

# Public Document Pack

## NOTICE OF MEETING



# CABINET

will meet on

**THURSDAY, 29TH SEPTEMBER, 2016**

**At 7.30 pm**

In the

**DURNING ROOM, CHARTERS SCHOOL, CHARTERS ROAD,  
SUNNINGDALE, BERKSHIRE, SL5 9QY**

TO: MEMBERS OF CABINET

COUNCILLORS SIMON DUDLEY, CHAIRMAN (CHAIRMAN)  
PHILLIP BICKNELL, (HIGHWAYS AND TRANSPORT)  
DAVID COPPINGER, (ADULT SERVICES & HEALTH INCLUDING SUSTAINABILITY)  
CARWYN COX, (ENVIRONMENTAL SERVICES INCLUDING PARKING)  
GEOFF HILL, (CUSTOMER AND BUSINESS SERVICES, INCLUDING IT)  
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: COUNCILLORS CHRISTINE BATESON  
(NEIGHBOURHOOD PLANNING, ASCOT & SUNNINGS & COMMUNICATIONS),  
LISA TARGOWSKA (HR & LEGAL) AND DAVID EVANS (MAIDENHEAD  
REGENERATION AND MAIDENHEAD)

Karen Shepherd - Democratic Services Manager - Issued: Wednesday, 21 September 2016

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

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## AGENDA

### PART I

| <u>ITEM</u> | <u>SUBJECT</u>  | <u>PAGE<br/>NO</u>   |
|-------------|---|--|
| 1.          | <u>APOLOGIES FOR ABSENCE</u><br><br>To receive any apologies for absence  |  |
| 2.          | <u>DECLARATIONS OF INTEREST</u><br><br>To receive any declarations of interest  | 7 - 8  |
| 3.          | <u>MINUTES</u><br><br>To consider the Part I minutes of the meeting held on 25 August 2016<br><br>To note the Part I minutes of the meeting of the Cabinet Participatory Budget Sub Committee held on 17 August 2016.   | 9 - 18   |
| 4.          | <u>APPOINTMENTS</u>   |  |
| 5.          | <u>FORWARD PLAN</u><br><br>To consider the Forward Plan for the period October 2016 to January 2017   | 19 - 30  |
| 6.          | <u>CABINET MEMBERS' REPORTS</u><br><br><u>Chairman / Deputy Lead Member for Manifesto Delivery</u><br><br>i. Council Manifesto Tracker<br><br><u>Finance</u><br><br>ii. Initial Savings in Respect of 2017-18 Budget<br><br><u>Highways and Transport</u><br><br>iii. Road and Streetworks Permit Scheme<br><br><u>Children's Services</u><br><br>iv. Delivery of Children's Services<br><br><u>Planning</u><br><br>v. Update on Draft Borough Local Plan | 31 - 52<br><br>53 - 62<br><br>63 - 76<br><br>77 - 92<br><br>93 - 102 |

Adult Services and Health

vi. Outcome Based Homecare Contract - Annual Review 2015-16 103 - 110

Finance

vii. Financial Update 111 - 124

7. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

To consider passing the following resolution:-

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

**PART II**

| <u>ITEM</u> | <u>SUBJECT</u>  | <u>PAGE<br/>NO</u>  |
|-------------|---|---|
| 8.          | <p><u>CABINET MEMBERS' REPORTS</u></p> <p><u>Children's Services</u></p> <p>i. Delivery Of Children's Services (Appendix)</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p><u>Planning</u></p> <p>ii. Update On Draft Borough Local Plan (Appendix)</p> <p><b><i>(Not for publication by virtue of Paragraph 5 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p><u>Adult Services and Health</u></p> <p>iii. Outcome Based Homecare Contract - Annual Review 2015-16 (Appendix)</p> <p><b><i>(Not for publication by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p><u>Finance</u></p> <p>iv. Financial Update (Appendix)</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p><u>Details of representations received on reports listed above for discussion in the Private Meeting:</u></p> <p>None received</p> | <p>125 - 176</p> <p>177 - 222</p> <p>223 - 224</p> <p>225 - 226</p> |



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## MEMBERS' GUIDANCE NOTE

### DECLARING INTERESTS IN MEETINGS

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

DPIs include:

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

#### **PREJUDICIAL INTERESTS**

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

#### **DECLARING INTERESTS**

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

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

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

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# Agenda Item 3

## CABINET

THURSDAY, 25 AUGUST 2016

PRESENT: Councillors Simon Dudley (Chairman), David Coppinger (Vice-Chairman), Carwyn Cox, Geoff Hill, Derek Wilson, Natasha Airey, Samantha Rayner and MJ Saunders

Principal Members also in attendance: Councillors Christine Bateson and Hilton, Lisa Targowska.

Deputy Lead Members also in attendance: Councillors David Hilton, Ross McWilliams and Stuart Carroll

Also in attendance: Councillor Jones

Officers: Alison Alexander, Russell O'Keefe, Simon Fletcher, David Scott, Rob Stubbs, Karen Shepherd, Anna Trott and Louisa Dean

### CHAIRMAN'S INTRODUCTION

The Chairman congratulated all the excellent comprehensive secondary schools and further education colleges in the Borough and the achievements of all the pupils on GCSE results day. Irrespective of outcomes, all had worked very hard and the council was very proud of their achievements.

### APOLOGIES FOR ABSENCE

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

### DECLARATIONS OF INTEREST

Councillor Bateson declared a Disclosable Pecuniary Interest in the item 'New Primary School Places in Ascot' as a Trustee of the Sunninghill Parochial Charity, which would be leasing land to the school. She left the room for the duration of the discussion and voting on the item.

### MINUTES

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

- i) The minutes of the meeting held on 28 July 2016 be approved.**
- ii) The minutes of the Cabinet Local Authority Governors Appointments Sub Committee held on 28 July 2016 be noted.**

### APPOINTMENTS

None

## FORWARD PLAN

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

- The item 'Future Provision of Debt Recovery Enforcement Services,' listed for September 2016, would be deferred until October 2016.
- The item 'Change to Council Tax Empty Unfurnished Exemption,' listed for September 2016, would be deferred until October 2016.
- The item 'Maidenhead Golf Club – Update' would be presented to the Cabinet Regeneration Sub Committee on 26 September 2016.

## CABINET MEMBERS' REPORTS

### INTEGRATED PERFORMANCE MONITORING REPORT (IPMR) QUARTER 1 2016/17

Cabinet considered progress and performance outturns against the Council's key priorities for Quarter 1 2016/17.

The Deputy Lead Member explained that performance in the first quarter of the financial year was down compared to the previous quarter, with 43% of measures on target and 29% off target. It was noted that the number of Key Performance Indicators (KPIs) had reduced from 27 to 24, however performance was not where the council wanted it to be. The Deputy Lead Member explained that he was working with officers to review the format of the report to ensure it looked at strategic aims and was accessible to all.

The Lead Member for Culture and Communities explained that the council had negotiated a new contract with ISS Waterers in January 2016 for grounds maintenance, resulting in a saving of £140,000. However there had been numerous problems including staffing and management issues, which were now sorted. The council had also imposed higher KPIs to achieve a better quality service. Regular weekly meetings were being held with the management at ISS Waterers to bring performance back on target. A financial penalty of £20,000 had also been imposed. The Strategic Director for Operations and Customer Services confirmed that ISS Waterers now had staff in place to fully support the contract obligations and he was confident that performance would be back on track by November 2016. He would be attending inspections alongside officers. The target was cumulative therefore significant improvements would be needed to get performance back on track.

The Lead Member for Environmental Services highlighted that incredible performance continued in waste disposal, however the issue now needed to be looked at in a different way to increase the amount recycled rather than being sent for incineration. Income from parking had seen a significant dip between May and June 2016. The figures for July would bring the target back on track. It was noted that the figures for April had been down by £30,000; in May over by £130,000; and in June down by £180,000. The Strategic Director explained that this may be due to a profiling issue and he would be undertaking an investigation. He would be able to give a confident statement of the reasons for the fluctuations by the time of the next report.

The Lead Member for Children's Services referred to the comments made by the Corporate Services Overview and Scrutiny (O&S) Panel in relation to targets in her portfolio area. She explained that the way of reporting progress with Troubled Families did not reflect the way the programme worked. The target had always been met by year end, but showed underperformance during the year. The KPI would therefore be removed from the next report. The Lead Member suggested an annual report including case studies would be more appropriate, with regular monitoring by Overview and Scrutiny. In relation to indicator SG40 she explained that the target had been amended to be more realistic. She believed that there had been some confusion at Corporate Services O&S as the reference to no intervention being required related to the fact that the target was not off-track. She confirmed that intervention plans were in place for each child. There were more avenues for people to report Child Sexual Exploitation than ever before.

The Lead Member for Planning explained that to address performance in relation to lost appeals, a number of measures had been taken. Mandatory training for Development Control Panel Members would take place in September 2016 to look at overturns. There would also be increased reporting on performance to Development Control Panels. The Chairman requested that this item be listed as the first substantive item on Panel agenda. The Lead Member highlighted that performance in relation to Major and Minor applications was on target. Performance on 'Other applications' was always difficult due to the variety of applications including permitted development, certificates of lawfulness and listed building consent. The number of enforcement cases being dealt with was improving, with the aim of being 'green' in the next report. The Chairman stated that if additional resources were required, a business case should be put forward.

Councillor Mrs Jones commented that the additional resources referred to in the report had been to provide maternity cover; the issue of resourcing had not been addressed. The enforcement officers were working very hard but could not cope with the workload. The Lead Member responded that this was not accurate, as maternity cover had been found but unfortunately had proved not to meet the council's exacting standards and the individual had subsequently left the authority. The Strategic Director commented that a replacement had been recruited and he expected performance to get back on track for the year as a whole. A consultation on the restructure of the planning department was underway and therefore the issue of additional resources could be addressed, with recruitment starting as early as 14 September 2016.

