk)

**The closing date for your comments is Friday 15th July 2016.**

## What happens next?

The Royal Borough's Cabinet will consider the outcome of the consultation on 25<sup>th</sup> August 2016. At this meeting councillors will take your views into account before making any decisions. If Cabinet agrees to some or all of the changes, then a new home to school transport policy will be published in September 2016.

This will mean that parents and young people can make their choices for school and college places for September 2017 knowing what the home to school transport policy will be.

# Definitions

Free home to school transport can be providing by offering places on a school bus, minibus or taxi route, or by providing a bus pass, railcard or mileage allowance.

Definitions of terms used on these pages	
Appropriate school	This is a school that provides education appropriate to the age, ability and aptitude of the child (and any special educational needs the child may have).
Designated area	Most schools in the Royal Borough offer priority for places to children who live within a defined geographical area around the school. This is called the designated area.
Discretionary home to school transport	This means that the local authority is not, by law, required to offer this home to school transport, but currently chooses to.
Education, Health and Care Plan (EHCP)	Children have an Education, Health and Care Plan if they have severe learning, behavioural or physical difficulties that affect their ability to learn. EHCPs are replacing the Statements of Special Educational Need.
Low income families	A low income family is one that is in receipt of maximum level of Working Tax Credit or whose children receive free school meals.
Safe walking route	Walking routes are assessed in accordance with Road Safety GB guidance. Routes are considered to be acceptable if the following criteria are met: <ul style="list-style-type: none"> <li>• A road with heavy traffic flow must have continuous adequate footway provision.</li> <li>• Roads with light traffic flow must have adequate step-off areas with good sight lines.</li> <li>• Roads with low traffic flow do not require step-off areas, but should have sufficiently good sight lines to be able to see approaching vehicles.</li> <li>• If there is a need to cross roads there must be sufficient gaps in the traffic flow and sight lines to allow enough opportunities to cross safely, or there must be traffic calming, formal / informal crossing facilities or a school crossing patrol.</li> </ul>
Special Educational Needs (SEN)	Children have a Statement of Special Educational Needs if they have severe learning, behavioural or physical difficulties that affect their ability to learn. Statements have been replaced by the EHCP.
Statutory home to school transport	This means that the local authority must, by law, provide free home to school transport to these children.

## Contact us

If you have any queries about this consultation, please contact us by calling 01628 796572 or by emailing [schoolplaces@rbwm.gov.uk](mailto:schoolplaces@rbwm.gov.uk).

# Summary of proposals

<b>1. Statutory home to school transport eligibility</b>		<b>Page 5</b>
No changes are proposed.		
<b>2. Statutory eligibility for low income families</b>		<b>Page 5</b>
No changes are proposed.		
<b>3. Statutory eligibility when no safe walking route</b>		<b>Page 5</b>
No changes are proposed.		
<b>4. Statutory eligibility for special educational needs</b>		<b>Page 6</b>
<b>PROPOSAL A:</b>	To introduce an annual review of home to school transport needs.	
<b>PROPOSAL B:</b>	To introduce Independent Travel Training.	
<b>PROPOSAL C:</b>	To introduce Personal Transport Budgets.	
<b>5. Discretionary eligibility for children aged under 5</b>		<b>Page 7</b>
No changes are proposed.		
<b>6. Discretionary eligibility – designated area schools</b>		<b>Page 7</b>
<b>PROPOSAL D:</b>	To change school designated areas to better fit home to school transport rules.	
<b>7. Discretionary eligibility – Windsor middle schools</b>		<b>Page 8</b>
<b>PROPOSAL E:</b>	To stop the discretionary offer and only provide Windsor children free home to school transport if they are eligible under the standard statutory criteria.	
<b>8. Discretionary eligibility – Holyport to Cox Green</b>		<b>Page 9</b>
<b>PROPOSAL F:</b>	To stop the discretionary offer and only provide Holyport children free home to school transport if they are eligible under the standard statutory criteria.	
<b>9. Discretionary seats on home to school transport</b>		<b>Page 10</b>
<b>PROPOSAL G:</b>	To remove the subsidy for Royal Borough children on discretionary seats.	
<b>PROPOSAL H:</b>	To remove the subsidy for the Eton Wick M10 and M11 'Yellow Bus' service.	
<b>PROPOSAL I:</b>	To reduce the subsidy on discretionary seats for low income families.	
<b>PROPOSAL J:</b>	To remove the subsidy on discretionary seats for low income families.	
<b>PROPOSAL K:</b>	To end the availability of Ten Journey Passes on home to school transport routes.	
<b>PROPOSAL L:</b>	To introduce direct debit instalment plans for home to school transport charges.	
<b>10. Discretionary eligibility – SEN after-school clubs</b>		<b>Page 11</b>
<b>PROPOSAL M:</b>	To provide, for SEN children, free transport home from one after-school club per week only (in line with current policy).	
<b>PROPOSAL N:</b>	To stop providing any free transport home, for SEN children, from after-school clubs.	
<b>11. Assistance with post-16 transport for young people</b>		<b>Page 12</b>
<b>PROPOSAL O:</b>	To reduce the subsidy on the reduced fare railcard for young people with low incomes.	
<b>PROPOSAL P:</b>	To remove the subsidy on the reduced fare railcard for young people with low incomes.	
<b>12. Post-16 transport for young people with SEN</b>		<b>Page 13</b>
<b>PROPOSAL Q:</b>	To stop providing home to school transport to young people with SEN in post-16 education.	
<b>PROPOSAL R:</b>	To charge for home to school transport provided to young people with SEN in post-16 education.	

# The Proposals in more detail

## 1. Statutory home to school transport eligibility

The following children are eligible for free home to school transport:

Age	School	Distance
<b>Aged 5 to 8 years old</b> National Curriculum Year 1 to 3	Attend the nearest appropriate school.	Live more than 2 miles from that school.
<b>Aged 8 to 16 years old</b> National Curriculum Year 4 to 11		Live more than 3 miles from that school.

Distances are measures along the shortest safe walking route to school.

### Proposed changes for this statutory eligibility:

No changes are proposed.

## 2. Statutory eligibility for low income families

The following children are eligible for free home to school transport:

Age	School	Distance
<b>Aged 8 to 10 years old</b> National Curriculum Year 4 to 6	Attend the nearest appropriate school.	Live more than 2 miles from that school.
<b>Aged 11 to 16 years old</b> National Curriculum Year 7 to 11	Attend one of the three nearest appropriate schools.	Live between 2 and 6 miles from that school.
<b>Aged 11 to 16 years old</b> National Curriculum Year 7 to 11	Attend their nearest school preferred on grounds of religion or belief.	Live between 2 and 15 miles from that school.

Low income families are those where the parents get the maximum Working Tax Credit or the child is entitled to free school meals. There is no additional eligibility for low income families with children aged 5 to 8 years old.

### Proposed changes for this statutory eligibility:

No changes are proposed.

## 3. Statutory eligibility when no safe walking route

The following children are eligible for free home to school transport:

Age	School	Distance
<b>Aged 5 to 16 years old</b> National Curriculum Year 1 to 11	Attend the nearest appropriate school.	Have no safe walking route to that school, regardless of distance.

If there is no safe walking route for an accompanied child to their nearest appropriate school then free home to school transport must be provided. A child's special educational needs, disabilities or mobility problems may mean that a route to the nearest appropriate school that would otherwise be safe can be regarded as unsafe for that child.

### Proposed changes for this statutory eligibility:

No policy changes are proposed. The Royal Borough reviews the safe walking routes regularly.

## 4. Statutory eligibility for special educational needs

Children with special educational needs, disability or mobility issues may qualify for free home to school transport under the statutory eligibility set out in sections 1 to 3.

### In addition, the following children are eligible for free home to school transport:

Age	School	Distance
<b>Aged 5 to 8 years old</b> National Curriculum Year 1 to 3	Attend the nearest appropriate school.	Live two miles or less from that school and has a special educational need, disability or mobility issue that means he or she cannot reasonably be expected to walk to that place.
<b>Aged 8 to 16 years old</b> National Curriculum Year 4 to 11		Live three miles or less from that school and has a special educational need, disability or mobility issue that means he or she cannot reasonably be expected to walk to that place.

Having an Education, Health and Care Plan (EHCP) or statement of Special Educational Needs (SEN) does not mean that home to school transport will automatically be provided. If a child with a special educational need, disability or mobility issue lives within the walking distance of the appropriate school, but has special needs that mean they cannot reasonably be expected to walk, even accompanied, to that school then free home to school transport must be offered.

Home to school transport needs are assessed as part of the process of getting an EHCP.

### Proposed changes for this statutory eligibility:

#### **PROPOSAL A: To introduce an annual review of home to school transport needs.**

It is proposed that home to school transport needs are re-assessed more regularly, and are included in the annual review of EHCPS and statements of SEN. This would allow the borough to decide whether the current level of support with home to school transport is still appropriate.

**When would this be implemented?** From September 2016.

#### **PROPOSAL B: To introduce Independent Travel Training.**

It is proposed that the Royal Borough considers funding a pilot on Independent Travel Training with a small number of families in 2016/17, which could be rolled out more widely in 2017/18 if successful. More detail about Independent Travel Training is given on page 16.

**When would this be implemented?** From September 2016.

#### **PROPOSAL C: To introduce Personal Transport Budgets.**

It is proposed that the Royal Borough pilots Personal Transport Budgets with a small number of families in 2016/17, which could be rolled out more widely in 2017/18 if successful. More detail about Personal Transport Budgets is given on page 16.

**When would this be implemented?** From September 2016.

## 5. Discretionary eligibility for children aged under 5

The following children are currently eligible for free home to school transport:

Age	School	Distance
Aged 4 years old or under National Curriculum Year R	Attend their nearest appropriate school.	Live more than 2 miles from that school.

Children in the Royal Borough usually start school aged 4 years old. The Royal Borough is not required by law to offer free home to school transport to these children, but does so if they are otherwise eligible. This includes children with statements of SEN or EHCPs.

### Proposed changes for this statutory eligibility:

No changes are proposed.

## 6. Discretionary eligibility – designated area schools

The following children are currently eligible for free home to school transport:

Age	School	Distance
Aged 5 to 8 years old National Curriculum Year 1 to 3	Attend the nearest designated area school, which isn't necessarily the closest appropriate school.	Live more than 2 miles from that school.
Aged 8 to 16 years old National Curriculum Year 4 to 11		Live more than 3 miles from that school.

Most school places in the borough are offered on the basis that the child lives within the school's designated area. The Royal Borough currently provides free home to school transport if a child attends that designated area school and lives more than 2 or 3 miles (depending on age) away from it, even if there is a closer school that is outside the designated area.

### Proposed changes for this statutory eligibility:

**PROPOSAL D:** To change school designated areas to better fit home to school transport rules.

It is proposed that, where possible, any discrepancies are removed by changing the designated areas of primary and secondary schools. We would consult on any proposed changes to the designated areas in due course.

**When would this be implemented?** From September 2018.



## 7. Discretionary eligibility – Windsor middle schools

The following children are currently eligible for free home to school transport:

Age	School	Distance
Aged 9 to 13 years old National Curriculum Year 5 to 8	Attend any (not necessarily the nearest) Windsor middle school.	Live more than 3 miles from that school.

Children attending a middle school in Windsor get free home to school transport to their school (if it is at least three miles away) even if they have a much closer alternative school that they could get a place at.

This mainly benefits children in Eton Wick, many of whom get free home to school transport to St Peter's Church of England Middle School in Old Windsor.

### Proposed changes for this discretionary eligibility:

**PROPOSAL E:** To stop the discretionary offer and only provide Windsor children free home to school transport if they are eligible under the standard statutory criteria.

Children attending the one of the four middle schools would be assessed for free home to school transport under the standard statutory criteria. Most children would only qualify, therefore, if they are attending the **nearest** appropriate middle school (with a place), and that school is more than three miles from their home address. Children in low income families may still be eligible for additional help with home to school transport.

Children would continue to be able to apply for discretionary seats on any home to school service run by the Royal Borough that has places (see Section 0).

Children living in Eton Wick would also be able pay for tickets on the M10 and M11 'Yellow Bus' services, which go to the middle and upper schools in Windsor (excluding St Peters). See Section 0 for possible changes to the cost of these seats.

**When would this be implemented?** From September 2017, for new applicants for transport only.

## 8. Discretionary eligibility – Holyport to Cox Green

The following children are currently eligible for free home to school transport:

Age	School	Distance
Aged 11 to 16 years old National Curriculum Year 7 to 11	Attend Cox Green School.	Resident in Holyport.

Some children living in Holyport are 3 miles or less from Cox Green School, but automatically get free home to school transport there. In some cases Cox Green is also not the nearest available school.

### Proposed changes for this discretionary eligibility:

**PROPOSAL F:** To stop the discretionary offer and only provide Holyport children free home to school transport if they are eligible under the standard statutory criteria.

Children living in Holyport and attending Cox Green School would be assessed for free home to school transport under the standard statutory criteria. Most children would only qualify if they are attending their nearest appropriate secondary school, and that school is more than three miles from their home address. Children in low income families may still be eligible for additional help with home to school transport.

Children would continue to be able to apply for discretionary seats on any home to school service run by the Royal Borough and going to their school that has places (see Section 0).

**When would this be implemented?** From September 2017, for new applicants for transport only.

## 9. Discretionary seats on home to school transport

The following children pay for a place on an existing service.