The Lead Member for Finance commented that as a Ward Councillor in an area with a number of enforcement issues, he had much appreciated the personal intervention by Strategic Directors, which had given residents greater confidence. Unfortunately officer did not have the bandwidth to deal with the lower profile enforcement issues .

The Principal Member for HR and Legal highlighted that voluntary staff turnover was 14.5% compared to a target of 7% in the first quarter. The council wanted to be an employer of choice and retain the skills of good employees. A number of steps were being taken to address issues raised as part of the staff survey and from exit interviews. To address the desire for improved training and career opportunities, the Learning and Development team had set up a calendar showing all training available and a skills based register. The team had achieved this whilst also realising a cost saving.

The Chairman commented that there was lots of work still to do; he expected the number of indicators on target in November 2016 to have risen from 10 out of 24 to at least 20 out of 24. Lack of resources was not an acceptable argument and therefore proposals should be put forward if this was required.

**RESOLVED UNANIMOUSLY: That Cabinet:**

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

NEW PRIMARY SCHOOL PLACES IN ASCOT

Cabinet considered options for the provision of additional primary school places in Ascot. The Lead Member explained that a clear majority of respondents to the consultation had preferred the option of expansion at Cheapside School. The school currently offered 16 places per year; with expansion this would increase to 30 per year from September 2017. The report did not request capital funding as proposals needed to be developed before moving to the tendering stage. The recommendation included the need to develop an infrastructure plan to deal with issues such as parking. An infrastructure plan would be developed for each school in the consultation.

The Deputy Lead Member for Ascot Regeneration commented that as an Ascot councillor he had been made acutely aware of the shortage of places by people moving into the area who struggled to find a place for their child. Cheapside was rated as Outstanding by Ofsted. The increase to 30 places would secure the school's long term future. The school was in the Green Belt but he imagined that special circumstances could be demonstrated. He and his fellow ward councillor would be pleased to be involved in the process with officers, particularly in relation to the infrastructure plan.

Councillor Jones stated that she supported the report. She requested that further expansion be considered in relation to future development so that places were provided in the right locations. The Lead Member agreed that this would be the case and would involve consultation with residents. The Lead Member for Planning requested that the infrastructure plan be forwarded to the Planning Policy team.

**RESOLVED UNANIMOUSLY: 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.**

(Councillor Bateson left the room for the duration of the discussion and voting on the item)

#### CHANGES TO THE HOME TO SCHOOL TRANSPORT POLICY

Cabinet considered proposals to change the Home to School Transport policy. The Lead Member explained that the council had a statutory duty to provide a certain level of provision, as detailed in table 1 of the report. Like other local authorities, the council offered additional discretionary help as detailed in table 2. The cost in 2010/11 had been £1.8m, rising to £2.2m in 2015/16. These budget pressures were mirrored across the country. With current trends, the cost would rise to £3.2m in 2019/20. This would result in funding being taken from other service areas unless an alternative policy was put in place.

The Lead Member explained that the proposals would be put in place from September 2017 for new or revised travel arrangements. The proposals would not affect existing provision. There were no proposals to change provision under statutory duties. All proposals were being made to make the system more fair and equitable and to manage future costs growth. The Lead Member referred to an inaccurate article in the Maidenhead Advertiser that had claimed a father would have to pay £750 for his younger child to use the same bus as her older sibling. The Lead Member confirmed that the proposals had been extended so that siblings were not penalised.

The Chairman highlighted that the proposals did not result in a cost saving, they were being put forward to be fair to all council taxpayers.

The Deputy Lead Member for Ascot Regeneration commented that fairness lay at the heart of the proposals, to create a balance between discretionary provision and the interests of the council taxpayer. It had been good to see support in the consultation for independent travel training. Individual transport budgets would be a worthwhile addition to the options for residents. The proposals also took into account the uniqueness of some areas of the borough, such as Eton Wick.

The Lead Member for Adult Services and Health commented that for many years the Bray councillors had fought to keep a special deal for residents. He was now of the opinion that this position was not tenable as fairness was needed across the borough. The proposals ensured families were not disadvantaged in the short term and could plan for the future.

The Lead Member for Finance commented that when the public sector provided services to a range of residents, some of whom were in significant need through to modest need, this would always be fraught with complexities. The capacity for spend to balloon over time was clear, as the quantum of users increased. Unfortunately there would be some with modest needs who would be accustomed to being part of such a support network that would no longer exist. With a high degree of care and equity the council was seeking to adjust and redirect money spent so those in significant need or vulnerability were those to whom the greater proportion of a complex budget would be directed. There would be some who felt aggrieved but the council had taken huge care over the transition arrangements so that they did not cause disparity in some families or localities.

The Managing Director confirmed that the reference to 'low income' in the recommendations related to those families eligible for free school meals. The Chairman requested this wording be added in parenthesis at the end of the introduction to recommendation i).

It was confirmed that if a child could not access a place at their local school, even if they wanted to, they would be eligible for free transport.

**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 (eligible for free school meals).**

| <b>Policy Category</b>   | <b>Recommended Proposal</b>  |
|--|--|
| <b>4. Statutory eligibility for Special Educational Needs.</b>       | <b>To introduce an individual annual review of home to school transport needs for each pupil with an Education, Health and Care plan. (Proposal A).</b>  |
|  | <b>To introduce Independent Travel Training starting with a pilot in 2016/17. (Proposal B).</b>  |
|  | <b>To introduce Personal Transport Budgets starting with a pilot in 2016/17. (Proposal C).</b>   |
| <b>7. Discretionary eligibility – Windsor middle schools.</b>        | <b>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).</b> |
| <b>8. Discretionary eligibility – Holyport Village to Cox Green.</b> | <b>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).</b>         |
| <b>9. Discretionary seats on</b>                                     | <b>To end the availability of Ten Journey Passes on home to school transport routes. (Proposal K).</b>   |

|  |  |
|--|--|
| home to school transport.                        | 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). |

**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.**

#### FINANCIAL UPDATE

Cabinet considered the latest financial update. The Lead Member explained that the council had set itself financial challenges this year; finances were on track in general. The anticipated combined reserves at year-end were in the region of £6.3m, which was £1m over the required minimum. The Adults, Children and Health directorate dealt with some of the most vulnerable and demanding residents. Funding could be on an individual basis and very expensive therefore changes during the year could be attributed to a small number of individuals. The budget for learning disability and mental health problems was £40,000 over budget, however in older peoples services the budget was £250,000 under and the children with disabilities budget was £370,000 under.

In the Corporate and Community Services directorate the council had chosen to forgo £80,000 of rental income to provide valuable services to the community including two units of Waldeck House being let to charities and a day centre for the homeless at Howarth Road. There were other areas showing modest savings therefore in broad terms the directorate was on line with budget expectations.

In the Operations and Customer Services directorate a number of savings had been identified including a tactical review of IT services leading to a saving of £150,000 in excess of budget projections. In total the underspend in the directorate was projected to be £245,000.

The Lead Member highlighted that the council was releasing back into the general accounts £200,000 that had been set aside for the Shurlock Row arrangements. An allocation of £100,000 from the development fund was being made for Forest Bridge school. Paragraph 4.4 also made reference to £495,000 for Pay Reward, which was demonstrably driven by performance measures.

The Lead Member for Children’s Services explained that Forest Bridge school was looking for a new location. One potential site was at Berkshire College of Agriculture. The council had agreed to share the risk with the EFA by match funding £100,000 for a planning application. Other potential sites were under consideration including Braywick Park, therefore the money was not yet being spent. The Managing Director explained that the school was now in the position that it could not take any more pupils after September 2016. In conversations with the EFA it had been confirmed that the current site was needed back by the council to meet the need for primary places, therefore the EFA was looking at alternative sites

**RESOLVED UNANIMOUSLY: That Cabinet:**

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

The meeting, which began at 7.30 pm, finished at 8.34 pm

CHAIRMAN.....

DATE.....



## CABINET PARTICIPATORY BUDGET SUB COMMITTEE

WEDNESDAY, 17 AUGUST 2016

PRESENT: Councillors Derek Wilson, Natasha Airey and Geoff Hill (Chairman)

Also in attendance: Councillor Samantha Rayner

Officers: David Scott, Karen Shepherd and Andy Carswell

### APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Mrs Bateson.

### DECLARATIONS OF INTEREST

No declarations of interest were noted.

### MINUTES

The minutes of the meeting held on Thursday, July 14<sup>th</sup> were agreed as a true and accurate record.

### MEMBERS' BUDGET UPDATE REPORT

The Head of Governance, Partnerships, Performance and Policy told the Panel that a number of Members had already committed their funds to a project, or have carried forward amounts from the previous financial year. He said that Officers were continuing to monitor and record Members' commitments.

It was noted that, as of August 1<sup>st</sup>, a total of 19 Members have so far spent some or all of their funds. The Head of Governance, Partnerships, Performance and Policy told the Panel that this was a reasonable start, as only a quarter of the 2016/17 financial year had elapsed. However he added that Members who had so far not committed any money should be encouraged to allocate their funds.

The Cabinet Member for Children's Services arrived at the meeting at 5.07pm.

The Chairman said that reminders should be sent out to Members who have not committed any funds to encourage them to identify a project to allocate money to. He added that the same thing should be done to Members who had carried over money from last year.

**RESOLVED UNANIMOUSLY: That Members noted the progress of the implementation of the Members' Budget.**

### NEIGHBOURHOOD BUDGET REPORT

The Head of Governance, Partnerships, Performance and Policy told Members that it was being proposed to revise the timetable of meetings, so that the Panel would meet less frequently and therefore be able to assign money to a greater number of good causes each time. He said that four voting rounds, with £9,000 available each time, had been proposed by the Cabinet Member for Culture and Communities. He said that this was currently being considered by Officers, subject to feedback from the Sub Committee.