Age	School	Distance
Aged 4 to 18 years old National Curriculum Year R to 13	Attend a borough school.	n/a

Spare seats on existing home to school transport routes can be purchased for children who are not eligible for free home to school transport but live along an operating route. These seats are subsidised, and the fees are set out in the borough's fees and charges document. The 2016/2017 fees are:

- £570 per year for a child resident in the borough and not otherwise eligible for home to school transport.
- £765 per year for a child not resident in the borough.
- £290 per year for a child on the Eton Wick M10 and M11 'Yellow Bus' services, not otherwise eligible for home to school transport.

Children from low income families are not charged for these seats.

Passes for ten journeys on these services are also available at a cost of £10.

Discretionary seats can be withdrawn, with notice, if the space on the route is needed for children who are eligible for free home to school transport.

### Proposed changes for this discretionary eligibility:

**PROPOSAL G:** To remove the subsidy for Royal Borough children on discretionary seats.

The charge for discretionary seats on home to school transport for Royal Borough children would be raised so that it matches the cost of the charge for children not resident in the borough.

**When would this be implemented?** From September 2017.

**PROPOSAL H:** To remove the subsidy for the Eton Wick M10 and M11 'Yellow Bus' services.

The charge for discretionary seats on the Eton Wick M10 and M11 'Yellow Bus' services would be raised to match the charge for seats on all other services.

**When would this be implemented?** For **2017/18**, the cost would be raised to **75%** of the normal discretionary seat charge.  
For **2018/19** and beyond, the cost would be raised to **100%** of the normal discretionary seat charge.

**PROPOSAL I:** To reduce the subsidy on discretionary seats for low income families.

Discretionary seats for children from families with a low income would be charged at 50% of the full rate.

**When would this be implemented?** For **2017/18**, the cost would be raised to **25%** of the normal discretionary seat charge.  
For **2018/19** and beyond, the cost would be raised to **50%** of the normal discretionary seat charge.

## 9. continued...

### **PROPOSAL J: To remove the discretionary seats subsidy for low income families.**

Discretionary seats for children from families with a low income would be charged at the full rate.

#### **When would this be implemented?**

For **2017/18**, the cost would be raised to **25%** of the normal discretionary seat charge.

For **2018/19**, the cost would be raised to **50%** of the normal discretionary seat charge.

For **2019/20**, the cost would be raised to **75%** of the normal discretionary seat charge.

For **2020/21** and beyond, the cost would be raised to **100%** of the normal discretionary seat charge.

### **PROPOSAL K: To end the availability of Ten Journey Passes on home to school transport routes.**

Ten Journey Passes would no longer be available to buy for transport on home to school transport routes.

#### **When would this be implemented?**

September 2017.

### **PROPOSAL L: To introduce direct debit instalment plans for home to school transport charges.**

It would be possible to pay for home to school transport charges in instalments using direct debit, to spread the cost.

#### **When would this be implemented?**

September 2017.

## 10. Discretionary eligibility – SEN after-school clubs

### **The following children are currently eligible for free home to school transport:**

The child has an Education, Health and Care Plan (EHCP) or statement of Special Educational Needs (SEN), which says the local authority will pay transport costs, and attends an after-school club once a week.

Where children with an EHCP or statement of SEN attend after-school clubs, the Royal Borough may offer free transport home at a later leaving time. If a child at an after school club is usually transported in a vehicle with other children who are going home at the normal time, an extra vehicle is needed.

Although current policy is that this should be limited to only once a week, some children do get more frequent free transport home from after-school clubs.

### **Proposed changes for this discretionary eligibility:**

#### **PROPOSAL M: To provide, for SEN children, free transport home from one after-school club per week only (in line with current policy).**

The existing policy would be enforced, so that children are limited to free transport home from just one after-school club per week.

#### **When would this be implemented?**

From September 2016.

#### **PROPOSAL N: To stop providing any free transport home from after-school clubs.**

Children with statements of SEN or an EHCP will no longer be offered free transport home from any after school clubs, and parents/carers would need to make their own arrangements.

#### **When would this be implemented?**

From September 2016.

# 11. Assistance with post-16 transport for young people

The following young people are currently eligible for assistance with transport:

Age	School	Distance
Aged 16 to 18 years old, and 'continuing' students aged 19 and over National Curriculum Year 12 to 13	Attend a school or further education college.	n/a
Aged 19 to 25		Meet the high needs defined as 'critical' or 'substantial; in the national Fair Access to Care Services policy.

There is no legal requirement to provide any free or subsidised home to school transport for young people aged 16 and over.

The Royal Borough enables students aged 16 to 18 to purchase a reduced fare card from Great Western Railway. The £90 annual fee is waived for low income students. Continuing students are those who, aged 19 or over, are still on a course that they started aged 16 to 18. Students need to apply for the card each year.

The card is not available to pupils using South West Trains (i.e. services from Ascot, Sunningdale, Wraysbury, Sunnymeads, Datchet, and Windsor & Eton Riverside). The Royal Borough will continue to seek agreement from South West Trains to a similar scheme on their trains.

## Proposed changes for this discretionary assistance:

**PROPOSAL O:** To reduce the subsidy on the reduced fare railcard for young people from low income families.

Young people from low income families would be charged 50% of the annual fee.

**When would this be implemented?**

- For **2017/18**, the cost would be raised to **25%** of the annual fee.
- For **2018/19**, the cost would be raised to **50%** of the annual fee.

**PROPOSAL P:** To remove the subsidy on the reduced fare railcard for young people from low income families.

Young people from low income families will no longer be eligible for a waiver of the annual fee.

**When would this be implemented?**

- For **2017/18**, the cost would be raised to **25%** of the annual fee.
- For **2018/19**, the cost would be raised to **50%** of the annual fee.
- For **2017/18**, the cost would be raised to **75%** of the annual fee.
- For **2018/19**, the cost would be raised to **100%** of the annual fee.

## 12. Post-16 transport for young people with SEN

The following young people are currently eligible for free home to school transport:

Age	School	Distance
Aged 16 to 19 years old National Curriculum Year 12 to 14	Attend a school or further education college.	Previously assessed as needing home to school transport.

There is no legal requirement to provide any free or subsidised home to school transport for young people aged 16 and over, including young people with special educational needs.

A small number of young people with an Education, Health and Care Plan (EHCP) or a statement of Special Educational Needs (SEN) or aged 16 and over receive free home to school transport. This is usually a continuation of home to school transport that was provided when the child was aged under 16.

### Proposed changes for this discretionary assistance:

**PROPOSAL Q:** To stop providing free home to school transport to young people with SEN in post-16 education.

Home to school transport would no longer be offered to young people with an EHCP or statement of SEN and aged 16 and over. This includes young people staying on into sixth form at the same school. These young people would instead be eligible for assistance with post-16 transport via a reduced fare card from Great Western Railways and/or free bus passes (see Section B below). Students would need to re-apply for the card each year.

**When would this be implemented?** From September 2017.

**PROPOSAL R:** To charge for home to school transport provided to young people with SEN in post-16 education.

Free home to school transport would no longer be offered to young people with an EHCP or statement of SEN and aged 16 and over. This includes young people staying on into sixth form at the same school. Instead, young people aged 16+ who qualify for home to school transport will be charged an annual fee. To qualify, the young person must:

- Be aged 16 to 19.
- Have an EHCP or statement of SEN.
- Attend a school or educational establishment full-time.
- Have a special need, disability or mobility issue that means that they cannot reasonably travel to their place of education using either the reduced fare card from Great Western Railways or the free bus pass.

The annual charge for the home to school transport would be equivalent to the cost of a discretionary seat, as set out in Section 0. For the 2016/17 academic year, this is currently £570 per year, with the fee waived for low income families. If the fee structure for the discretionary seats is changed, then the charge for home to school transport for post-16 young people with SEN would also be changed. Eligibility for this transport would be checked annually.

**When would this be implemented?** From September 2017, in line with any revised discretionary seats charging policy (see Section 9).

## A. Other assistance for post-16 transport

In some circumstances, additional assistance is available for post-16 students

Age	School	Distance
<b>Aged 16 to 19 years old</b> National Curriculum Year 12 to 14	Attend a school, further education college or on an unpaid training course.	Meet the government criteria for a vulnerable student bursary, or the education/training provider's own criteria for a discretionary bursary.

A bursary is provided to meet some of the costs of attending education or training. Claims for bursaries must be made via the school or college.

## B. Other assistance for SEN post-16 transport

In some circumstances, additional assistance is available for post-16 students

Age	School	Distance
<b>Aged 16 to 19 years old</b> National Curriculum Year 12 to 14 and older	Attend a school, further education college or on an unpaid training course.	Meet the 'concessionary fare requirements' set out in the Transport Act 2000.

Free bus passes are available, nationally, to all disabled people (including students) who meet criteria set out in the Transport Act 2000. Eligible persons are those who:

- Are blind or partially sighted.
- Are profoundly or severely deaf.
- Are without speech.
- Have a disability or injury with substantial and long-term adverse effects on the ability to walk.
- Do not have arms, or has a long-term loss of the use of both arms.
- Have a learning disability that includes significant impairment of intelligence and social functioning.
- Would have an application to drive a motor vehicle refused due to their disability.

# Independent Travel Training

Independent Travel Training (ITT) helps give a young person the skills and confidence to travel to school or college more independently, by foot, bus or train. Over time, a young person may progress from travelling to school in a taxi everyday, to using a public bus. This gives the older student the flexibility to travel at times that fit in with their timetable, whilst younger children may, after training, be able to travel to school with their friends.

ITT is delivered on a one to one basis and is tailored to meet the needs of the young person.

The Royal Borough is planning to pilot ITT in 2016/17 with a small number of young people with statements of SEN or an EHCP who are eligible for free home to school transport. If the scheme is successful then it will be rolled out further in 2017/18. More details about ITT in the Royal Borough will be made available in Summer 2016.

## Personal Transport Budgets

Many families whose children are eligible for home to school transport already receive a mileage allowance from the Royal Borough, instead of a bus pass or taxi route. This will continue in 2016/17.

The Royal Borough will also pilot Personal Transport Budgets (PTBs) in 2016/17, where participating families will be given a budget to use to make their own arrangements for getting to and from school. This allows families to choose the most appropriate arrangements for their personal circumstances, and can also assist with older children moving towards independent travel. More details about PTBs in the Royal Borough will be made available in Summer 2016.



# Pull-out Response Form

This is your opportunity to have your say about the proposed changes to the Royal Borough's Home to School Transport Policy.

## How can I respond to this consultation?

- By completing this response form giving it to your school or sending it to us at the address below.
- By writing to us at the address below.
- By completing the online response form at [www3.rbwm.gov.uk/consultations](http://www3.rbwm.gov.uk/consultations).
- By emailing us at [school.places@rbwm.gov.uk](mailto:school.places@rbwm.gov.uk)

Home to school transport consultation,  
Zone F, Town Hall, St Ives Road,  
Maidenhead, SL6 1RF

The closing date for your responses is  
Friday 15th July 2016.

## SECTION 1: About You

You do not have to provide this information but it would be helpful if you would complete these details about yourself. The information will be used solely for consultation analysis.

1. Name:

2. Address:   
Postcode:

3. I am (please insert the school name where applicable):

A parent of a pupil at:

A pupil/student at:

A governor at:

A member of staff at:

A resident (please specify area):

Other (please specify):

**All views received by Friday 15th July 2016 will be taken into account before any final decisions are made.**

All responses will be made publicly available (without personal details) unless expressly requested otherwise.

Please tick here if you **do not** want your anonymous comments to be made publicly available.

If you have any questions about the proposal or need further information, please call 01628 796572, or email [schoolplaces@rbwm.gov.uk](mailto:schoolplaces@rbwm.gov.uk).

## SECTION 2: Your views on the proposed changes

Please tick the appropriate box that represents your views on each proposal.

### 1. Statutory home to school transport eligibility

### 2. Statutory eligibility for low income families

### 3. Statutory eligibility when no safe walking route

No changes proposed.

### 4. Statutory eligibility for special educational needs

#### A: Should we carry out an annual review of home to school transport needs?

Yes  No  Don't know

My child does get free home to school transport because of his or her special educational needs.

#### B: Should we introduce Independent Travel Training?

Yes  No  Don't know

Yes, I would be interested in Independent Travel Training for my child.

#### C: Should we introduce Personal Transport Budgets?

Yes  No  Don't know

Yes, I would be interested in a Personal Transport Budget for my child.

### 5. Discretionary eligibility for children aged under 5

No changes proposed.

### 6. Discretionary eligibility – designated area schools

#### D: Should we change school designated areas to better fit home to school transport rules?

Yes  No  Don't know

### 7. Discretionary eligibility – Windsor middle schools

#### E: Should we stop the discretionary offer and only provide Windsor children free home to school transport to their nearest appropriate Windsor middle school, where that school is more than 3 miles from their home address?

Yes  No  Don't know

My child gets free home to school transport to a Windsor middle school.

### 8. Discretionary eligibility – Holyport to Cox Green

#### F: Should we stop the discretionary offer and only provide Holyport children free home to school transport to their nearest appropriate secondary school, where that school is more than 3 miles from their home address?

Yes  No  Don't know

My child gets free home to school transport from Holyport to Cox Green School.

## SECTION 2: (continued)

Please tick the appropriate box that represents your views on each proposal.

### 9. Discretionary seats

**G:** Should we remove the subsidy for Royal Borough children on discretionary seats?

Yes  No  Don't know

My child has a discretionary seat on a home to school transport route.

**H:** Should we remove the subsidy for the Eton Wick 'Yellow Bus' (M10 and M11)?

Yes  No  Don't know

My child uses the Eton Wick 'Yellow Bus' service.

**I:** Should we reduce the subsidy on discretionary seats for low income families?

Yes  No  Don't know

*Note: this would be phased in over two years.*

**J:** Should we remove the subsidy on discretionary seats for low income families?

Yes  No  Don't know

*Note: this would be phased in over four years.*

**K:** Should we end the availability of 10 Journey Passes on home to school transport?

Yes  No  Don't know

My child uses the 10 Journey Bus Passes.

**L:** Should we introduce direct debit instalment plans?

Yes  No  Don't know

I would consider using a direct debit instalment plan to pay for my discretionary seat(s).

### 10. Discretionary eligibility – SEN after-school clubs

**M:** Should we only provide, for SEN children, free transport home from one after-school club per week (in line with current policy)?

Yes  No  Don't know

My child attends one or more after-school clubs and receives free home to school transport.

**N:** Should we stop providing any free transport home from after-school clubs?

Yes  No  Don't know

### 11. Assistance with post-16 transport for young people

**O:** Should we reduce the subsidy on the reduced fare railcard for young people with low incomes?

Yes  No  Don't know

I/my child use(s) the reduced fare railcard.  
*Note: this would be phased in over two years.*

**P:** Should we reduce the subsidy on the reduced fare railcard for young people with low incomes?

Yes  No  Don't know

*Note: this would be phased in over four years.*

## 12. Post-16 transport for young people with SEN

**Q:** Should we stop providing free home to school transport to young people with SEN in post-16 education?

Yes     No     Don't know

I/my child attend(s) post-16 education and receive(s) free home to school transport.

**R:** Should we charge for home to school transport provided to young people with SEN in post-16 education?

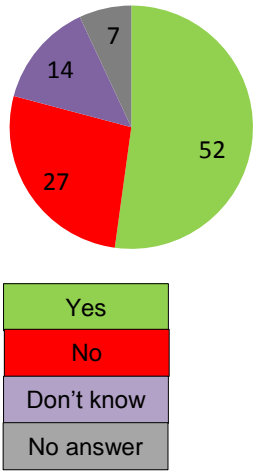
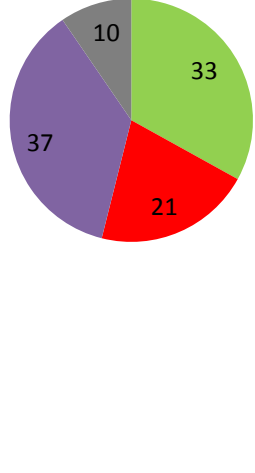
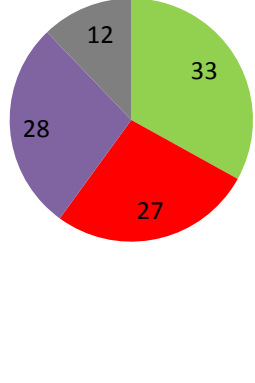
Yes     No     Don't know

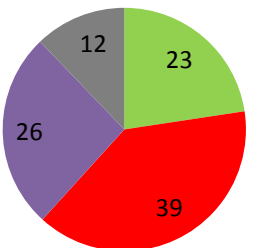
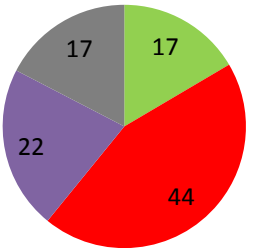
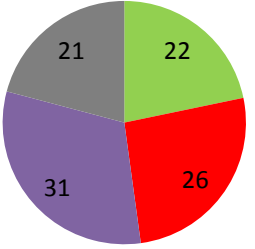
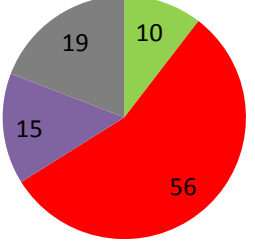
### SECTION 3:

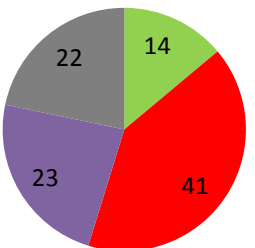
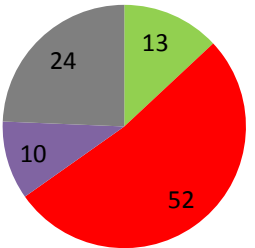
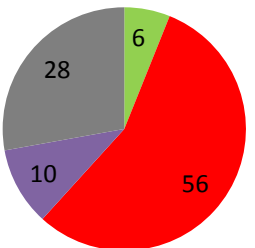
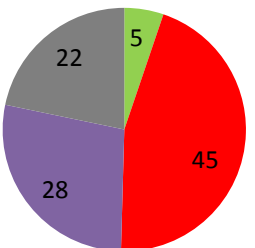
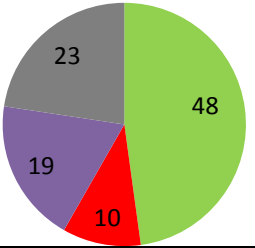
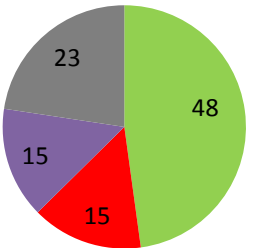
### Your comments

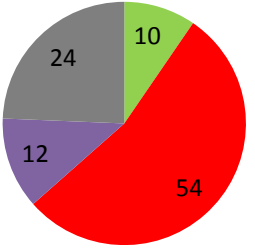
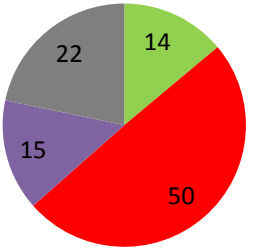
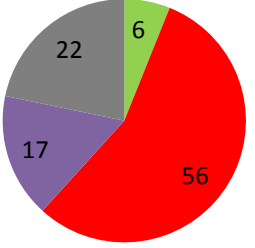
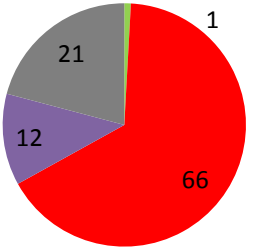
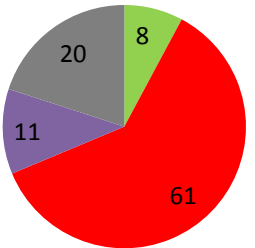
If you have any comments on any aspect of these proposals, please write them below, continuing on a separate sheet if necessary.

Appendix C – Options and proposed changes to the Home to School Transport Policy (See Appendix D for full details).

Category <sup>a</sup>	Proposal <sup>b</sup>	Description <sup>c</sup>	When <sup>d</sup>	Responses <sup>e</sup>	Main Responses <sup>f</sup>	Potential Cost Implications <sup>g</sup>	Policy Implications <sup>h</sup>
4. Statutory eligibility for Special Educational Needs.	<p><b>Proposal A:</b> to introduce an individual annual review of home to school transport needs (SEN). <b>RECOMMENDED</b></p>	<p>It is proposed that individual home to school transport needs are re-assessed more regularly as part of the annual review of EHCPs and statements of SEN. This would allow the borough to decide whether the current level of support with home to school transport is still appropriate.</p>	September 2016	 <p>Yes No Don't know No answer</p>	<ul style="list-style-type: none"> <li>• Children/families should have consistent arrangements (5).</li> <li>• Not clear how this is different from current arrangements (4).</li> <li>• Assumed this was already done (3).</li> <li>• A review every three years would be sufficient (2).</li> <li>• SEN children need more support (2).</li> </ul>	<p>On current trends, the cost of SEN home to school transport for children aged 16 and under could rise from £1.1m in 2015/16 to £2.1m in 2019/20.</p> <p>Ensuring, via annual reviews, that only eligible children are receiving home to school transport could help control this cost. E.g. a 5% annual reduction in the proportion of children receiving transport could keep the cost closer to £1.2m. There is a resource implication for annual reviews.</p>	<p>The regular assessment of home to school transport needs should ensure that assistance is only given to pupils who continue to qualify. If the Independent Travel Training and Personal Transport Budget pilots are successful, the annual reviews would also offer an opportunity to consider with families whether these options are suitable as the pupil gets older.</p>
	<p><b>Proposal B:</b> to introduce Independent Travel Training. <b>RECOMMENDED Starting with a pilot in 2016/17.</b></p>	<p>It is proposed that the Royal Borough considers funding a pilot on Independent Travel Training with a small number of families in 2016/17, which could be rolled out more widely in 2017/18 if successful.</p> <p>Independent Travel Training involves providing tailored, practical help to young people travelling by public transport, on foot or by bike, the key benefit being it allows them to travel more independently and confidently into adulthood.</p>	September 2016 (pilot for 2016/17).		<ul style="list-style-type: none"> <li>• Would be interested in this (8).</li> <li>• Distance too far for independent travel (6).</li> <li>• More details needed (6).</li> <li>• Good for independence (5).</li> <li>• Parents need to decide what is appropriate (4).</li> <li>• Should not be about savings (3).</li> <li>• Need to ensure in meets individual needs (3).</li> </ul>	<p>There is the potential for some reduction in costs as young people potentially move from an £11k p.a. one passenger taxi, to a £1.6k p.a. large shared vehicle to a £0.8k p.a. public bus pass.</p> <p>There should be a saving to Adult Services transport budgets as these students would require less assistance in the future.</p> <p>There will be some ongoing costs associated with delivering the training, however. The balance of costs v. savings should be demonstrated by the 2016/17 pilot.</p>	<p>This would be voluntary, and through the pilot the borough would need to assess how best to deliver this practically, and on a financially sustainable basis.</p>
	<p><b>Proposal C:</b> to introduce Personal Transport Budgets. <b>RECOMMENDED Starting with a pilot in 2016/17.</b></p>	<p>It is proposed that the Royal Borough pilots Personal Transport Budgets with a small number of families in 2016/17, which could be rolled out more widely in 2017/18 if successful.</p> <p>A Personal Transport Budget is a payment to parents of children eligible for home to school transport that they can use in any way, to ensure that their child attends school every day and is able to arrive on time in a fit state to learn.</p>	September 2016 (pilot for 2016/17).		<ul style="list-style-type: none"> <li>• Is this different from the EHCP budget (6).</li> <li>• Stressful for parents to organise taxis (3).</li> <li>• Needs to be in line with current mileage rate (3).</li> <li>• More details needed (2).</li> <li>• A taxi is only possible option for us (2).</li> <li>• Must be voluntary (2).</li> </ul>	<p>There is the potential for some reduction in costs if families move from more expensive transport (e.g. an £11k p.a. one passenger taxi) to a zonal payment of between £2k and £5k per annum.</p> <p>The cost of providing Personal Transport Budgets would be met within existing budgets. The pilot would only be open to 5-10 families.</p>	<p>This would be voluntary, and through the pilot the borough would need to assess how this operates alongside the existing mileage payments, and in the context of some children receiving assistance with home to school transport that is already cheaper than the proposed payments for the Personal Transport Budget.</p>
5. Discretionary eligibility for children aged under 5.	No proposed change.	There is a discrepancy between the home to school transport legislation (which only requires free home to school transport for 5 year olds and above) and school admissions legislation, which allows children to start school at the age of 4. It is not proposed, therefore, to remove this discretionary eligibility.	n/a.	N/a. This proposal was not consulted on.	N/a. This proposal was not consulted on.	<b>&lt;£20k p.a. saving.</b> Saving possible if this proposal is approved (not recommended).	None.