The Cabinet Member for Planning queried why certain good causes were not applying for funding from the scheme. The Chairman suggested that the Council could write to good causes to let them know about what funding is available to them. The Head of Governance, Partnerships, Performance and Policy said that the Neighbourhood Participatory Budget Scheme has been promoted previously, and said he would check with Officers to see what was being done at the present time.

The Cabinet Member for Children's Services asked whether the database of good causes that was set up for the Big Society Panel was still being maintained. The Head of Governance, Partnerships, Performance and Policy said he would clarify this with Officers.

The Cabinet Member for Children's Services noted that some of the applications being considered by the Panel had requested match funding. The Head of Governance, Partnerships, Performance and Policy said that the Panel had the option of not providing any match funding.

The Cabinet Member for Children's Services asked if it would be possible for an appendix to be included in future reports, to remind Members which schemes had been allocated funds over the previous two years. Members agreed to this suggestion.

Members were asked to vote for which of the applicants should be allocated funding.

**RESOLVED UNANIMOUSLY: That:**

- **£2,000 be awarded to the Windsor Horse Rangers**
- **£2,000 be awarded to the Alexander Devine Children's Hospice Service**
- **£2,000 be awarded to the Family Friends in Windsor & Maidenhead**
- **No match funding be awarded**

The meeting, which began at 5.05pm, finished at 5.22pm.

CHAIRMAN.....

DATE.....

## FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

| ITEM   | ORIGINAL CABINET DATE | NEW CABINET DATE                           | REASON FOR CHANGE     |
|--|-----------------------|--|-----------------------|
| Maidenhead Golf Club - Update                          | -                     | Cabinet Regeneration Sub Committee 26/9/16 | New Item              |
| Chapel Arches  | -                     | Cabinet Regeneration Sub Committee 26/9/16 | New Item              |
| Future Provision of Debt Recovery Enforcement Services | 29/9/16               | 27/10/16                                   | Further work required |
| Change to Council Tax Empty and Unfurnished Exemption  | 29/9/16               | 27/10/16                                   | Further work required |
| Delivering Improved Adult Services                     | 24/11/16              | 27/10/16                                   | Brought forward       |
| Council Trusts – Cabinet as Trustees                   | 27/10/16              | -  | Report not required   |
| Council Trusts - Other                                 | 27/10/16              | -  | Report not required   |
| Apprenticeships within the Royal Borough               | -                     | 27/10/16                                   | New Item              |
| Increasing Success and Improving Choice in Education   | -                     | 24/11/16                                   | New Item              |
| Adoption of Indoor Sport & Playing Pitch Strategy      | -                     | 24/11/16                                   | New Item              |
| York House Windsor - Office Accommodation Update       | 29/9/16               | 15/12/16                                   | Further work required |

## 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

| ITEM<br>20   | 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) |
|--|---|---|---------------------------------|---|---|--|--|--------------------------|--|
| 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 Customer and Business Services (Councillor Geoffrey Hill) | Andy Jeffs  | Internal process   | Corporate Services Overview and Scrutiny Panel 25 Oct 2016 | Cabinet 27 Oct 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 Customer and Business Services (Councillor Geoffrey Hill) | Andy Jeffs  | Internal process   | Corporate Services Overview and Scrutiny Panel 25 Oct 2016 | Cabinet 27 Oct 2016      |  |
| Apprenticeships within the Royal                       | Open -  | Paper to address the boroughs low   | No                              | Lead Member for Economic  | Kevin Mist  | Internal process   | Corporate Services   | Cabinet 27 Oct           |  |

**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) |
|---|--|--|---------------------------------|--|---|---|---|--------------------------|--|
| Borough   |  | uptake of apprentices in general, an overview of the councils apprentice scheme and the new apprentice levy and action plan of activity to address these.                        |                                 | Development and Property (Councillor Jack Rankin)                    |   |   | Overview and Scrutiny Panel 25 Oct 2016                                     | 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      |  |
| 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      |  |
| Parking Strategy  | Fully exempt - 1   | Strategic paper setting out the principles, priorities and approach to parking / parking enforcement   | Yes                             | Lead Member for Environmental Services (Councillor Carwyn Cox)       | Simon Fletcher  | Internal and external consultation  | Highways, Transport and Environment Overview and Scrutiny Panel 25 Oct 2016 | Cabinet 27 Oct 2016      |  |

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|---|--|---|---------------------------------|--|---|---|--|----------------------------------|--|
|   |  | across the Royal Borough.   |                                 |  |   |   |  |                                  |  |
| 22<br>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 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<br>6 Oct 2016             | Cabinet<br>27 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<br>18 Oct 2016 | Cabinet<br>27 Oct 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)          | David Scott   | Internal process  | Corporate Services Overview and Scrutiny Panel via email             | Cabinet Participatory Budget Sub |  |

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|--|--|---|---------------------------------|--|---|---|---|--|--|
|  |  |   |                                 | Rayner)  |   |   |   | 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 |  |
| Annual Consultation on School Admission Arrangements               | Open -   | This is the start of the annual statutory consultation on admission arrangements                  | Yes                             | Lead Member for Children's Services (Councillor Natasha Airey)   | Kevin McDaniel  | Consultation with schools   | Children's Services Overview and Scrutiny Panel 16 Nov 2016   | Cabinet 24 Nov 2016                                    |  |
| 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                             | Councillor Ross McWilliams, Deputy Lead Member for Policy, Chairman of Cabinet (Councillor Simon Dudley) | David Scott   | Internal process  | Corporate Services Overview and Scrutiny Panel tbc<br>Culture and Communities Overview and Scrutiny Panel 15 Nov 2016 | Cabinet 24 Nov 2016                                    |  |
| Adoption of Indoor Sport & Playing Pitch Strategy                  | Open -   | This is to request the adoption of the Indoor Sport & Playing Pitch Strategy                      | No                              | Lead Member for Culture and Communities (Councillor Samantha Rayner)                                     | Kevin Mist  | Internal process  | Culture and Communities Overview and Scrutiny Panel 15 Nov 2016   | Cabinet 24 Nov 2016                                    |  |

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| ITEM   | Private Meeting - contains exempt/confidential information? See categories below | Short Description   | Key Decision, Council or other? | REPORTING MEMBER (to whom representations should be made)                  | REPORTING OFFICER / DIRECTOR (to whom representations should be made) | Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings. | Date of Overview and Scrutiny Panel   | Date and name of meeting | Date of Council decision (if required) |
|--|--|---|---------------------------------|--|---|---|---|--------------------------|--|
| Increasing Success and Improving Choice in Education                                     | Open -   | This report considers the proposals made by Government in its consultation: "Schools that work for everyone" and sets out the council's approach to securing good education for all pupils. | No                              | Lead Member for Children's Services (Councillor Natasha Airey)             | Kevin McDaniel  | Internal process  | Children's Services Overview and Scrutiny Panel 16 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 Ltd and RBWM Commercial Services.  | No                              | Lead Member for Economic Development and Property (Councillor Jack Rankin) | Alison Alexander  | 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    | 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      |  |

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|--|--|---|---------------------------------|--|---|---|---|---|--|
|  |  | 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. |                                 |  |   |   |   |   |  |
| 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 Governors 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   | No                              | Lead Member for Children's Services                            | Rob Stubbs  | Internal process  | Children's Services Overview and                          | Cabinet 15 Dec 2016   |  |

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|--|--|---|---------------------------------|--|---|---|---|--------------------------|--|
|  |  | programme in Children's Services  |                                 | (Councillor Natasha Airey)   |   |   | Scrutiny Panel tbc  |                          |  |
| York House Windsor - Office Accommodation Update   | Open -   | To update Cabinet (prior to submission of a planning application) on the financial and practical implications of the proposed works   | No                              | Lead Member for Economic Development and Property (Councillor Jack Rankin) | Russell O'Keefe   | Internal process  | Corporate Services Overview and Scrutiny Panel 6 Dec 2016 | Cabinet 15 Dec 2016      |  |
| 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 | 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      |  |

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|--|--|--|---------------------------------|--|---|---|---|--|--|
|  |  | financial plan   |                                 |  |   |   |   |  |  |
| 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 Vote<br>27 | 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 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 |  |
| Finance Update   | Open -   | Latest financial update  | No                              | Lead Member for Finance (Councillor MJ Saunders)                     | Rob Stubbs  | Internal process  | Corporate Services Overview and Scrutiny Panel tbc        | Cabinet 26 Jan 2017                                    |  |
| Children's Services Improvement Plan Update                              | Open -   | To update Cabinet on progress against the Phase 2 Improvement Plan and the outcome of the Local Government | No                              | Lead Member for Children's Services (Councillor Natasha Airey)       | Alison Alexander  | Internal process  | Children's Services Overview and Scrutiny Panel tbc       | Cabinet 26 Jan 2017                                    |  |

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|--|--|--|---------------------------------|--|---|---|-------------------------------------|---|--|
|  |  | Association safeguarding peer review   |                                 |  |   |   |                                     |   |  |
| 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  | Consultation with Schools and governing bodies  | n/a                                 | Cabinet Local Authority Governor's Appointments Sub Committee 26 Jan 2017 |  |

| 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.   |

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



|  |   |
|--|---|
| <b>Contains Confidential or Exempt Information</b> | NO - Part I   |
| <b>Title</b>                                       | <b>Council Manifesto Tracker</b>  |
| <b>Responsible Officer(s)</b>                      | Russell O'Keefe, Strategic Director of Corporate & Community Services   |
| <b>Contact officer, job title and phone number</b> | David Scott, Head of Governance, Partnerships, Performance and Policy 01628 79 6748   |
| <b>Member reporting</b>                            | Cllr Simon Dudley, Leader of the Council and Chairman of Cabinet<br>Cllr Gilmore, Deputy Lead Member for Manifesto Delivery |
| <b>For Consideration By</b>                        | Cabinet   |
| <b>Date to be Considered</b>                       | 29 September 2016   |
| <b>Implementation Date if Not Called In</b>        | Immediately   |
| <b>Affected Wards</b>                              | All   |

## REPORT SUMMARY

1. This report provides the details of progress that has been made against the Council's 137 Manifesto Commitments, 21 (15%) are met, 113 (83%) are on target and 3 (2%) are unmet. Progress towards commitments are summarised in Tables 1, 2 and 3.
2. The report recommends that Members note the progress in delivering the Manifesto Commitments and that Strategic Directors, in consultation with the responsible Cabinet member, continue to work on the manifesto commitments to ensure successful delivery.

## 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. Progress monitoring delivery of the manifesto commitments ensures manifesto commitments are met, improving services to residents | On publication of the report                               |

## 1. DETAILS OF RECOMMENDATIONS

**RECOMMENDATION: That Cabinet:**

**i) Notes the progress in delivering the Council Manifesto Commitments.**

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

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

2.2 Table 1 shows an overview of performance as of end August 2016:

Table 1 – Overview Summary

| Status        | September 2016 |             | March 2016 |             |
|---------------|----------------|-------------|------------|-------------|
|               | Number         | Percentage  | Number     | Percentage  |
| Met           | 21             | 15%         | 0          | 0%          |
| On Target     | 113            | 83%         | 136        | 99%         |
| Just Short    | 0              | 0%          | 1          | 1%          |
| Unmet         | 3              | 2%          | 0          | 0%          |
| Not Available | 0              | 0%          | 0          | 0%          |
| <b>TOTAL</b>  | <b>137</b>     | <b>100%</b> | <b>137</b> | <b>100%</b> |

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

Table 2 – Summary by Directorate

| Directorates                      | Status    |            |            |          |               | Total      |
|-----------------------------------|-----------|------------|------------|----------|---------------|------------|
|                                   | Met       | On Target  | Just Short | Unmet    | Not Available |            |
| Adult, Children & Health Services | 1         | 31         | 0          | 3        | 0             | <b>35</b>  |
| Corporate & Community Services    | 13        | 39         | 0          | 0        | 0             | <b>52</b>  |
| Operations & Customer Services    | 7         | 43         | 0          | 0        | 0             | <b>50</b>  |
| <b>Total</b>                      | <b>21</b> | <b>113</b> | <b>0</b>   | <b>3</b> | <b>0</b>      | <b>137</b> |

A number of commitments are shared between Directorates.

Table 3 provides a status update for each of the commitments grouped by Lead Member, Principal Member or Deputy Lead Member responsible:

Table 3 – Summary by Lead Member / Principal Member / Deputy Lead Member

| Member Responsible | Status |           |            |       |               | Total     |
|--------------------|--------|-----------|------------|-------|---------------|-----------|
|                    | Met    | On Target | Just Short | Unmet | Not Available |           |
| Cllr Dudley        | 2      | 9         | 0          | 0     | 0             | <b>11</b> |
| Cllr Coppinger     | 0      | 12        | 0          | 0     | 0             | <b>12</b> |
| Cllr Bicknell      | 1      | 8         | 0          | 0     | 0             | <b>9</b>  |
| Cllr Cox           | 5      | 16        | 0          | 0     | 0             | <b>21</b> |
| Cllr Hill          | 1      | 7         | 0          | 0     | 0             | <b>8</b>  |



| Member Responsible | Status  |            |            |          |               | Total      |
|--------------------|---|------------|------------|----------|---------------|------------|
|                    | Met   | On Target  | Just Short | Unmet    | Not Available |            |
| Cllr D Wilson      | 1   | 4          | 0          | 0        | 0             | 5          |
| Cllr N Airey       | 2   | 8          | 0          | 2        | 0             | 12         |
| Cllr Saunders      | 2   | 4          | 0          | 0        | 0             | 6          |
| Cllr S Rayner      | 2   | 18         | 0          | 0        | 0             | 20         |
| Cllr Rankin        | 1   | 8          | 0          | 0        | 0             | 9          |
| Cllr Bateson       | 4   | 4          | 0          | 0        | 0             | 8          |
| Cllr Targowska     | 0   | 1          | 0          | 0        | 0             | 1          |
| Cllr D Evans       | 0   | 2          | 0          | 1        | 0             | 3          |
| Cllr M Airey       | 0   | 1          | 0          | 0        | 0             | 1          |
| Cllr McWilliams    | 0   | 0          | 0          | 0        | 0             | 0          |
| Cllr Alexander     | 0   | 2          | 0          | 0        | 0             | 2          |
| Cllr Sharma        | 0   | 2          | 0          | 0        | 0             | 2          |
| Cllr Carroll       | 0   | 6          | 0          | 0        | 0             | 6          |
| Cllr Gilmore       | <b>Responsible for manifesto delivery overall</b> |            |            |          |               |            |
| Cllr D Hilton      | 0   | 1          | 0          | 0        | 0             | 1          |
| <b>Total</b>       | <b>21</b>   | <b>113</b> | <b>0</b>   | <b>3</b> | <b>0</b>      | <b>137</b> |

2.4 Having reviewed the manifesto tracker in this period, there are three commitments that have been categorised as Unmet (5.03, 5.04 and 5.11). These commitments relate to the administration's commitment to work with the school sector to raise attainment; celebrate the work in schools; and increase volunteering in schools. The education sector are ambitious, like the council, to achieve improvement in attainment and are working across the sector – the council continues to support schools but powers of intervention now sit with the regional schools commissioner and the DfE for underperformance. The council will continue to monitor performance and seek intervention, if necessary, for our children to ensure the outcomes of the disadvantaged are raised. The celebratory work of those teachers going the extra mile is supported by the schools established in the borough, but the leadership of schools have asked that we allow them to be responsible for that recognition. The council will continue to support schools but not lead on this. Finally, on bringing more volunteers into the school sector; the school leadership have a very specific focus on this and they value the council's commitment but feel it is important that they continue to lead and manage this for their schools.

2.5

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

| Option | Comments |
|--------|----------|
| option |          |

### 3. KEY IMPLICATIONS

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

### 4. FINANCIAL DETAILS

#### Financial impact on the budget

- 4.1 None arising from the monitoring report though the delivery of some manifesto commitments may have implications on the council's overall budget.

### 5. LEGAL IMPLICATIONS

- 5.1 Certain manifesto commitments may have legal implications and specific legal advice would be provided on the individual commitment at the appropriate stage where required.

### 6. VALUE FOR MONEY

- 6.1 Specific manifesto commitments are overtly concerned with value for money, however, the need to ensure efficiency and effectiveness of limited resources is a consistent theme throughout the manifesto commitments.

### 7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None.

### 8. RISK MANAGEMENT

- 8.1 There are no additional risks arising from the recommendations to be managed.

### 9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 Each of the 137 manifesto commitments supports one or more of the Council's strategic objectives. For example:
- Commitment 1.04 "Progress further council developments with a Private Rented Sector income goal" supports the ambition to increase non council tax revenue under the value for money priority as the rental income provides an additional stream to help deliver against the council's medium term financial plan;

- Commitment 5.02 “Support existing schools in provision of excellent education” helps to deliver against the supporting children and young people outcome (Residents First) by focusing on the provision of Good and Outstanding education; C
- Commitment 7.05 “Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse” helps to deliver against the outcome to equip our workforce (Equipping Ourselves for the Future) as well as working for safer and stronger communities (Residents First) by both enhancing the skills of our staff as well as improving the service to vulnerable residents by enabling them to have confidence in tackling signs of abuse;
- Commitment 13.05 “Introduce a proper feedback “tell us once” Customer Relationship Management system so chasing progress is a thing of the past” will work towards our aims of enhancing customer services, a Delivering Together outcome, as well as improving the use of technology, a Value for Money outcome, by reducing the amount of avoidable contact so that residents can do more business online, receive notifications about services and updates they are interested in reducing the need to chase for information.

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

10.1 None.

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

11.1 None.

## **12. PROPERTY AND ASSETS**

12.1 None

## **13. ANY OTHER IMPLICATIONS**

13.1 None.

## **14. CONSULTATION**

14.1 Lead Officers have identified expected outcomes and action plans with Lead Members.

14.2 The report was considered by the Corporate Services Overview & Scrutiny Panel on Monday 19<sup>th</sup> September. The Panel unanimously endorsed the recommendations of the report.

## **15. TIMETABLE FOR IMPLEMENTATION**

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

## **16. APPENDICES**

16.1 Appendix A: Council Manifesto Tracker.

## 17. BACKGROUND INFORMATION

- 17.1 This report summarises progress towards all 137 Manifesto Commitments.
- 17.2 Appendix A is a tracker designed to provide a summary of the progress for each manifesto commitment for monitoring purposes. It lists all 137 manifesto commitments and the expected outcome for each commitment. The report also shows what actions are taking place so that progress can be monitored to ensure that the Council meets each commitment.
- 17.3 The following principles have been used to underpin the work undertaken to deliver the commitments:
- Always put outcomes before processes.
  - Put Residents First.
  - Find best practice rather than invent a new wheel.
  - Consult local councillors before significant events occur in an area.
  - Plan and deliver projects and budgets properly.
  - Never forget whose money it is.
- 17.4 The Council is committed to improving the Borough and the services provided for residents and those who work, learn or visit the Borough. The Council is ambitious in its plan and the tracker sets out the progress and the significant next actions for the 137 commitments. Officers are working closely with Lead Members to progress the initiatives that will improve the borough and the services provided.