Category <sup>a</sup>	Proposal <sup>b</sup>	Description <sup>c</sup>	When <sup>d</sup>	Responses (%) <sup>e</sup>	Response Comments <sup>f</sup>	Potential Cost Implications <sup>g</sup>	Policy Implications <sup>h</sup>
6. Discretionary eligibility – designated area schools.	<b>Proposal D:</b> to change school designated areas to better fit home to school transport rules. <b>NOT RECOMMENDED</b> <b>It is recommended that when future school provision is next considered further, work is done on the designated areas to identify any potential changes that could be made to improve the fit with school transport rules.</b>	Potentially, some children may be getting free home to school transport to their designated area school, when there is a closer, non-designated area, school to their home address.  It is proposed that any discrepancies are now identified, These could be dealt with by making minor changes to the designated areas of relevant schools.  We would consult on any proposed changes to the designated areas in due course. Further work is needed, but this will not affect many children.	September 2018 (to allow time for changes to school admissions arrangements).		<ul style="list-style-type: none"> <li>Limits choice of schools (4).</li> <li>Will negatively impact on Eton Wick, not in designated area for St Peters (3).</li> <li>Not clear what is being proposed (3).</li> <li>Should fund travel to appropriate school (2).</li> <li>Can't change admissions rules of academies (1).</li> </ul>	<b>Eventual &lt;£5k p.a. saving.</b> Children with existing entitlement would continue to receive assistance with home to school transport, until they leave their current school (or move away). Any savings would only accrue in full once any changes are made and once existing recipients have left school, which could be up to seven years away.	This would remove a discrepancy in the policy, and ensure that all residents are assessed against the same criteria for home to school transport eligibility.
7. Discretionary eligibility – Windsor middle schools.	<b>Proposal E:</b> to stop the discretionary offer and provide Windsor children free home to school transport only if they are eligible under the standard statutory criteria. <b>RECOMMENDED</b>	Children attending the one of the four middle schools would be assessed for free home to school transport under the standard statutory criteria. Most children would only qualify, therefore, if they are attending the <b>nearest</b> appropriate middle school (with a place), and that school is more than three miles from their home address. Children in low income families may still be eligible for additional help with home to school transport.	September 2017, for new applicants only.		<ul style="list-style-type: none"> <li>No places at nearer schools (5).</li> <li>Will negatively impact on St Peters (4).</li> <li>Attend St Peters because it is Church of England (4).</li> <li>Proposal removes choice (3).</li> <li>Unfair on Eton Wick (3).</li> </ul>	<b>Eventual £45k p.a. saving.</b> Children with existing entitlement would continue to receive assistance with home to school transport, until they leave their current school/move house. Any savings would only accrue in full once existing recipients have left middle school, in July 2019.  Some of these young people may still qualify under other home to school transport (e.g. low income) criteria, which would then lessen the savings.	This would remove a discrepancy in the policy, and ensure that all residents are assessed against the same criteria for home to school transport eligibility.
8. Discretionary eligibility – Holyport to Cox Green.	<b>Proposal F:</b> to stop the discretionary offer and only provide Holyport children free home to school transport only if they are eligible under the standard statutory criteria. <b>RECOMMENDED</b> <b>If this is not approved, then the borough will need to properly define the Holyport Village boundary.</b>	Children living in Holyport and attending Cox Green School would be assessed for free home to school transport under the standard statutory criteria. Most children would only qualify if they are attending their nearest appropriate secondary school, and that school is more than three miles from their home address. Children in low income families may still be eligible for additional help with home to school transport.	September 2017, for new applicants only.		<ul style="list-style-type: none"> <li>Will result in more traffic (4).</li> <li>No places at nearest school, Holyport College (4).</li> <li>Cox Green closest co-ed school with space (3).</li> <li>No safe walking route to school (3).</li> <li>Is currently unfair on other residents (3).</li> </ul>	<b>Eventual &lt;£15k p.a. saving.</b> Children with existing entitlement would continue to receive assistance with home to school transport, until they leave their current school/move house. Any savings would only accrue in full once existing recipients have left Cox Green, in July 2021.  Some of these young people may still qualify under other home to school transport (e.g. low income) criteria, which would then lessen the savings.	This would remove a discrepancy in the policy, and ensure that all residents are assessed against the same criteria for home to school transport eligibility.
9. Discretionary seats on home to school transport.	<b>Proposal G:</b> to remove the subsidy for Royal Borough children on discretionary seats. <b>NOT RECOMMENDED</b> <b>Royal Borough children will continue to be charged the discounted rate (currently £570 per annum).</b>	The charge for discretionary seats on home to school transport for Royal Borough children would be raised [from the current £570 per year] so that it matches the cost of the charge for children not resident in the borough [£765 per year].	September 2017.		<ul style="list-style-type: none"> <li>Wrong priority for council budget (4).</li> <li>Unfair on low income families (4).</li> <li>Is a significant price increase (3).</li> <li>Will result in more traffic (2).</li> <li>Should be encouraging post-16 education (2).</li> </ul>	<b>&lt;£6k p.a. additional income.</b> Starting in the 2017/18 academic year, based on the number of Royal Borough residents using discretionary seats in 2015/16 (year end). This assumes that the additional cost would not result in a reduced uptake of fare paying seats.	This would bring the charge for the discretionary seats closer to the average cost of providing them.

a Category	b Proposal	c Description	d When	e Responses (%)	f Response Comments	g Potential Cost Implications	h Policy Implications
9. Discretionary seats on home to school transport (continued).	<b>Proposal H:</b> to remove the subsidy for the Eton Wick M10 and M11 'Yellow Bus' services. <b>NOT RECOMMENDED</b>	The charge for discretionary seats on the Eton Wick M10 and M11 'Yellow Bus' services would be raised [from £290 per year] to match the full rate for seats on all other services.	September 2017, to 75% of full rate. September 2018, to 100% of full rate.		<ul style="list-style-type: none"> <li>Negative impact on Eton Wick families (5).</li> <li>Wrong priority for council budget (4).</li> <li>Unfair on low income families (4).</li> <li>Eton Wick has no middle school (3).</li> <li>Is a large price increase (1).</li> </ul>	<b>£1.4k p.a. additional income.</b> In the 2018/19 academic year when the 100% rate would be applied, if the current £570 cost of the discretionary pass is retained. This rises to £2.4k p.a. additional income p.a. if the cost of the discretionary pass is raised to £765 as per Proposal G. This is based on 2015-16 use of the service.	This would remove a discrepancy in the policy, and ensure that all residents pay the same amount for discretionary seats.
	<b>Proposal I:</b> to reduce the subsidy on discretionary seats for low income families. <b>NOT RECOMMENDED</b> <b>Low income families will continue to pay £0 per annum for a discretionary seat.</b>	Discretionary seats for children from families with a low income would be charged at 50% of the full rate.	September 2017, to 25% of full rate. September 2018, to 50% of full rate.		<ul style="list-style-type: none"> <li>Unfair on low income families (10).</li> <li>Will impact on attendance if can't afford transport (2).</li> <li>Is a large price increase (2).</li> </ul>	<b>£0k p.a. saving.</b> There are currently no students on discretionary seats qualifying as low income families.	This would remove a discrepancy in the policy, and ensure that all residents pay the same amount for discretionary seats.
	<b>Proposal J:</b> to remove the discretionary seats subsidy for low income families. <b>NOT RECOMMENDED</b> <b>Low income families will continue to pay £0 per annum for a discretionary seat.</b>	Discretionary seats for children from families with a low income would be charged at the full rate.	September 2017, to 25% of full rate. September 2018, to 50% of full rate. September 2019, to 75% of full rate. September 2020, to 100% of full rate.		<ul style="list-style-type: none"> <li>Wrong priority for council budget (1).</li> <li>False economy (1).</li> </ul>	<b>£0k p.a. saving.</b> There are currently no students on discretionary seats qualifying as low income families.	This would remove a discrepancy in the policy, and ensure that all residents pay the same amount for discretionary seats.
	<b>Proposal K:</b> to end the availability of Ten Journey Passes on home to school transport routes. <b>RECOMMENDED</b>	Ten Journey passes would no longer be available to buy for transport on home to school transport routes.  Currently, a pack of ten tickets can be spread out over any period from a week to a year. This makes it impossible to know who is using them and when, in turn making it difficult to plan vehicles of the appropriate size.	September 2017.		<ul style="list-style-type: none"> <li>Pass provides flexibility for users (8).</li> <li>Pass is cheaper for users (4).</li> <li>Unclear of rationale for change (2).</li> <li>Wrong priority for council budget (1).</li> </ul>	<b>Unknown</b> Ten Journey Passes are purchased direct from the bus company, and records are not kept. There will, however, be a small loss of income from these purchases.	This would allow for improved planning of routes and vehicles, as the demand would not vary from day to day.  A normal discretionary seat is cheaper over the year than tickets bought as ten journey passes.
	<b>Proposal L:</b> to introduce direct debit instalment plans for home to school transport charges. <b>RECOMMENDED</b>	It would be possible to pay for home to school transport charges in instalments using direct debit, to spread the cost.  Existing payment methods would remain available.	September 2017.		<ul style="list-style-type: none"> <li>Would consider using direct debit (8).</li> <li>Sensible to offer (6).</li> <li>Need to retain other payment options (3).</li> </ul>	<b>Nil</b> There would be some resource implications to set up a new applications and payments system, but these would be met within existing budgets.	This payment option will enable parents to spread the cost of home to school transport more easily.
10. SEN after-school clubs.	<b>Proposal M:</b> to provide, for SEN children, free transport home from one after-school club per week only (in line with current policy). <b>RECOMMENDED</b> <b>The eligibility will only apply in future where the after-school club is firmly linked to specific outcomes in the EHCP.</b>	The existing policy would be enforced, so that children are limited to free transport home from just one after-school club per week.	September 2016.		<ul style="list-style-type: none"> <li>Discriminatory against SEN children (10).</li> <li>Clubs support participation of SEN children (7).</li> <li>Clubs assist with development of SEN children (6).</li> <li>Policy makes it difficult to find creative solutions (5).</li> </ul>	<b>Unknown</b> No assessment has been made of the number of instances of trips home from after-school clubs that have been made over and above the policy and have resulted in additional costs. It is estimated, however, that the cost could be around £1,000 per annum, per pupil, per after school club trip (excluding passenger assistant). Some savings, therefore, would be likely.	This would ensure that the existing policy is enforced more consistently.

a Category	b Proposal	c Description	d When	e Responses (%)	f Response Comments	g Potential Cost Implications	h Policy Implications
12. SEN after-school clubs.	<b>Proposal N:</b> to stop providing any free transport home from after-school clubs. <b>NOT RECOMMENDED</b>	Children with statements of SEN or an EHCP will no longer be offered free transport home from any after school clubs, and parents/carers would need to make their own arrangements.	September 2016.		<ul style="list-style-type: none"> <li>• Not aware of the option of assistance (4).</li> <li>• Should be able to attend these clubs (2).</li> </ul>	No assessment has been made of the number of instances of trips home from after-school clubs that have been made over and above the policy <i>and</i> have resulted in additional costs. It is estimated, however, that the cost could be around £1,000 per annum, per pupil, per after school club trip (excluding passenger assistant). Some savings, therefore, would be likely.	Mainstream pupils eligible for free home to school transport are not offered transport home from after-school clubs. This proposal would, therefore, bring the SEN policy in line with mainstream.
13. Assistance with post-16 transport for young people.	<b>Proposal O:</b> to reduce the subsidy on the reduced fare railcard for young people from low income families. <b>NOT RECOMMENDED</b> <b>Students from low income backgrounds will continue to pay £0 per annum for the reduced fare railcard.</b>	Young people from low income families would be charged 50% of the annual fee.	September 2017, to 25% of full rate. September 2018, to 50% of full rate.		<ul style="list-style-type: none"> <li>• Disadvantage poorer students (6).</li> <li>• Should be support students to continue studying (2).</li> <li>• Should be expanding home to school transport (1).</li> </ul>	<b>£0k p.a. saving.</b> Only one student benefits from this discount in the 2015/16 academic year.	This would remove a discrepancy in the policy, and ensure that all residents pay the same amount for discretionary seats.
	<b>Proposal P:</b> to remove the subsidy on the reduced fare railcard for young people from low income families. <b>NOT RECOMMENDED</b> <b>Students from low income backgrounds will continue to pay £0 per annum for the reduced fare railcard.</b>	Young people from low income families would no longer be eligible for a waiver of the annual fee.	September 2017, to 25% of full rate. September 2018, to 50% of full rate. September 2019, to 75% of full rate. September 2020, to 100% of full rate.			<b>£0k p.a. saving.</b> Only one student benefits from this discount in the 2015/16 academic year.	This would remove a discrepancy in the policy, and ensure that all residents pay the same amount for discretionary seats.
14. Post-16 transport for young people with SEN.	<b>Proposal Q:</b> to stop providing free home to school transport to young people with SEN in post-16 education. <b>RECOMMENDED</b> <b>Students from low income backgrounds will continue to receive transport support to attend education when aged 17-18.</b>	Home to school transport would no longer be offered to young people with an EHCP or statement of SEN and aged 16 and over. This includes young people staying on into sixth form at the same school. These young people would instead be eligible for assistance with post-16 transport via a reduced fare card from Great Western Railways and/or free bus passes.	September 2017.		<ul style="list-style-type: none"> <li>• Disadvantage SEN students (13).</li> <li>• No alternative arrangements are available (6)</li> <li>• Will disadvantage students from poorer backgrounds (4).</li> <li>• Raising the age of participation requires education until 18 (3).</li> <li>• Independent travel is not suitable for some SEN students (2).</li> <li>• Provide better SEN education, so fewer sent out-borough (1).</li> </ul>	<b>Eventual £240k p.a. saving.</b> Based on 2015-16 financial year figures (79 students). Young people with existing entitlement will continue to receive assistance with home to school transport, until they leave their current school (or move away). Any savings, therefore, will only accrue in full once any changes are made and once existing recipients have left school, which could be by July 2020.	This would bring the home to school transport policy for post-16 SEN young people into line with that for mainstream, where there is no entitlement for free home to school transport post-16.
	<b>Proposal R:</b> to charge for home to school transport provided to young people with SEN in post-16 education. <b>NOT RECOMMENDED</b>	Free home to school transport would no longer be offered to young people with an EHCP or statement of SEN aged 16+. This includes young people staying on into sixth form at the same school. Instead, young people aged 16+ who qualify for home to school transport would be charged an annual fee, in line with the discretionary seat rate. They would also be eligible for assistance with post-16 transport via a reduced fare card from Great Western Railways and/or free bus passes.	September 2017.			<b>£45k p.a. additional income.</b> Starting in September 2017, based on the 2015-16 figure of 79 students at £570 p.a. This rises to £60k p.a. if the cost of the discretionary seat fare is raised to £765 p.a. as per Proposal G.	This would bring the home to school transport policy for post-16 SEN young people into line with that for mainstream, where there is no entitlement for free home to school transport post-16.
15. Transport for young people with SEN, aged 19-25.	<b>Proposal T:</b> to set out a clear policy for providing home to school transport for young people with SEN aged 19-25. <b>RECOMMENDED</b>	No home to school transport will be offered to young people with an EHCP or statement of SEN aged 18+.	September 2016.	N/a. This proposal has been developed following consultation responses.	N/a.	No cost implications for the home to school transport budget.	None.