## 18. CONSULTATION (MANDATORY)

| Name of consultee | Post held and Department                            | Date sent      | Date received | See comments in paragraph: |
|-------------------|---|----------------|---------------|----------------------------|
| <b>Internal</b>   |   |                |               |                            |
| Russell O'Keefe   | Strategic Director of Corporate Services            | 10 August 2016 |               |                            |
| Alison Alexander  | Manging Director                                    | 10 August 2016 |               |                            |
| Simon Fletcher    | Strategic Director Operations and Customer Services | 10 August 2016 |               |                            |
| Cllr Dudley       | Leader of the Council                               | 26 August 2016 |               |                            |
| Cllr Gilmore      | Deputy Lead Member for Manifesto Delivery           | 26 August 2016 |               |                            |
|                   |   | <b>36</b>      |               |                            |
| <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> |
|-----------------------------------|----------------------------------|-------------------------|
| Anna Trott                        | Strategy and Performance Manager | 01628 796264            |

# Manifesto Commitment Tracker

| Ref   | Manifesto Commitments   | Theme               | Expected Outcome   | Current Significant Next Action (SNA)  | Date of SNA | Current Status | Directorate                    | Lead Member      | Lead Officer             |
|-------|---|---------------------|--|--|-------------|----------------|--------------------------------|------------------|--------------------------|
| 01.01 | Limit council tax rises, at or below the rate of inflation, whilst further improving services | Finance             | Council tax will be set at or below September RPI (Retail Prices Index) at each annual Council Budget meeting.   | The Cabinet meeting in September 2016 to receive initial savings proposals for 2017/18 Budget.   | 01/02/2017  | BLUE           | Corporate & Community Services | Cllr MJ Saunders | Richard Bunn, Rob Stubbs |
| 01.10 | Maintain our strong stance against benefit fraud  | Finance             | Corporate Investigations work is now carried out by the Shared Service hosted by Wokingham. Significant part of the focus of their pro active work is around fraudulent/erroneous claiming of discounts on Council Tax and Business Rates. Outcome will be reviewed as the shared service develops.  | A progress report will be presented to the Audit and Performance Review Panel in December 2016 detailing work undertaken to September 2016. As at 31 August 2016 through the Council Tax Reduction, Business Rates Discount and Direct Payments schemes, the Investigation Team has identified £21,018.50 of overpayments which are recoverable. Seven Council Tax Reduction scheme penalties have been issued including one administrative penalty. | 14/12/2016  | BLUE           | Corporate & Community Services | Cllr MJ Saunders | Richard Bunn, Rob Stubbs |
| 02.01 | Maintain increases in locally funded spending on roads and pavements                          | Highway & Transport | Maintain locally funded spending on roads and pavements by April 2019 (2011-2015 spend as baseline).   | Complete delivery of resurfacing and 'pothole' programme - investment of £1.65m; resurfacing in 53 roads and repairing at least 3,000 'potholes'   | 31/03/2017  | BLUE           | Operations & Customer Services | Cllr Bicknell    | Ben Smith                |
| 02.08 | Work with schools to keep them open during adverse weather                                    | Highway & Transport | 100% of Borough schools (who have requested them) supplied with grit bins by October 2016.<br><br>Improved communication and operational plans developed with schools to reduce the number of days lost due to bad weather closures.   | Issue report to Lead Member to consider improvements for winter season 2016/17.<br><br>Contact all schools to (i) ensure that all grit bin requests have been actioned and are replenished for winter 2016 and (ii) identify any specific actions / assistance which can be offered to assist with keeping schools open during winter weather.   | 28/10/2016  | BLUE           | Operations & Customer Services | Cllr Airey       | Ben Smith                |
| 03.10 | Support local decision making for planning applications where appropriate                     | Planning & Housing  | Decisions on agreed planning applications made at local level.   | The council continues to support devolved decision making and will continue to assist parishes who wish to do this.  | 31/10/2016  | BLUE           | Corporate & Community Services | Cllr Wilson      | Chris Hilton             |
| 04.01 | Keep the weekly bin collection  | Environment         | Weekly bin collection maintained throughout the period of the current administration.  | Review collection system ahead of the procurement of a new waste and recycling collection contract to start in April 2019, to ensure weekly bin collection is maintained.  | 01/04/2017  | BLUE           | Operations & Customer Services | Cllr Cox         | Craig Miller             |
| 04.02 | Improve the incentives for recycling e.g. through better Greenredeem rewards                  | Environment         | Provide incentives from a minimum of 5 national brands and retailers to residents at all times and a range of a minimum of 5 new local rewards to residents each month. By the end of the administration over 120 reward partners should be linked to the scheme.  | 107 active reward partners currently available to residents, over 5 national brands are included within this. Further reward partners to be sought by Greenredeem and scheme to be marketed to residents not currently subscribed.   | 31/12/2016  | BLUE           | Operations & Customer Services | Cllr Cox         | Craig Miller             |
| 04.03 | Recruit and promote recycling through local champions   | Environment         | 4 local Community Champions a year will be recruited to help promote recycling within the Royal Borough. A team of 20 active Community Champions will be working in the area by the end of the administration. The champions will help at community events, and will promote recycling within their own local community. Each champion will be involved in at least one promotional activity a year, to encourage other residents to recycle more. | Local community champions will continue to support waste and recycling promotion events. An awareness and marketing programme will be implemented with the support of champions through to the end of the financial year including main seasonal events e.g. Halloween and Christmas.  | 31/12/2016  | BLUE           | Operations & Customer Services | Cllr Cox         | Craig Miller             |
| 04.06 | Encourage more community groups to join Greenredeem and receive donations                     | Environment         | Encourage a minimum of 30 community groups to register for the new Greenredeem scheme each year, and distribute £20,000 a year to the most popular projects, based on the number of Green Redeem points allocated by residents to each project on a quarterly basis.   | Additional funding for community group rewards agreed as part of the Greenredeem extension. Details to be confirmed and advertised to community groups.  | 31/12/2016  | BLUE           | Operations & Customer Services | Cllr Cox         | Craig Miller             |

| Ref   | Manifesto Commitments   | Theme                           | Expected Outcome   | Current Significant Next Action (SNA)   | Date of SNA | Current Status | Directorate                       | Lead Member   | Lead Officer          |
|-------|---|---------------------------------|--|---|-------------|----------------|-----------------------------------|---------------|-----------------------|
| 05.08 | Continue to invest money in school expansion, focussed on the best schools  | Education & Children's Services | Successful and popular schools which are in demand are expanded and improved to increase capacity.   | Cabinet has approved the expansion of Cheapside Primary and set out the future options for the area.<br>A capital programme of £29.6m has been approved to expand six secondary schools across the borough, with new places available from September 2017.<br>The council will invest £1.6m in the expansion of Lowbrook Academy to provide 60 places each year starting in September 2016.   | 30/09/2016  | BLUE           | Adult, Children & Health Services | Cllr Airey    | Kevin McDaniel        |
| 06.02 | Provide easy-to-access projects for people and businesses to help with through a volunteer matching scheme                    | Community                       | Phase I: Promote Volunteer matching scheme locally to increase number of registrations to 200 opportunities by January 2016.<br><br>Phase II: 300 registrations to the scheme by January 2017. | Continue Initiate activity to promote the WAM Website so that by 31 October 2016 there will be: <ul style="list-style-type: none"> <li>280 local volunteering groups and 850 residents are registered/advertised on the WAM website</li> <li>1800 visits to the WAM Website</li> <li>230 volunteering opportunities advertised on the website</li> <li>25 local businesses are supported to undertake local CSR projects</li> </ul>         | 31/10/2016  | BLUE           | Corporate & Community Services    | Cllr S Rayner | Harjit Hunjan         |
| 06.05 | Encourage more people to volunteer in their community   | Community                       | Increase in the number of people able to volunteer in their local communities as and when they wish to do so. Increase number of volunteers recorded by 20% by March 2016.                     | Increase the number volunteer supporting Council services to 4250 by 31 October 2016.<br><br>Host the Annual Volunteer of the Year Awards event on 14 September 2016 & complete the annual Best Kept Street and Good Business Neighbour schemes by 1 November 2016 to encourage residents to volunteer in their communities .   | 31/10/2016  | BLUE           | Corporate & Community Services    | Cllr S Rayner | Harjit Hunjan         |
| 06.06 | Provide publicly funded publicity space e.g. in Around the Royal Borough for local charities and groups to promote their work | Community                       | 165 local charities and groups promoted within Borough publications by April 2018.   | We will continue to provide a page in Around the Royal Borough which features community classifieds. We have set up an email account for the community to email us with their information. The next issue for the Around the Royal Borough will be published in the first week of November.   | 04/11/2016  | BLUE           | Corporate & Community Services    | Cllr Bateson  | Louisa Dean           |
| 06.08 | Promote closer working with Parish councils, devolving powers by mutual agreement   | Community                       | A wide range of services devolved to Parish Councils by April 2017 via a range of incentivised opportunities.  | The government funded feasibility (of devolving services to local communities) study has now been completed and successfully submitted. The study identified opportunities in some areas to pass responsibility, where there is an interest to take them on, for budget and/or choices for how some services are prioritised to parish councils. The council will continue to work collaboratively with parish councils across the borough. | 24/02/2017  | BLUE           | Corporate & Community Services    | Cllr Bateson  | Ben Smith, Kevin Mist |
| 10.04 | Keep the Town Hall  | Maidenhead                      | Town Hall maintained.  | None required to meet commitment.   | 31/03/2017  | BLUE           | Corporate & Community Services    | Cllr Rankin   | Chris Hilton          |
| 10.05 | Keep free on-street parking   | Maidenhead                      | On-street parking in Maidenhead will continue to be provided free of charge with additional spaces created.  | To be incorporated within the Parking Strategy cabinet paper to be considered in Oct '16.   | 31/10/2016  | BLUE           | Operations & Customer Services    | Cllr Cox      | Craig Miller          |
| 12.08 | Support the provision of Christmas Lights for Ascot, Sunninghill and Sunningdale  | Ascot & The Sunnings            | New Christmas lights installed in three locations - Ascot, Sunninghill and Sunningdale.  | Work with Parishes towards Christmas Lights installation in 2016.   | 01/11/2016  | BLUE           | Corporate & Community Services    | Cllr Bateson  | Kevin Mist            |
| 12.09 | Campaign for additional opening hours at Ascot Police Station   | Ascot & The Sunnings            | Opening Hours extended to meet the needs of the local community.   | Opening hours have been extended through the recruitment of local volunteers. Continue to recruit volunteers as required. Number of volunteers and additional opening hours to be confirmed. A review of the volunteers will be conducted in October 2016 to establish whether there are sufficient volunteers in place to meet the demand for opening hours locally.   | 31/10/2016  | BLUE           | Corporate & Community Services    | Cllr Bateson  | Harjit Hunjan         |

| Ref   | Manifesto Commitments  | Theme                  | Expected Outcome  | Current Significant Next Action (SNA)  | Date of SNA | Current Status | Directorate                    | Lead Member      | Lead Officer                                     |
|-------|--|------------------------|---|--|-------------|----------------|--------------------------------|------------------|--|
| 13.02 | Remove bureaucracy and red tape  | Council Transformation | List of evidence where bureaucracy has been reduced/removed.  | <p>Contact with the National Landlords Association will be made to proactively seek responses to their own survey of members which has sought to find examples of local authority red tape. Officers will consider any feedback received from the NLA and assess whether there are improvements to be made in this area.</p> <p>Similar examples will be sought in this quarter from other key service users to systematically consider alternative areas of the council where this may apply.</p> <p>Pilot of new, simplified adult social care self assessment form will be reviewed at the end of November.</p> | 30/11/2016  | BLUE           | Corporate & Community Services | Cllr Dudley      | Alison Alexander                                 |
| 13.03 | Involve councillors at all levels in decision making where it affects their communities            | Council Transformation | Processes and systems in place to include councillor input to decisions on local matters.   | Work to improve earlier engagement with ward councillors and increased use of workshops to inform overall approaches.  | 30/11/2016  | BLUE           | Corporate & Community Services | Cllr Dudley      | Alison Alexander                                 |
| 13.10 | Introduce a residents champion - a local ombudsman - to further improve our response to complaints | Council Transformation | A 'Local Ombudsman' is appointed by July 2016.  | Post up and running and working on improving approach.   | 01/10/2016  | BLUE           | Corporate & Community Services | Cllr Hill        | Russell O'Keefe                                  |
| 01.02 | Share more services with other councils to improve efficiency                                      | Finance                | Options for sharing services fully considered as verified through the Fundamental Service Review (FSR) process. This will align with the key implications from the shared service Cabinet reports (January 2016 latest report). | Implementation of new delivery models for Children's Services and Operations & Customer Services following Cabinet approval and due diligence - 31 March 2017  | 31/03/2017  | GREEN          | Corporate & Community Services | Cllr Dudley      | Russell O'Keefe                                  |
| 01.03 | Continue support to Berkshire Credit Union   | Finance                | The Council will continue to support Berkshire Credit Union (BCU) and will explore additional providers to enhance the offer to residents.  | Drop in face to face sessions for residents held at Council Libraries on a quarterly basis will commence from 7 September 2016.  | 07/09/2016  | GREEN          | Corporate & Community Services | Cllr MJ Saunders | Harjit Hunjan                                    |
| 01.04 | Progress further council developments with a Private Rented Sector income goal                     | Finance                | Development of alternative revenue streams to mitigate impact of Government funding reductions. A realistic and achievable income goal will be developed for this commitment.   | Progress property options through RBWM Property Company with 23 units completed by May 2017.<br>Progress Maidenhead Joint Venture (JV) procurement and receive proposals for creation of a PRS (Private Rented Sector) portfolio arising from the four sites, with contract with development partner signed by May 2017.   | 31/05/2017  | GREEN          | Corporate & Community Services | Cllr Rankin      | Chris Hilton, Mark Shephard                      |
| 01.05 | Seek to avoid over-inflationary increases in fees and charges                                      | Finance                | The Council Annual Budget Meeting in February will receive a set of proposals which will enable this commitment to be met. September RPI (Retail Prices Index) will be used as a baseline.                                      | The 2016/17 budget will be implemented in line with this commitment. The Council Budget Meeting in February 2017 will receive a set of proposals for 2017/18 which will enable this commitment to be met.  | 01/02/2017  | GREEN          | Corporate & Community Services | Cllr MJ Saunders | Richard Bunn, Rob Stubbs                         |
| 01.06 | Increase spending on grants to voluntary organisations   | Finance                | Increase amount of grant funding available to local voluntary and community groups.   | Any remaining underspend in 2016/17 will be added to grants to voluntary organisations once the amount is confirmed.   | 31/03/2017  | GREEN          | Corporate & Community Services | Cllr MJ Saunders | Harjit Hunjan                                    |
| 01.07 | Invest in technology to improve services to residents  | Finance                | All Directorates within the Council to invest in the use of modern technology to make tangible improvements for residents   | <p>Implement IDOX DMS to replace the Serengeti PAM module to improve resident access to Planning, Building Control &amp; Licensing information via the RBWM website.</p> <p>Install Wi-Fi into all RBWM buildings to provide residents and guests free, reliable Wi-Fi.</p>  | 31/01/2017  | GREEN          | Operations & Customer Services | Cllr Hill        | Simon Fletcher                                   |
| 01.08 | Encourage and support pop up shops   | Finance                | Increase and support pop up shops in town centres within the Borough, as well as opportunities through market places and other retailing space, e.g. farmers markets and parks.   | The pop-up shop concept continues to be promoted mainly within the Nicholsons Shopping Centre though permanent lettings are increasing within the centre with Smiggle and The Grape Tree opening in August. Maidenhead Town Partnership have a strategy meeting in September to focus on vacant properties on the High Street and how to best engage with the property owners with the aim of introducing pop-ups onto the High Street.  | 30/09/2016  | GREEN          | Corporate & Community Services | Cllr Rankin      | Kevin Mist, Paul Roach, Steph James              |
| 01.09 | Consider further business rate relief to enhance & promote new businesses                          | Finance                | An increased number of businesses making use of the revised empty shop relief initiative. Numbers will be kept under review and appropriate policy changes developed if needed.   | Cabinet approved the introduction of scheme in March 2016. The scheme is currently underway with one award made this year to date. In 2015/16 there were 15 cases where Retail Re-occupation Relief was awarded with £169,000 of reliefs awarded to businesses.  | 31/03/2017  | GREEN          | Corporate & Community Services | Cllr Rankin      | Andy Jeffs, Kevin Mist, Richard Bunn, Rob Stubbs |



| Ref   | Manifesto Commitments  | Theme               | Expected Outcome  | Current Significant Next Action (SNA)  | Date of SNA | Current Status | Directorate                    | Lead Member      | Lead Officer  |
|-------|--|---------------------|---|--|-------------|----------------|--------------------------------|------------------|---------------|
| 01.11 | Support the "Pub Loan Fund" policy locally   | Finance             | A local scheme in place to support local communities to retain local pubs.  | <p>Work with the Red Lion Group to form a Community Interest Company or similar and support them, through a Community Share Offer, to raise necessary capital in addition to any funding or support from the Government's Pub Loan Fund they can access through the Plunkett Foundation.</p> <p>Support the Crauford Arms Group, through Our Community Enterprise, to form the necessary structure or work with partners, to trigger a six month moratorium under the legislation that will give them time to prepare a bid.</p> <p>To explore whether an Article 4 Planning Direction, limiting permitted development rights, could be used by the council to protect pubs as has been adopted by Wandsworth Council. Contact will be made with Wandsworth Council to establish how this has been implemented at the council.</p> | 30/10/2016  | GREEN          | Corporate & Community Services | Cllr MJ Saunders | Harjit Hunjan |
| 02.02 | Develop and maintain cycle routes  | Highway & Transport | Minimum 3 new cycle routes opened / extended by April 2017.   | <p>Receive and review comments on draft Cycle Strategy - update for further consideration and adoption.</p> <p>Commence delivery of cycling capital schemes approved by Cabinet on 30th June 2016 as part of the overall highway works programme.</p>  | 31/03/2017  | GREEN          | Operations & Customer Services | Cllr Bicknell    | Ben Smith     |
| 02.03 | Seek improvements (e.g. extensions and frequency of services) to bus routes across the Borough | Highway & Transport | <p>Improvements to 3 bus routes by April 2018.</p> <p>5% increase in satisfaction levels with bus services by April 2019.</p>   | Project to commence in September 2016 - review existing network and opportunities available through the draft 'Bus Services' Bill to develop a future strategy which improves the bus network with Lead Member and Deputy Lead Member (with responsibility for bus services).  | 31/10/2016  | GREEN          | Operations & Customer Services | Cllr Sharma      | Ben Smith     |
| 02.04 | Provide additional car parking in town centres   | Highway & Transport | Deliver 800 additional parking spaces across Windsor and Maidenhead town centres.   | (i) Parking Strategy to be considered by Cabinet (Oct '16). Future parking provision including the provision of additional parking spaces is incorporated within the Delivering Differently in Operations and Customer Services project. This will include a third party financing, design, build, management and operation model for the majority of the our parking assets. Where the Council can directly support key regeneration activity and projects (such as The Landings and redevelopment of Nicholsons shopping centre, through a redevelopment of its multi storey car park at Nicholsons) direct funding models will also be considered.  | 27/10/2016  | GREEN          | Operations & Customer Services | Cllr Cox         | Craig Miller  |
| 02.05 | Work with utility companies to improve the quality of road and pavement repairs                | Highway & Transport | Reduced over running road works by 10% and reduce the number of complaints relating to the quality of utility company repairs by 10%.   | <p>Cabinet to consider report (29 September 2016) on detailed business case and results of formal consultation.</p> <p>Subject to Cabinet approval - develop and deliver the roadworks permit scheme to 'Go Live' in December 2016</p>   | 31/12/2016  | GREEN          | Operations & Customer Services | Cllr Bicknell    | Ben Smith     |
| 02.06 | Continue to review and reduce unnecessary traffic lights                                       | Highway & Transport | A minimum of 4 unnecessary traffic signals removed by April 2019.   | <p>(i) Deliver trial scheme at Maidenhead Road / Stovell Road which switches-off traffic lights and replaces with a mini-roundabout and pedestrian crossing.</p> <p>(ii) Imperial Road / St. Leonards and Winkfield Road / Clewer Hill Road - monitor effectiveness of operational improvements.</p> <p>(iii) Hatch Lane / Clarence Road - agree improvements with Lead Member and Ward Member and deliver scheme (subject to approval).</p>   | 23/12/2016  | GREEN          | Operations & Customer Services | Cllr Bicknell    | Ben Smith     |
| 02.07 | Continue to improve bus stops and work for accurate real time arrival information              | Highway & Transport | <p>45 bus shelters supplied with real time information displays by April 2017.</p> <p>Bus information available in a minimum of 4 new formats by April 2019 (for example: new mobile phone applications / town centre information screens / railway station information screens / web based information).</p> | Deliver enhanced real-time passenger information at bus stops at a minimum of 20 new bus stops and improve information at existing sites   | 31/03/2017  | GREEN          | Operations & Customer Services | Cllr Sharma      | Ben Smith     |