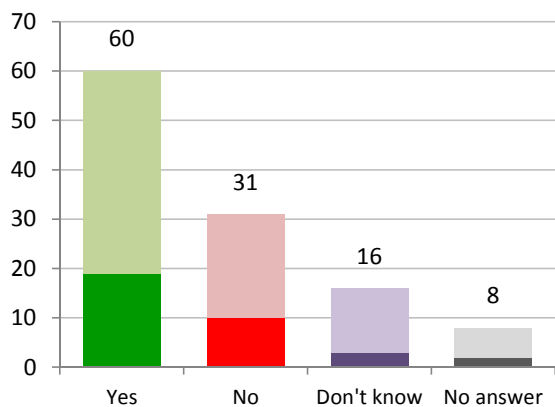
## 4. Statutory eligibility for special educational needs.

Children with special educational needs, disability or mobility issues who qualify for free home to school transport under the statutory eligibility.

### PROPOSAL A: To introduce an annual review of home to school transport needs

No changes are proposed to eligibility, but it is proposed that home to school transport needs are assessed more regularly, as part of the annual review of the child's Education, Health and Care Plan.

#### Consultation response to PROPOSAL A.



	Yes	No	Don't know	No answer	Total
All	60 52.2%	31 27.0%	16 13.9%	8 7.0%	115
Recipients	19 55.9%	10 29.4%	3 8.8%	2 5.9%	34
Others	41 50.6%	21 25.9%	13 16.0%	6 7.4%	81

#### Main comments received in support:

- A review could help child's move to independence (1).

#### Main comments received against:

- Children/families should have consistent arrangements (5).
- Not clear how this is different from current arrangements (4).
- A review every three years would be sufficient (2).
- SEN children need more support (2).
- Wrong priorities in terms of Council budget (1).
- Will result in more traffic on roads (1).

#### Main comments received, neutral:

- Assumed this was already done (3).
- Review should be to meet needs of the child (2).
- Review should not be cost driven (1).

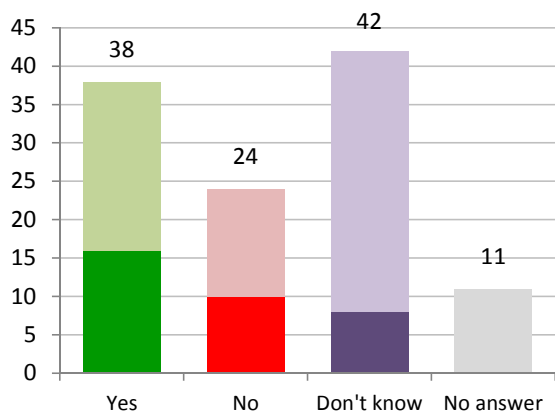
## 4. Statutory eligibility for special educational needs.

Children with special educational needs, disability or mobility issues who qualify for free home to school transport under the statutory eligibility.

### PROPOSAL B: To introduce Independent Travel Training.

It is proposed that the Royal Borough considers funding a pilot on Independent Travel Training with a small number of families in 2016/17, which could be rolled out more widely in 2017/18 if successful.

#### Consultation response to PROPOSAL B.



	Yes	No	Don't know	No answer	Total
All	38 33.0%	24 20.9%	42 36.5%	11 9.6%	115
Recipients	16 47.1%	10 29.4%	8 23.5%	0 0.0%	34
Others	22 27.2%	14 17.3%	34 42.0%	11 13.6%	81

#### Main comments received in support:

- Would be interested in Independent Travel Training (8).
- Independent Travel Training is good for independence (5).

#### Main comments received against:

- Distance is too far for independent travel (6).
- Independent Travel Training not appropriate for all (3).
- Should not be about saving costs (3).
- Child can't cope with public transport (2).
- Independent Travel Training is labour intensive (1).
- Not all SEN children are safe on public transport (1).

#### Main comments received, neutral:

- More details needed about the programme (6).
- Parents need to decide that it is appropriate (4).
- Need to ensure it meets individual needs (3).
- Needs to be a genuine pilot, with criteria set for success (2).

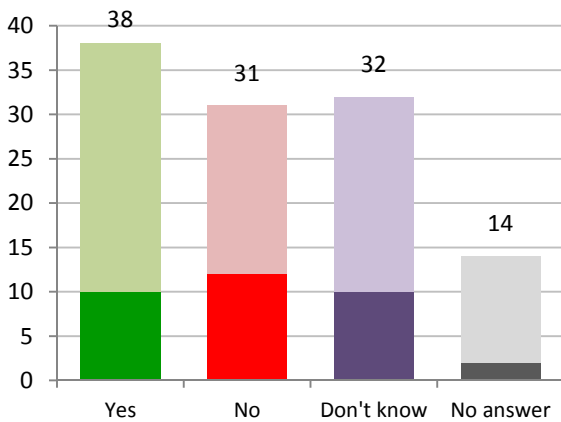
## 4. Statutory eligibility for special educational needs.

Children with special educational needs, disability or mobility issues who qualify for free home to school transport under the statutory eligibility.

### PROPOSAL C: To introduce Personal Transport Budgets.

It is proposed that the Royal Borough pilots Personal Transport Budgets with a small number of families in 2016/17, which could be rolled out more widely in 2017/18 if successful.

#### Consultation response to PROPOSAL C.



	Yes	No	Don't know	No answer	Total
All	38 33.0%	31 27.0%	32 27.8%	14 12.2%	115
Recipients	10 29.4%	12 35.3%	10 29.4%	2 5.9%	34
Others	28 34.6%	19 23.5%	22 27.2%	12 14.8%	81

#### Main comments received in support:

- Would assist with after-school clubs (1).
- Gives families flexibility for home to school transport (1).
- Is more cost effective (1).

#### Main comments received against:

- Less cost efficient for parents to arrange taxis (4).
- Stressful for parents to organise taxis (3).
- A taxi is the only possible transport for us (2).
- Child can't cope with public transport (1).
- Would not be spent on home to school transport (1).

#### Main comments received, neutral:

- Is this different from the EHCP budget? (6).
- Needs to be in line with current mileage rate (3).
- More details about the programme needed (2).
- Personal Transport Budget must be voluntary (2).
- Needs to be more generous than current mileage rate (1).
- Pilot is a good idea (1).

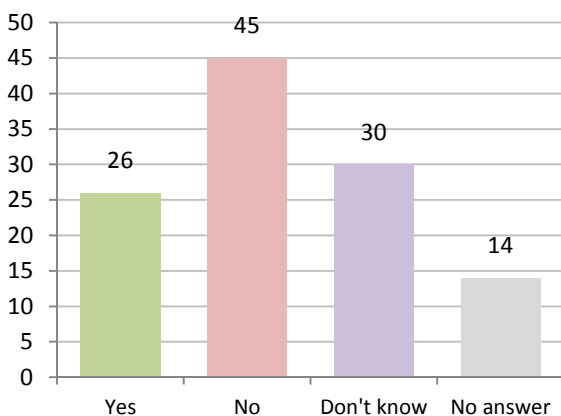
## 6. Discretionary eligibility - designated area schools.

Children who receive free home to school transport to their designated area school, even though there is a closer school, outside the designated area.

### PROPOSAL D: To change school designated areas to better fit home to school transport rules.

It is proposed that, where possible, any discrepancies are removed by changing the designated areas of primary and secondary schools. We would consult on any proposed changes to the designated areas in due course.

#### Consultation response to PROPOSAL D.



	Yes	No	Don't know	No answer	Total
All	26 22.6%	45 39.1%	30 26.1%	14 12.2%	115
Others	26 22.6%	45 39.1%	30 26.1%	14 12.2%	115

#### Main comments received in support:

- Designated areas should be reviewed regularly (1).

#### Main comments received against:

- Limits choice (4).
- Impact on Eton Wick, not in designated area for St Peters (3).
- No places available at nearer schools (3).
- Should fund travel to appropriate school (2).
- Will disproportionately affect SEN & low income families (1).
- Can't change admissions rules of academies (1).
- No safe route to nearest school (1).

#### Main comments received, neutral:

- Not clear what is being proposed (3).

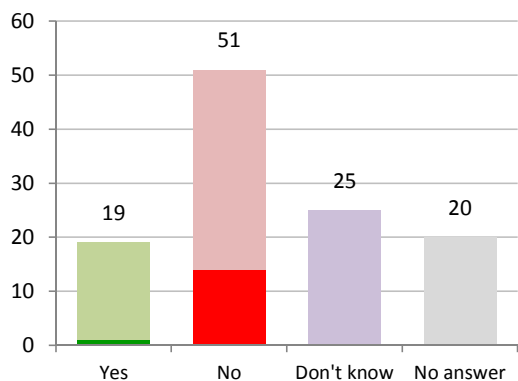
## 7. Discretionary eligibility - Windsor middle schools.

Children attending a middle school in Windsor get free home to school transport to their school (if it is at least three miles away) even if they have a much closer alternative school that they could get a place at).

**PROPOSAL E: To stop the discretionary offer and only provide Windsor children free home to school transport if they are eligible under the standard statutory criteria.**

Children attending the one of the four middle schools would be assessed for free home to school transport under the standard statutory criteria. Most children would only qualify, therefore, if they are attending the nearest appropriate middle school (with a place), and that school is more than three miles from their home address. Children in low income families may still be eligible for additional help with home to school transport.

### Consultation response to PROPOSAL E.



	Yes	No	Don't know	No answer	Total
All	19 16.5%	51 44.3%	25 21.7%	20 17.4%	115
Recipients	1 6.7%	14 93.3%	0 0.0%	0 0.0%	15
Others	18 18.0%	37 37.0%	25 25.0%	20 20.0%	100

#### Main comments received in support:

- This use of the transport budget is unfair on others (1).

#### Main comments received against:

- No places at nearer schools (5).
- Will negatively impact on demand for St Peters (4).
- Attend St Peter's because it is Church of England (4).
- Proposal removes choice (3).
- Unfair on Eton Wick residents; unable to get to St Peters (3).
- Make admissions fairer in Windsor, e.g. St Edwards (3).
- Will disproportionately affect SEN & low income families (2).
- Attend St Peter's because small/good ethos (2).
- Not all middle schools are equally good (1).
- Will result in more traffic (1).
- Should not have to pay to go to school (1).

#### Main comments received, neutral:

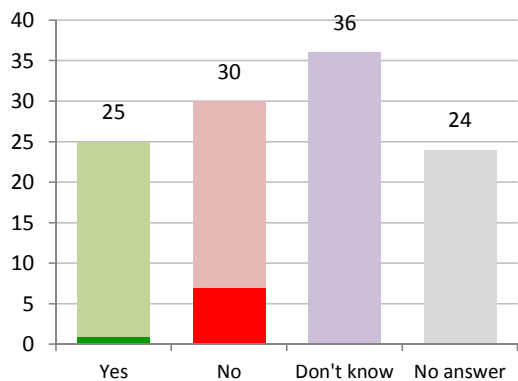
## 8. Discretionary eligibility - Holyport to Cox Green.

Some children living in Holyport are 3 miles or less from Cox Green School, but automatically get free home to school transport there. In some cases, Cox Green is also the nearest available school.

**PROPOSAL F: To stop the discretionary offer and only provide Holyport children free home to school transport if they are eligible under the standard statutory criteria.**

Children living in Holyport and attending Cox Green School would be assessed for free home to school transport under the standard statutory criteria. Most children would only qualify if they are attending their nearest appropriate secondary school, and that school is more than three miles from their home address. Children in low income families may still be eligible for additional help with home to school transport.

### Consultation response to PROPOSAL F.



	Yes	No	Don't know	No answer	Total
All	25 21.7%	30 26.1%	36 31.3%	24 20.9%	115
Recipients	1 12.5%	7 87.5%	0 0.0%	0 0.0%	8
Others	24 22.4%	23 21.5%	36 33.6%	24 22.4%	107

#### Main comments received in support:

- This use of the transport budget is unfair on others (3).

#### Main comments received against:

- Will result in more traffic (4).
- No places at nearest school, Holyport College (4).
- Cox Green is the closest co-ed school with space (3).
- No safe walking route to schools (3).
- Removes school choice (2).
- Practical difficulty getting children to school (2).
- Will disproportionately affect SEN & low income families (2).
- The school bus is good socially for Holyport children (1).
- Should be expanding, not reducing, school transport (1).

#### Main comments received, neutral:

- Good that this is for new applicants only (1).

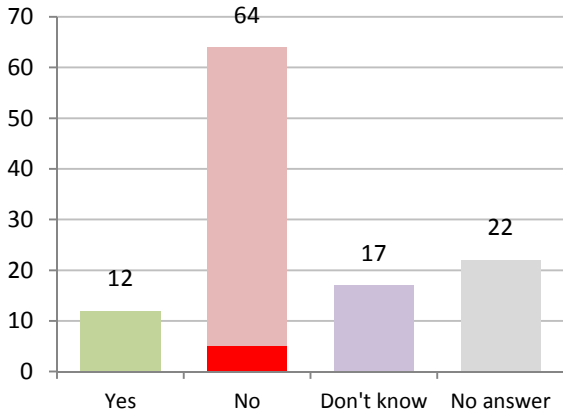
## 9. Discretionary seats on home to school transport.