| Ref   | Manifesto Commitments  | Theme               | Expected Outcome  | Current Significant Next Action (SNA)   | Date of SNA | Current Status | Directorate                       | Lead Member   | Lead Officer |
|-------|--|---------------------|---|---|-------------|----------------|-----------------------------------|---------------|--------------|
| 02.09 | Ensure flood schemes and maintenance are delivered on time to better protect homes and highways                | Highway & Transport | 95% of flood schemes and maintenance delivered on time.   | Implement approved works programme 2016/17: investment of approximately £450k to deliver 10 projects with a performance delivery target delivery of 95%.  | 31/03/2017  | GREEN          | Operations & Customer Services    | Cllr Bicknell | Ben Smith    |
| 02.10 | Plan for the arrival of Crossrail to deliver more integrated rail, taxi and bus services                       | Highway & Transport | Bus / rail interchange with new taxi facilities opened by April 2019, including combined customer information.  | Continue to develop and deliver an area 'masterplan' for approval which delivers an integrated bus / rail interchange with taxi facilities by April 2019.<br><br>The review and development of a strategic approach to bus services alongside the emerging access and movement for Maidenhead Town Centre will support this commitment - ensure integration between both projects.  | 31/12/2016  | GREEN          | Operations & Customer Services    | Cllr Bicknell | Ben Smith    |
| 03.01 | Protect the Green Belt   | Planning & Housing  | Up to date Borough Plan that ensures green belt policies are robust and that growth is managed without overall detriment to the green belt. In addition that development management resists development in the Green Belt.  | Full Borough Local Plan to progress to consultation in October 2016.  | 01/10/2016  | GREEN          | Corporate & Community Services    | Cllr Wilson   | Chris Hilton |
| 03.02 | Deliver home ownership through shared equity and other models where the resident has a stake in their property | Planning & Housing  | Phase I: A new shared equity model is developed by April 2016.<br><br>Phase II: An increase in home ownership for 40 homes per year by April 2019.  | Finalise the DIYSO for Keyworkers offer with Housing Solutions to launch in October 2016.<br>Develop the 10% equity DIYSO with Housing Solutions to be online in October 2016<br>Work to commence on the Affordable Housing Supplementary Planning Document agreed by Cabinet in March 2016.  | 01/10/2016  | GREEN          | Adult, Children & Health Services | Cllr Dudley   | Hilary Hall  |
| 03.03 | Support innovative funding options for Right To Buy schemes  | Planning & Housing  | Residents have access to right to buy schemes by April 2017.  | Review the results of the voluntary right to buy pilots with housing associations to consider local application.  | 01/09/2016  | GREEN          | Adult, Children & Health Services | Cllr Dudley   | Hilary Hall  |
| 03.04 | Enhance and support our conservation areas   | Planning & Housing  | Appraisal and review of current conservation areas.   | Refresh Cookham Conservation Area Appraisal   | 31/10/2016  | GREEN          | Corporate & Community Services    | Cllr M Airey  | Chris Hilton |
| 03.05 | Continue to carry out rigorous planning enforcement activities   | Planning & Housing  | React and action infringement of planning legislation.  | Ongoing implementation of new adopted Enforcement Policy including reporting to planning panels and review in April 2017 on effectiveness of the policy.  | 01/04/2017  | GREEN          | Corporate & Community Services    | Cllr Wilson   | Chris Hilton |
| 03.06 | Reward deserving tenants with higher nomination rights<br>e.g. for contributions to the community              | Planning & Housing  | A scheme to reward deserving tenants is built into local letting plans on new builds by 2016.   | Report back in October on outcome of the approach being adopted   | 01/10/2016  | GREEN          | Adult, Children & Health Services | Cllr Dudley   | Hilary Hall  |
| 03.07 | Support ex-Forces personnel with access to housing through local policies                                      | Planning & Housing  | Bespoke housing options advice is provided or the appropriate housing option for example Private rented sector to 100% of ex-Forces personnel who elect to stay in the local area.<br><br>100% of ex-Forces personnel who elect to stay in the area are supported to access shared ownership. | Continue to work with Haig Housing to ensure that ex forces personnel get housed through Haig where appropriate<br><br>Housing Options to continue to work with Army Welfare to ensure that personnel are advised appropriately and early enough to avoid homelessness and to benefit from shared ownership and other products on discharge<br><br>Continue the commitment through the allocations policy to ex forces personnel enabling them to access a range of housing options | 01/10/2016  | GREEN          | Adult, Children & Health Services | Cllr Dudley   | Hilary Hall  |
| 03.08 | Protect the essential character of urban areas   | Planning & Housing  | Protect and enhance the identity of the Borough's urban areas.  | Full Borough Local Plan to progress to consultation in October 2016.  | 31/10/2016  | GREEN          | Corporate & Community Services    | Cllr Wilson   | Chris Hilton |

| Ref   | Manifesto Commitments   | Theme              | Expected Outcome  | Current Significant Next Action (SNA)   | Date of SNA | Current Status | Directorate                    | Lead Member             | Lead Officer |
|-------|---|--------------------|---|---|-------------|----------------|--------------------------------|-------------------------|--------------|
| 03.09 | Continue to support the regeneration of our towns   | Planning & Housing | Support all regenerations within the Borough.   | Maidenhead: Sign contracts with Joint Venture (JV) partner for delivery of York Road, West Street, St Clouds and Reform Road by May 2017. Determine next steps in taking forward the development of Maidenhead Golf Club in September 2016.<br><br>Ascot: Regular meetings are now taking place between the consortium of landowners, the developers, Ward Councillors and officers (Planning and Regeneration). The planning application will be timed to follow the adoption of the Borough Local Plan which it is intended will allocate the land for residential use. | 31/05/2017  | GREEN          | Corporate & Community Services | Cllr Hilton, Cllr Evans | Chris Hilton |
| 04.04 | Double the number of community wardens from 18 to 36                                      | Environment        | Establishment of a pool of 36 multi skilled officers delivering community and enforcement services across a broad range of functions.   | Doubling the number of Community Wardens is an integral part of the Delivering Differently in Operations & Customer Services project. A detailed business case will be submitted to Cabinet for review on 15 December '16   | 15/12/2016  | GREEN          | Operations & Customer Services | Cllr Cox                | Craig Miller |
| 04.05 | Continue to support the fight against anti social behaviour through our community wardens | Environment        | Implement a phased programme to increase the number of Community Wardens to 36 (head count) resulting in at least ten additional enforcement functions being undertaken by Wardens (either new functions or those transferred from other departments realising efficiency savings). | Cabinet report detailing additional enforcement possibilities for Community Wardens to be submitted for review by Cabinet in December (following review of options with Lead Member in Sept '16).   | 15/12/2016  | GREEN          | Operations & Customer Services | Cllr Cox                | Craig Miller |
| 04.07 | Implement a collective energy switching programme   | Environment        | A collective energy switching programme is implemented for Borough residents.   | Scheme partner agreed and contracts signed (30 June 2016) with a view to implementing the Council's first energy switching auction in mid October   | 31/10/2016  | GREEN          | Corporate & Community Services | Cllr Cox                | Craig Miller |
| 04.08 | Continue enforcement of litter and dog fouling  | Environment        | 100% of Community Wardens have the ability to enforce dog fouling and littering cases.  | All Community Wardens have the ability to issue notices for dog fouling and littering offences. Awareness programme to be developed and agreed with Lead Member and implemented at key parks in and around Maidenhead, initially.   | 28/10/2016  | GREEN          | Operations & Customer Services | Cllr Cox                | Craig Miller |
| 04.09 | Lobby for continuing external funding for the River Thames Scheme                         | Environment        | The Borough to continue to work with local partners and other agencies to secure more external funding.   | Continue to be an active partner on the River Thames Scheme Sponsoring Group and Programme Board at Member and officer level.<br><br>Proactive partner on the recently formed funding group focussed on securing external funding.<br><br>Conclude operational agreement between the Royal Borough and Environment Agency.  | 23/12/2016  | GREEN          | Operations & Customer Services | Cllr Dudley             | Ben Smith    |
| 04.10 | Maintain lobby against Heathrow expansion   | Environment        | RBWM's position on expansion at Heathrow is submitted to Government for consideration within future decisions regarding runway capacity in South East England.  | RBWM has submitted its response to the Airports Commission consultation regarding potential airport capacity expansion in the South East. In July, the IPSOS MORI survey to gauge residents' views was refreshed, with results published at the Aviation Forum in August. The council is prepared and ready to respond to Government when it determines where expansion should be undertaken. This decision is anticipated in October '16.  | 31/10/2016  | GREEN          | Operations & Customer Services | Cllr Cox                | Craig Miller |
| 04.11 | Work with local communities to manage flood risk  | Environment        | Well informed communities with an increased ability to manage flood risk and respond to flood events. Four new initiatives implemented by December 2017. Local Flood Risk Guide in place by April 2017.   | Community Flood Forum work underway, focussing on the communities surrounding Eton Wick. The latest community meeting was held on 15th September 2016. Further initiatives to be developed in 2017.   | 01/10/2016  | GREEN          | Operations & Customer Services | Cllr Bicknell           | Ben Smith    |
| 04.12 | Support the rural economy and agriculture by adopting policies that have worked elsewhere | Environment        | An robust rural economy.  | Work with Berkshire Superfast Broadband group to ensure RBWM rural areas are served as part of Phase II roll out in 2017. Plan to be complete by March 2017.  | 31/03/2017  | GREEN          | Corporate & Community Services | Cllr Rankin             | Chris Hilton |