Some Royal Borough residents pay for 'discretionary' seats on borough home to school transport routes, using spare places not taken by eligible children.

### PROPOSAL G: To remove the subsidy for Royal Borough children on discretionary seats.

The charge for discretionary seats on home to school transport for Royal Borough children would be raised [from the current £570 per year] so that it matches the cost of the charge for children not resident in the borough [£765 per year].

#### Consultation response to PROPOSAL G.



Category	Yes	No	Don't know	No answer	Total
All	12 10.4%	64 55.7%	17 14.8%	22 19.1%	115
Recipients	0 0.0%	5 100.0%	0 0.0%	0 0.0%	5
Others	12 10.9%	59 53.6%	17 15.5%	22 20.0%	110

#### Main comments received in support:

#### Main comments received against:

- Wrong priorities in terms of council budget (4).
- Changes unfair on low income/working families (4).
- The proposal is a significant price increase (3).
- Will result in more traffic (2).
- Should be encouraging post-16 education (2).
- Should be expanding, not reducing, school transport (1).
- Will unfairly impact on Eton Wick (1).
- No safe walking route, as alternative to paying (1).
- Out-borough children should pay more (1).
- Removes school choice (1).
- School choice forced on transport, not suitability (1).

#### Main comments received, neutral:

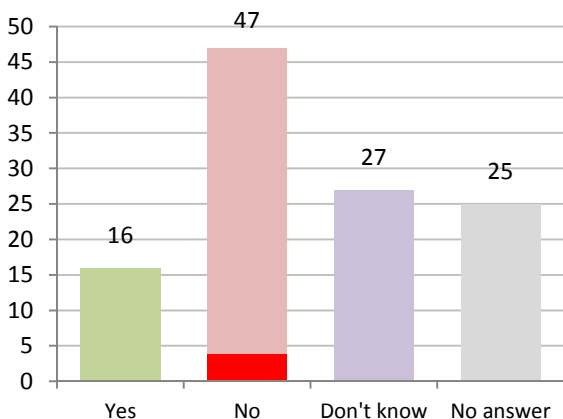
## 9. Discretionary seats on home to school transport.

Some children, not eligible for free home to school transport, travel on the Eton Wick M10 and M11 'Yellow Bus' services, paying a charge of £290 per year.

### PROPOSAL H: To remove the subsidy for Royal Borough children on discretionary seats.

The charge for discretionary seats on the Eton Wick M10 and M11 'Yellow Bus' services would be raised [from £290 per year] to match the full rate for seats on all other services.

#### Consultation response to PROPOSAL H.



Category	Yes	No	Don't know	No answer	Total
All	16 13.9%	47 40.9%	27 23.5%	25 21.7%	115
Recipients	0 0.0%	4 100.0%	0 0.0%	0 0.0%	4
Others	16 14.4%	43 38.7%	27 24.3%	25 22.5%	111

#### Main comments received in support:

#### Main comments received against:

- Will have a negative impact on Eton Wick families (5).
- Wrong priorities in terms of council budget (4).
- Changes unfair on low income/working families (4).
- Eton Wick has no middle school (3).
- Is a large price increase (1).
- Should not make it more difficult to get to school (1).
- Purpose of school buses is not to make money (1).

#### Main comments received, neutral:

- All services in area should cost the same (1).

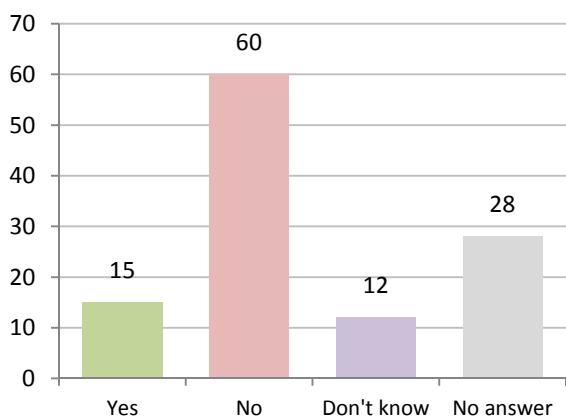
## 9. Discretionary seats on home to school transport.

Families with a low income are not currently charged for discretionary seats.

### PROPOSAL I: To reduce the subsidy on discretionary seats for low income families.

Discretionary seats for children from families with a low income would be charged at 50% of the full rate (phased in over 2017/18 and 2018/19).

#### Consultation response to PROPOSAL I.



	Yes	No	Don't know	No answer	Total
All	15 13.0%	60 52.2%	12 10.4%	28 24.3%	115
Others	15 13.0%	60 52.2%	12 10.4%	28 24.3%	115

#### Main comments received in support:

#### Main comments received against:

- Changes unfair on low income families(10).
- Will impact attendance if can't afford transport (2).
- Is a large price increase (2).
- Wrong priorities in terms of council budget (1).
- False economy, as fewer children will use service (1).
- School choice forced on transport, not suitability (1).

#### Main comments received, neutral:

- Limit the increase to 25%.

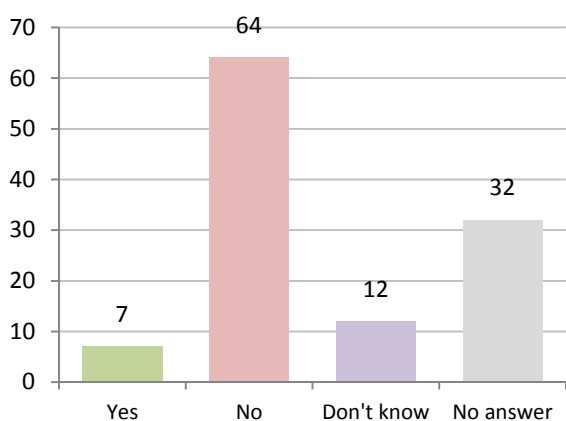
## 9. Discretionary seats on home to school transport.

Families with a low income are not currently charged for discretionary seats.

### PROPOSAL J: To remove the subsidy on discretionary seats for low income families.

Discretionary seats for children from families with a low income would be charged at 100% of the full rate (phased in over the period 2017/18 to 2020/21).

#### Consultation response to PROPOSAL J.



	Yes	No	Don't know	No answer	Total
All	7 6.1%	64 55.7%	12 10.4%	32 27.8%	115
Others	7 6.1%	64 55.7%	12 10.4%	32 27.8%	115

As submitted against Proposal I.

#### Main comments received in support:

#### Main comments received against:

- Changes unfair on low income families(10).
- Will impact attendance if can't afford transport (2).
- Is a large price increase (2).
- Wrong priorities in terms of council budget (1).
- False economy, as fewer children will use service (1).
- School choice forced on transport, not suitability (1).

#### Main comments received, neutral:

- Limit the increase to 25%.

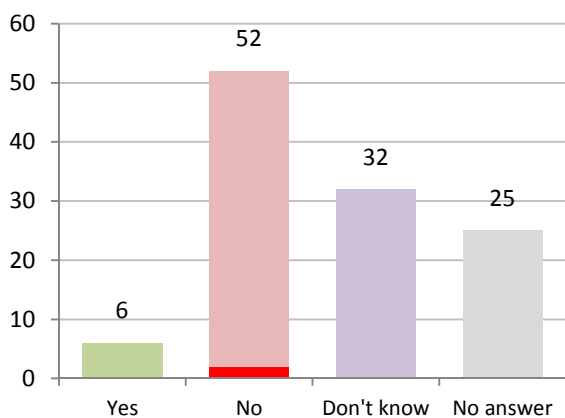
## 9. Discretionary seats on home to school transport.

Children not eligible for free home to school transport are able to purchase tickets, in blocks of ten, for journeys on borough routes.

### PROPOSAL K: To end the availability of Ten Journey Passes on home to school transport routes.

Ten Journey passes would no longer be available to buy for transport on home to school transport routes.

#### Consultation response to PROPOSAL K.



	Yes	No	Don't know	No answer	Total
All	6 5.2%	52 45.2%	32 27.8%	25 21.7%	115
Recipients	0 0.0%	2 100.0%	0 0.0%	0 0.0%	2
Others	6 5.3%	50 44.2%	32 28.3%	25 22.1%	113

#### Main comments received in support:

#### Main comments received against:

- Ten journey pass provides flexibility for users (8).
- Ten journey pass is cheaper for users (4).
- Wrong priorities in terms of council budget (1).
- Loss will result in difficulties getting to school (2).

#### Main comments received, neutral:

- Offer the pass, but at cost, not subsidised (2).
- Unclear of the rationale for this change (2).

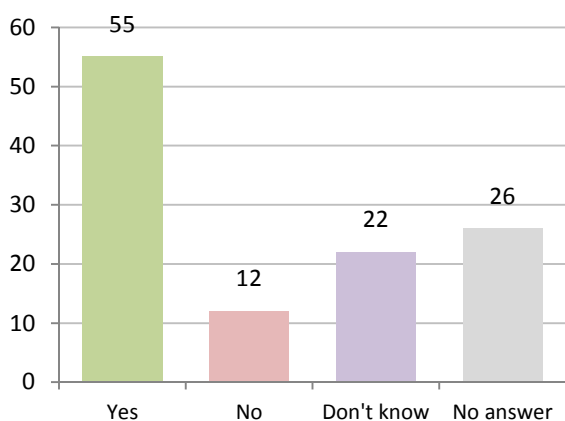
## 9. Discretionary seats on home to school transport.

Home to school transport charges are currently billed termly.

### PROPOSAL L: To introduce direct debit instalment plans for home to school transport charges.

It would be possible to pay for home to school transport charges in instalments using direct debit, to spread the cost. Existing payment methods would remain available.

#### Consultation response to PROPOSAL L.



	Yes	No	Don't know	No answer	Total
All	55 47.8%	12 10.4%	22 19.1%	26 22.6%	115
Others	55 47.8%	12 10.4%	22 19.1%	26 22.6%	115

#### Main comments received in support:

- Would consider using direct debit payment plan (8).
- Sensible to offer direct debit option (6).
- Will help to spread the cost (1).

#### Main comments received against:

- Still means that higher charges have to be paid (1).

#### Main comments received, neutral:

- Need to retain other options for payment (3).

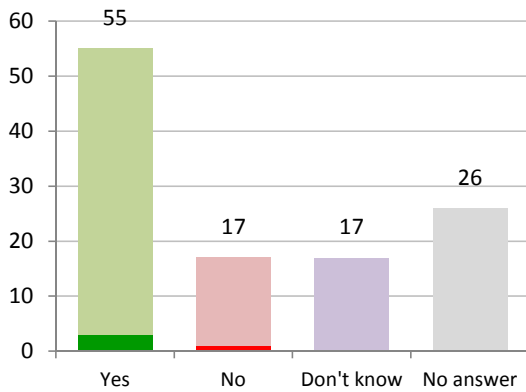
## 10. Discretionary eligibilty - SEN after-school clubs.

Where children with an EHCP or statement of SEN attend after-school clubs, the Royal Borough may offer free transport home at a later leaving time. If a child at an after school club is usually transported in a vehicle with other children who are going home at the normal time, an extra vehicle is needed.

**PROPOSAL M: To provide, for SEN children, free transport home from one after-school club per week only (in line with current policy).**

The existing policy would be enforced, so that children are limited to free transport home from just one after-school club per week.

### Consultation response to PROPOSAL M.



	Yes	No	Don't know	No answer	Total
All	55 47.8%	17 14.8%	17 14.8%	26 22.6%	115
Recipients	3 75.0%	1 25.0%	0 0.0%	0 0.0%	4
Others	52 46.8%	16 14.4%	17 15.3%	26 23.4%	111

#### Main comments received in support:

- Should not offer this assistance (1).

#### Main comments received against:

- Discriminatory against SEN children (10).
- Clubs support participation of SEN children (7).
- Clubs assist SEN children with development (6).
- Policy of no transport home creative solutions (5).
- Should be able to attend all after-school clubs (2).
- SEN children cannot make their own way home (1).
- This should not be about cutting costs (1).

#### Main comments received, neutral:

- Was not aware of option of assistance (4).
- After school clubs no longer available at Manor Green (1).
- Already not easy to get this assistance (1).

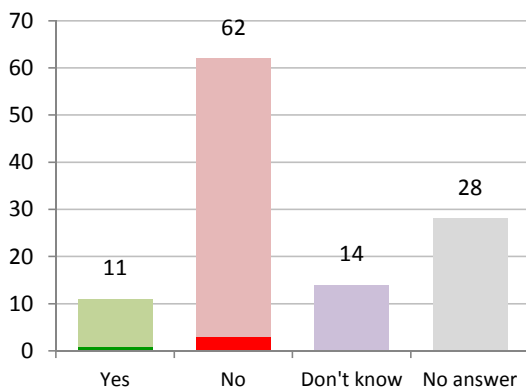
## 10. Discretionary eligibilty - SEN after-school clubs.

Where children with an EHCP or statement of SEN attend after-school clubs, the Royal Borough may offer free transport home at a later leaving time. If a child at an after school club is usually transported in a vehicle with other children who are going home at the normal time, an extra vehicle is needed.

**PROPOSAL N: To stop providing free transport home from after-school clubs.**

The existing policy would be enforced, so that children are limited to free transport home from just one after-school club per week.

### Consultation response to PROPOSAL N.



	Yes	No	Don't know	No answer	Total
All	11 9.6%	62 53.9%	14 12.2%	28 24.3%	115
Recipients	1 25.0%	3 75.0%	0 0.0%	0 0.0%	4
Others	10 9.0%	59 53.2%	14 12.6%	28 25.2%	111

*As submitted against Proposal M.*

#### Main comments received in support:

- Should not offer this assistance (1).

#### Main comments received against:

- Discriminatory against SEN children (10).
- Clubs support participation of SEN children (7).
- Clubs assist SEN children with development (6).
- Policy of no transport home creative solutions (5).
- Should be able to attend all after-school clubs (2).
- SEN children cannot make their own way home (1).
- This should not be about cutting costs (1).

#### Main comments received, neutral:

- Was not aware of option of assistance (4).
- After school clubs no longer available at Manor Green (1).
- Already not easy to get this assistance (1).

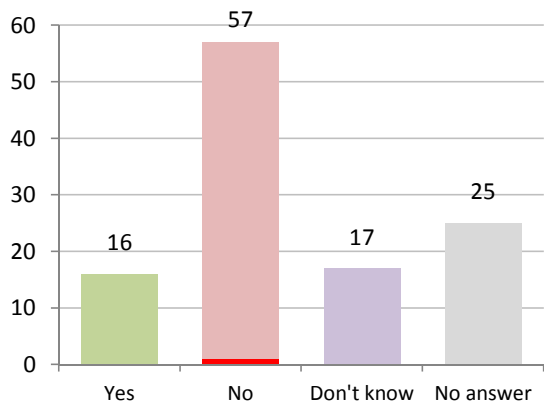
## 11. Assistance with post-16 transport for young people.

There is no legal requirement to provide any free or subsidised home to school transport for young people aged 16 and over. The Royal Borough enables students aged 16 to 18 to purchase a reduced fare card from Great Western Railway. The £90 annual fee is waived for low income students. Continuing students are those who, aged 19 or over, are still on a course that they started aged 16 to 18.

### PROPOSAL O: To reduce the subsidy on the reduced fare railcard for young people from low income families.

Young people from low income families would be charged 50% of the annual fee (phased in over 2017/18 and 2018/19).

#### Consultation response to PROPOSAL O.



	Yes	No	Don't know	No answer	Total
All	16 13.9%	57 49.6%	17 14.8%	25 21.7%	115
Recipients	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1
Others	16 14.0%	56 49.1%	17 14.9%	25 21.9%	114

#### Main comments received in support:

#### Main comments received against:

- These changes will disadvantage poorer students (6).
- Should be supporting students continuing to study (2).

#### Main comments received, neutral:

- Should be expanding home to school transport (1).

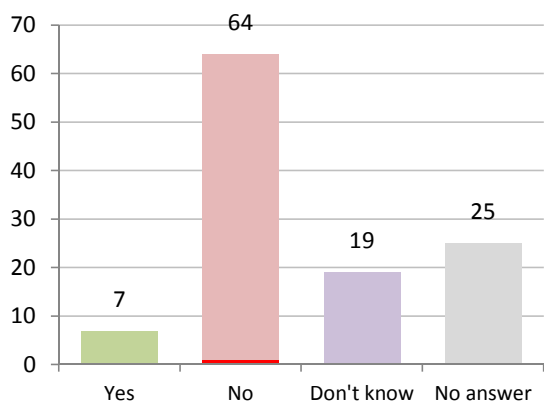
## 11. Assistance with post-16 transport for young people.

There is no legal requirement to provide any free or subsidised home to school transport for young people aged 16 and over. The Royal Borough enables students aged 16 to 18 to purchase a reduced fare card from Great Western Railway. The £90 annual fee is waived for low income students. Continuing students are those who, aged 19 or over, are still on a course that they started aged 16 to 18.

### PROPOSAL P: To remove the subsidy on the reduced fare railcard for young people from low income families.

Young people from low income families would be charged 100% of the annual fee (phased in over 2017/18 to 2020/21).

#### Consultation response to PROPOSAL P.



	Yes	No	Don't know	No answer	Total
All	7 6.1%	64 55.7%	19 16.5%	25 21.7%	115
Recipients	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1
Others	7 6.1%	63 55.3%	19 16.7%	25 21.9%	114

As submitted against Proposal O.

#### Main comments received in support:

#### Main comments received against:

- These changes will disadvantage poorer students (6).
- Should be supporting students continuing to study (2).

#### Main comments received, neutral:

- Should be expanding home to school transport (1).



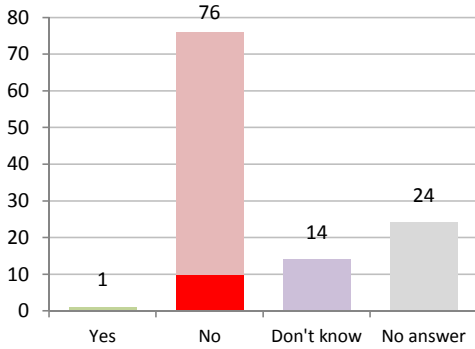
## 11. Post-16 transport for young people with SEN.

There is no legal requirement to provide any free or subsidised home to school transport for young people aged 16 and over, including young people with special educational needs. A small number of young people with an Education, Health and Care Plan (EHCP) or a statement of Special Educational Needs (SEN) or aged 16 and over receive free home to school transport. This is usually a continuation of home to school transport that was provided when the child was aged under 16.

### PROPOSAL Q: To stop providing free home to school transport to young people with SEN in post-16 education.

Home to school transport would no longer be offered to young people with an EHCP or statement of SEN and aged 16 and over. This includes young people staying on into sixth form at the same school. These young people would instead be eligible for assistance with post-16 transport via a reduced fare card from Great Western Railways and/or free bus passes (see Section B below). Students would need to re-apply for the card each year.

#### Consultation response to PROPOSAL Q.



	Yes	No	Don't know	No answer	Total
All	1 0.9%	76 66.1%	14 12.2%	24 20.9%	115
Recipients	0 0.0%	10 100.0%	0 0.0%	0 0.0%	10
Others	1 1.0%	66 62.9%	14 13.3%	24 22.9%	105

#### Main comments received in support:

#### Main comments received against:

- Will disadvantage students with SEN (13).
- No alternative travel arrangements are available (6).
- Will disadvantage students from poorer backgrounds (4).
- Raising age of participation requires education until 18 (3).
- Independent travel is not suitable for some SEN students (2).
- Provide better SEN education, so fewer sent out-borough (1).
- No railcard is available in Ascot (1).
- Need to provide assistance to aged 25 (1).
- Are a false economy in the long term (1).

#### Main comments received, neutral:

- Should be expanding home to school transport (1).

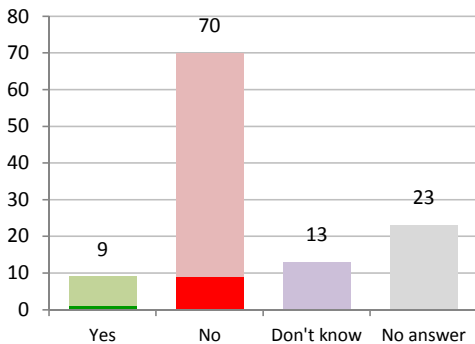
## 11. Post-16 transport for young people with SEN.

There is no legal requirement to provide any free or subsidised home to school transport for young people aged 16 and over, including young people with special educational needs. A small number of young people with an Education, Health and Care Plan (EHCP) or a statement of Special Educational Needs (SEN) or aged 16 and over receive free home to school transport. This is usually a continuation of home to school transport that was provided when the child was aged under 16.

### PROPOSAL R: To charge for home to school transport to young people with SEN in post-16 education.

Free home to school transport would no longer be offered to young people with an EHCP or statement of SEN and aged 16 and over. This includes young people staying on into sixth form at the same school. Instead, young people aged 16+ who qualify for home to school transport will be charged an annual fee. The annual charge for the home to school transport would be equivalent to the cost of discretionary seat.

#### Consultation response to PROPOSAL R.



	Yes	No	Don't know	No answer	Total
All	9 7.8%	70 60.9%	13 11.3%	23 20.0%	115
Recipients	1 10.0%	9 90.0%	0 0.0%	0 0.0%	10
Others	8 7.6%	61 58.1%	13 12.4%	23 21.9%	105

#### As submitted against Proposal Q.

#### Main comments received in support:

#### Main comments received against:

- Will disadvantage students with SEN (13).
- No alternative travel arrangements are available (6).
- Will disadvantage students from poorer backgrounds (4).
- Raising age of participation requires education until 18 (3).
- Independent travel is not suitable for some SEN students (2).
- Provide better SEN education, so fewer sent out-borough (1).
- No railcard is available in Ascot (1).
- Need to provide assistance to aged 25 (1).
- Are a false economy in the long term (1).

#### Main comments received, neutral:

- Should be expanding home to school transport (1).

This page is intentionally left blank

Report for: INFORMATION



<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>	Councillor Saunders, Lead Member for Finance
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	25 August 2016
<b>Implementation Date if Not Called In</b>	Immediate
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. This report is an update to members on the Council's financial performance in 2016-17. Services are currently projecting a £145k underspend. An additional £75k underspend is reported on non-service budget lines. There is therefore an overall underspend of £220k on the General Fund.
2. The Council remains in a strong financial position with healthy reserves. The Council's Development Fund currently has a balance of £1.104m. Overall our combined General Fund Reserves sit at £6.278m in excess of the £5.27m recommended minimum level set at Council in February 2016.

## 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.	25 August 2016
Assurance that budgets are being reviewed regularly.	25 August 2016

## 1. Details of Recommendations

### RECOMMENDED: That Cabinet:

- i) Notes the report and the projected outturn position.

## 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 £5.0m	£5.0m-£5.49m	£5.5m-£6.0m	Above £6.0m	31 May 2017

The General Fund Reserve is £5.174m and the balance on the Development Fund is £1.104m. The combined General Fund and Development Fund reserves now sit at £6.278m. The 2016-17 budget report recommended a reserve level of £5.27m 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. The Strategic Director of **Adults, Children & Health Services** reports a projected outturn figure for 2016-17 of £57.409m against a controllable net budget of £57.276m, an overspend of £131k. This is a reduction of £24k on the £155k overspend reported to Cabinet in July.

The most significant variances are:

- Pressure in respect of the provision of services to those with a learning disability and mental health problems - projected overspend of £430k, 2.5%, on a net budget of £17m. The pressure arises from the changing care requirements of a small number of residents with high needs, a delay in the de-registration of homes, and a Secretary of State adjudication of an Ordinary Residence dispute.
- Saving within the budget for the provision of services to older people - projected underspend of £255k, 1.8%, on a net budget of £14m. This saving arises from a lower than anticipated demand for services for older people.
- Overspends due to the additional cost of agency staff in key posts across Commissioning (£100k), the Pods (£142k), and the MASH (£336k) and Children's disability teams (£60k). This overspend is £37k less than that reported in July due to initiatives to recruit permanent social workers and

team managers. This reduction should continue as appointments are confirmed.

- These overspends are mainly being covered by projected underspends on the care costs of children in care, particularly in internal fostering (-£170k) and leaving care (-£75k), and children with disabilities (-£376k). This is mainly due to fewer than expected numbers requiring high cost support.

There are no projected variances to report within the HR budget.

In addition to the above variances, the following specific items and risks have been identified as having a potential impact on the budget position this year. These are not reported in the above variances:

- Home to School Transport – outturn projections will become clearer in September when demands on transport provision from new pupils are confirmed, but if spending continues at the same rate as in 2015-16, the additional budget allocated for 2016-17 could result in a further pressure of up to £300k. Actions being taken to address these pressures include reshaping transport policy and increasing numbers of high needs places in all areas to help provision in local schools and reduce reliance on expensive transport.
- There are a three high cost cases where the liability of the Council to meet their costs is uncertain either due to their Ordinary Residence or due to their eligibility for Continuing Health Care funding. This risk in these cases remains unchanged from the detailed position reported to cabinet in June with the maximum additional cost to the Directorate estimated at £165k, and the maximum saving if all cases were settled in favour of the Council estimated at £692k this financial year.

- 4.2. The Strategic Director of **Corporate and Community Services** reports a projected outturn figure for 2016-17 of £5.175m against a controllable net budget of £5.206m, an underspend of £31k. This is a small reduction to the projected underspend reported to Cabinet last month (£44k).

The minor change to the overall projected variance is based on the early delivery of Directorate restructure savings and some unbudgeted pressures in the Planning, Development and Regeneration Service.

- The loss of commercial rent income is anticipated with two units of Waldeck House being let to charities and four units in use by the Council for storage.
- A unit in the Howarth Road Industrial Park which is likely to be used as a day centre for homeless people.

The occupation of the above units as described earns no income for the Directorate and the loss is estimated to be £80k for the year.

Pressures will continue to be mitigated with careful budget management and an overall underspend on the Directorate budget is still anticipated at the year end.

- 4.3. The Strategic Director of **Operations and Customer Services** projects a £245k underspend on the directorate 2016-17 approved budget of £20.443m.

Small budget pressures and mitigating efficiencies and savings are reported internally across many of the OCS services.