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| 04.13 | Explore further deployment of PV cells   | Environment                     | Additional solar panels are installed at Council owned/managed sites.   | Following further investigations it was determined that the solar installation at Tinkers Lane Depot would not be possible due to the age of the roof. Central government have also announced a large reduction in the solar subsidy (feed in tariff) which has detrimentally affected the business case for future installations. Market testing is being carried out on a regular basis to highlight when conditions are once again suitable for a new solar installation. | 31/12/2016  | GREEN          | Operations & Customer Services    | Cllr Coppinger | Craig Miller   |
| 04.14 | Continue planting trees  | Environment                     | More trees planted each year.   | The tree planting season is November to March annually. To support this, the Council will be assessing more sites for planting as part of an overall strategic review, both highways, cemeteries, parks and open spaces. The Council will also continue to encourage suggestions from residents, Councillors and Parishes.   | 30/11/2016  | GREEN          | Corporate & Community Services    | Cllr S Rayner  | Kevin Mist     |
| 05.01 | Promote school choice through support for free schools and satellite grammars, national legislation permitting | Education & Children's Services | Increased choice of schools available for residents in RBWM included more free schools and a new satellite grammar subject to DfE (Department for Education) and SoS (Secretary of State) approvals.  | New policy announcements in September 2016 have opened up a range of options for selective education subject to the outcome of national consultation and RBWM will engage with any school interested in exploring the opportunity afforded by the proposals.   | 28/10/2016  | GREEN          | Adult, Children & Health Services | Cllr Airey     | Kevin McDaniel |
| 05.02 | Support existing schools in provision of excellent education   | Education & Children's Services | All schools in RBWM will be at least Good as judged by Ofsted Inspection. Schools at risk of not achieving (or retaining) Good or Better judgements to be supported to secure better outcomes. Based on current projections, the number of schools rated Good or Outstanding is anticipated to have increased to 78% by December 2015 and 84% by July 2016. | Augmenting "team around the school" approach with targeted Pupil Premium project to deliver: champions network; audit of published school plans; and targeted "Pupil Premium Gaps Analysis" during 2016-17.  | 30/09/2016  | GREEN          | Adult, Children & Health Services | Cllr Airey     | Kevin McDaniel |
| 05.05 | Support broadening the vocational student offer and apprenticeship opportunities                               | Education & Children's Services | An increased range of apprenticeships and other vocational qualifications are available as an alternative to Higher Education for RBWM schools leavers.   | Work with a number of schools and colleges to bid for Thames Valley LEP funding for a project to raise aspiration and engagement with key local industries based on STEM. Expressions of interest due in mid-September, decisions in October 2016.<br><br>Cabinet paper in October on Apprenticeships within the Royal Borough of Windsor & Maidenhead.  | 16/09/2016  | GREEN          | Adult, Children & Health Services | Cllr Rankin    | Kevin McDaniel |
| 05.06 | To ensure a fully functional safeguarding hub is in operation for Borough residents                            | Education & Children's Services | To establish a fully functioning MASH (Multi Agency Safeguarding Hub), as part of the integrated front door to social care to ensure a fully informed and effective Safeguarding Service.   | To confirm end-to-end processes for the MASH and review its operation through the Local Government Association safeguarding peer review - December 2016.   | 31/12/2016  | GREEN          | Adult, Children & Health Services | Cllr Airey     | Elaine Redding |
| 05.07 | Continue to improve the intensive family support programme   | Education & Children's Services | The Intensive Family Support Programme will continue to deliver a high level of family support at a preventative level, meeting the needs of families earlier and reducing the need for them to receive support from statutory safeguarding services.   | To review the destination of every family worked with in the Project over the last 12 months. Next update due in October in line with Troubled Families return.  | 31/10/2016  | GREEN          | Adult, Children & Health Services | Cllr Airey     | Elaine Redding |
| 05.09 | Promote fostering and adoption   | Education & Children's Services | To recruit 20 additional in house foster carers.<br><br>To reduce the time taken to place children for adoption and ensure that targets for the assessment of adopters are met.   | Four prospective foster carers to be presented to Fostering Panel for approval by December 2016.<br><br>Continue to run monthly fostering information meetings.<br><br>Develop new recruitment strategy targeting carers for older young people.<br><br>Develop new recruitment activity.<br><br>Maintain ongoing improvement in timeliness of placing children within 16 weeks of the Placement Order.  | 31/12/2016  | GREEN          | Adult, Children & Health Services | Cllr Airey     | Elaine Redding |
| 05.10 | Seek increases in volunteer participation in our youth services both at the Council and outside                | Education & Children's Services | Delivery of youth service provision including Outdoor Education and Duke of Edinburgh award, where volunteers account for 50% of all delivery.<br><br>Increase use of volunteers supporting delivery of evening sessions in local youth and community centres and delivery of wider community projects such as Summer Activity Programme.                   | Ongoing recruitment, training and retention of volunteers. Ensure volunteers have the necessary skills to enable them to lead rather than assist with session delivery. Promote volunteering opportunities through RBWM website, local volunteering organisations and social media. Develop volunteering opportunities for young people to enable them to volunteer in all areas of service delivery.  | 31/10/2016  | GREEN          | Adult, Children & Health Services | Cllr Airey     | Elaine Redding |

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| 05.12 | Use key worker housing policies to support teacher recruitment   | Education & Children's Services | Local Key Worker Housing policy and scheme established focused on Teachers (and potentially other key workers) to reduce the barrier housing can present to attracting and retaining new outstanding teachers into the Borough.                         | Promotion of Keyworker scheme to schools.<br>Publish the revised Keyworker Housing Policy.<br>RBWM Property Company is actively working on proposals to deliver affordable accommodation for between 18-22 key workers by April 2017 and up to 50 by the end of March 2018 subject to planning and any design and construction issues.  | 28/10/2016  | GREEN          | Adult, Children & Health Services | Cllr Dudley    | Kevin McDaniel, Hilary Hall |
| 06.01 | Continue to work with local employers to provide work placements and apprenticeships                             | Community                       | Increase in the number of young people able to secure apprenticeships and work experience locally to be on par with national levels for take up.  | Relaunch event at the Elevate me Hub September 2016.<br><br>A Cabinet report will be produced in October 2016 on the councils response to the apprenticeship Levy/public sector targets (introduced in April 2017), enhancing the councils apprenticeship scheme and actions to increase the take up of apprenticeships across the Borough.   | 27/10/2016  | GREEN          | Corporate & Community Services    | Cllr Rankin    | Harjit Hunjan               |
| 06.03 | Use member individual budgets to continue spending on very local deserving causes                                | Community                       | 100% of member individual budgets spent annually.   | To continue to assist Members, particularly those that have carried forward their budget to the following financial year, to identify a project/initiative to which to allocate their budget.   | 01/01/2017  | GREEN          | Corporate & Community Services    | Cllr S Rayner  | David Scott                 |
| 06.04 | Extend the "Love Dedworth" scheme to other areas of the Borough  | Community                       | Phase I: Other area for 'Love Dedworth" scheme to be identified by November 2015.<br><br>Phase II: At least one area to be included in scheme by January 2016.<br><br>Phase III: Improvements identified and 50 % of improvements made by January 2017. | Love scheme has been extended to Love Laggan and Love Larchfield in 2016/17 target. Projects are now under review for implementation this winter.<br><br>Inspired by Love Dedworth, Ascot PC are also initiating a We Love Ascot scheme.  | 01/11/2016  | GREEN          | Corporate & Community Services    | Cllr S Rayner  | Harjit Hunjan               |
| 06.07 | Continue to fund the Social Enterprise scheme, and the Bright Ideas competition                                  | Community                       | 100% of funding maintained for Social Enterprise scheme and Bright Ideas competition.   | 2016/17 Bright Ideas scheme launched by September 2016.<br><br>All 2015/16 Bright ideas delivered by December 2016.<br><br>Four new applications received for social enterprise funding by December 2016.   | 01/12/2016  | GREEN          | Corporate & Community Services    | Cllr S Rayner  | Harjit Hunjan               |
| 06.09 | Launch a good neighbour scheme   | Community                       | An easily accessible local volunteering scheme in place, volunteers recruited across the Borough & residents supported. Schemes to be launched at Silver Sunday (4 October 2015).   | 20 volunteers to be in place by end of January 2017.  | 30/01/2017  