In Libraries Arts & Heritage, the Registrars service is achieving strong income performance, offset by several minor pressures.

In Communities Protection & Enforcement Services £60k savings are projected from lower waste disposal tonnages, and high demand for garden waste services. In addition, the Borough's town centre car parks have demonstrated positive performance on their 1<sup>st</sup> quarter income targets, partially offset by reduced usage in smaller units. Overall a saving of £35k is projected.

In Customer Services, there are some pressures around Housing Options savings targets and facilities management, but mitigation plans are in place.

In Highways & Transport, pressures on income targets are reported in Transport & Access and Traffic & Road Safety, and on the Street Cleansing budget. However, these are fully mitigated by savings and efficiencies achieved in other areas of the service. The Directorate's share of a Corporate Advertising saving (22k) has also absorbed.

ICT has net savings of £150k from vacant Head of Service post and planned fibre network circuits.

Revenues and Benefits are also experiencing pressures from high workloads, but can offer mitigations from contract savings (Academy print) and widespread efficiencies.

This report reflects the transfer in July of 'Parking Services' (net Income budget £5m) from Highways & Transport to Communities Protection & Enforcement Services.

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

	£000
<b>Approved Estimate</b>	<b>82,256</b>
Forest Bridge Contingency – Development Fund	100
Pay Reward - Provision	495
Dynamic Purchasing System – Development Fund	4
Severance Cost - Provision	25
Bus contract	47
<b>Service Expenditure Budget this Month</b>	<b>82,927</b>

- 4.5. **Capital Programme**

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

The approved 2016-17 capital estimate is £42.255m; the projected outturn for the financial year is £42.255m. The capital outturn in 2015-16 was £27.421m.

	<b>Exp</b>	<b>Inc</b>	<b>Net</b>
	£'000	£'000	£'000
<b>Approved Estimate</b>	42,255	(18,518)	23,737
Variances identified	0	0	0
Slippage to 2016-17	0	0	0
<b>Projected Outturn 2016-17</b>	42,255	(18,518)	23,737

### Overall capital programme status

	<b>Report to August 2016 Cabinet</b>
<b>Number of Schemes in Programme</b>	<b>531</b>
Yet to Start	49%
In Progress	30%
Completed	15%
Ongoing Programmes e.g. Disabled Facilities Grant	6%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

## 5. LEGAL IMPLICATIONS

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

## 6. VALUE FOR MONEY

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

## 7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 N/A

## 8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

## 9. LINKS TO STRATEGIC OBJECTIVES

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

## 10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

- 10.1 This is a monitoring report with no actions related to staff or service provision. An Equality Impact Assessment (EQIA) has not, therefore, been completed for the

production of this report. An EQIA would be required should this report generate any changes to policy.

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None.

## 12. PROPERTY AND ASSETS

12.1 None.

## 13. ANY OTHER IMPLICATIONS

13.1 None.

## 14. CONSULTATION

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

## 15. TIMETABLE FOR IMPLEMENTATION

15.1 N/A.

## 16. APPENDICES

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

## 17. BACKGROUND INFORMATION

17.1 Budget Report to Council February 2016.

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Saunders	Lead Member for Finance	22/7/2016		
Cllr Rankin	Deputy Lead Member for Finance	22/7/2016		
Corporate Management Team (CMT)	Managing Director and Strategic Directors	22/7/2016		
<b>External None</b>				

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b> 160
For information	No



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

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Adult, Children's & Health Commissioning	7,642	7,836	100
Schools and Educational Services	2,914	2,923	0
Health, Early Help & Safeguarding	10,411	10,415	(143)
Health and Adult Social Care	32,408	32,313	174
Human Resources	1,167	1,521	0
A,C&H Management	834	1,032	0
<b>Total Adult, Children &amp; Health</b>	<b>55,376</b>	<b>56,040</b>	<b>131</b>
Better Care Fund-Expenditure	9,915	10,966	0
Better Care Fund-Income	(8,485)	(9,730)	0
<b>Total Better Care Fund</b>	<b>1,430</b>	<b>1,236</b>	<b>0</b>
Maintained Schools	42,127	43,040	0
Early Years Education and Childcare Provision	7,154	6,168	0
Admissions and Pupil Growth	545	547	0
Support Services for Schools and Early Years	1,714	1,719	94
High Needs and Alternative Provision	13,430	13,627	66
Dedicated Schools Grant	(64,970)	(65,101)	(160)
<b>Total Schools Budget(DSG)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Adult, Children and Health Services</b>	<b>56,806</b>	<b>57,276</b>	<b>131</b>
Director of Operations & Customer Services	(27)	284	0
Revenues & Benefits	816	748	0
Highways & Transport	5,293	5,450	0
Community, Protection & Enforcement Services	6,957	7,122	(95)
Customer Services	1,740	1,885	0
Technology & Change Delivery	2,915	2,603	(150)
Library, Arts & Heritage Services	2,280	2,351	0
<b>Total Operations &amp; Customer Services</b>	<b>19,974</b>	<b>20,443</b>	<b>(245)</b>
Director of Corporate & Community Services	85	87	0
Planning, Development and Regeneration Service	(819)	(749)	70
Corporate Management	433	436	0
Performance	429	451	(70)
Democratic Services	1,955	2,014	5
Elections	261	263	0
Legal	104	107	(56)
Finance	2,353	2,465	(25)
Building Services	40	26	0
Communities and Economic Development	31	106	45
<b>Total Corporate &amp; Community Services</b>	<b>4,872</b>	<b>5,206</b>	<b>(31)</b>
<b>TOTAL EXPENDITURE</b>	<b>81,652</b>	<b>82,925</b>	<b>(145)</b>

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
<b>Total Service Expenditure</b>	<b>81,652</b>	<b>82,925</b>	<b>(145)</b>
Contribution to / (from) Development Fund	1,133	455	0
Pensions deficit recovery	2,115	2,115	0
Pay reward	500	5	(5)
Transfer to/(from) Provision for the clearance of Shurlock Road			(200)
Transfer to/(from) Provision for Redundancy		(286)	0
Environment Agency levy	150	150	0
Capital Financing inc Interest Receipts	<u>5,128</u>	<u>5,128</u>	<u>130</u>
<b>NET REQUIREMENTS</b>	<b>90,678</b>	<b>90,492</b>	<b>(220)</b>
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	<u>0</u>	<u>186</u>	<u>220</u>
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b>89,697</b>	<b>89,697</b>	<b>0</b>
<b>General Fund</b>			
Opening Balance	4,681	4,768	4,954
Transfers to / (from) balances	<u>0</u>	<u>186</u>	<u>220</u>
	<u><u>4,681</u></u>	<u><u>4,954</u></u>	<u><u>5,174</u></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	649
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	<u>455</u>
	<u><u>1,104</u></u>

Portfolio Summary	2016/17 Original Budget			New Schemes – 2016/17 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure				
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2016/17 Projected	2016/17 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)
<b>Community &amp; Corporate Services</b>														
SMILE Leisure	428	(120)	308	428	(120)	308	46	(14)	32	474	0	474	0	0%
Community Facilities	145	0	145	145	0	145	0	0	0	145	0	145	0	0%
Outdoor Facilities	703	(408)	295	957	(473)	484	1,007	(601)	406	1,964	0	1,964	0	0%
Property & Development	0	0	0	0	0	0	512	0	512	512	0	512	0	0%
Governance, Policy, Performance_Partnerships	838	0	838	613	0	613	610	0	610	1,223	0	1,223	0	0%
Regeneration & Economic Development	6,397	(185)	6,212	6,397	(185)	6,212	4,850	(1,096)	3,754	11,247	0	11,247	0	0%
<b>Total Community &amp; Corporate Services</b>	<b>8,511</b>	<b>(713)</b>	<b>7,798</b>	<b>8,540</b>	<b>(778)</b>	<b>7,762</b>	<b>7,025</b>	<b>(1,711)</b>	<b>5,314</b>	<b>15,565</b>	<b>0</b>	<b>15,565</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Customer Services</b>														
Technology & Change Delivery	0	0	0	0	0	0	335	(6)	329	335	0	335	0	
Revenues & Benefits	0	0	0	48	0	48	48	0	48	96	0	96	0	
Customer Services	0	0	0	0	0	0	249	0	249	249	0	249	0	
Highways & Transport	9,609	(3,155)	6,454	9,523	(3,454)	6,069	2,018	(792)	1,226	11,541	0	11,541	0	0%
Community,Protection & Enforcement Services	640	(380)	260	916	(380)	536	1,500	(822)	678	2,416	0	2,416	0	0%
Libraries, Arts & Heritage	367	(295)	72	367	(295)	72	468	(147)	321	835	0	835	0	0%
<b>Total Operations &amp; Customer Services</b>	<b>10,616</b>	<b>(3,830)</b>	<b>6,786</b>	<b>10,854</b>	<b>(4,129)</b>	<b>6,725</b>	<b>4,618</b>	<b>(1,767)</b>	<b>2,851</b>	<b>15,472</b>	<b>0</b>	<b>15,472</b>	<b>0</b>	<b>0</b>
<b>Adult, Children &amp; Health</b>														
HR	0	0	0	0	0	0	0	0	0	0	0	0	0	
Adult Social Care	41	0	41	41	0	41	217	(185)	32	258	0	258	0	0%
Housing	0	0	0	0	0	0	2,397	(2,017)	380	2,397	0	2,397	0	
Non Schools	0	0	0	89	(89)	0	305	(233)	72	394	0	394	0	
Schools – Non Devolved	4,550	(4,190)	360	4,274	(3,714)	560	2,192	(2,192)	0	6,466	0	6,466	0	0%
Schools – Devolved Capital	250	(250)	0	618	(618)	0	1,085	(1,085)	0	1,703	0	1,703	0	0%
<b>Total Adult, Children &amp; Health</b>	<b>4,841</b>	<b>(4,440)</b>	<b>401</b>	<b>5,022</b>	<b>(4,421)</b>	<b>601</b>	<b>6,196</b>	<b>(5,712)</b>	<b>484</b>	<b>11,218</b>	<b>0</b>	<b>8,563</b>	<b>0</b>	<b>0</b>
<b>Total Committed Schemes</b>	<b>23,968</b>	<b>(8,983)</b>	<b>14,985</b>	<b>24,416</b>	<b>(9,328)</b>	<b>15,088</b>	<b>17,839</b>	<b>(9,190)</b>	<b>8,649</b>	<b>42,255</b>	<b>0</b>	<b>39,600</b>	<b>0</b>	<b>0</b>

<b>Portfolio Total</b>	(£'000)	<b>23,968</b>	(£'000)	<b>42,255</b>	(£'000)	<b>42,255</b>
<b>External Funding</b>						
Government Grants	(7,890)		(12,433)		(12,433)	
Developers' Contributions	(933)		(5,027)		(5,027)	
Other Contributions	(160)		(1,058)		(1,058)	
<b>Total External Funding Sources</b>	<b>(8,983)</b>		<b>(18,518)</b>		<b>(18,518)</b>	
<b>Total Corporate Funding</b>		<b>14,985</b>		<b>23,737</b>		<b>23,737</b>

**Capital Monitoring Report - July 2016-17**

At 31 July 2016, the approved estimate stood at £42.255m

	<b>Exp</b>	<b>Inc</b>	<b>Net</b>
	£'000	£'000	£'000
Approved Estimate	42,255	(18,518)	23,737
Variances identified	0	0	0
Slippage to 2016/17	0	0	0
Projected Outturn 2015/16	42,255	(18,518)	23,737

**Overall Projected Expenditure and Slippage**

Projected outturn for the financial year is £42.255m

Variances are reported as follows.

CSFF	School Kitchens	(150)	150	0	Revised Business Case
CSGF	Woodlands Park School Roof-2015-16	(20)	20	0	Revised Business Case
CSHA	Woodlands Park School Internal Remodelling	170	(170)	0	Revised Business Case
		<u>0</u>	<u>0</u>	<u>0</u>	

There is no slippage to report at this stage.

**Overall Programme Status**

The project statistics show the following position:

<b>Scheme progress</b>	<b>No.</b>	<b>%</b>
Yet to Start	258	49%
In Progress	160	30%
Completed	81	15%
Ongoing Programmes e.g.. Disabled Facilities Grant	31	6%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
<b>Total Schemes</b>	<u>531</u>	<u>100%</u>

<b>Corporate Development Fund (AE35) £000</b>		
<b>Balance B/F from 2015/16</b>		<b>649</b>
<b>Transacted amounts in 2016/17</b>		
<b>To/From Capital Fund</b>		0
<b>To/From General Fund</b>		
Transition Grant (2016/17 budget - February Council)	1,278	
Restructure of the Development and Regeneration service (2016/17 budget - February Council)	-56	
Minerals and Waste Strategy (2016/17 budget - February Council)	-61	
Adjustment to contribution due to revised New Homes Bonus (2016/17 budget - February Council)	-28	
Delivering Children's Services (March Cabinet)	-200	
Additional Transport Model costs (April CMT)	-43	
Heathrow Expansion (March Cabinet)	-30	
Delivering Operations Services (March Cabinet)	-100	
Road & Streetworks Permit scheme (March Cabinet)	-120	
Review of Sunday Parking charges (April Council)	-81	
Forest Bridge Contingency (CMT June 2016)	-100	
Dynamic Purchasing System (March Cabinet)	-4	
		455
		<u><b>1,104</b></u>

# Agenda Item 8

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank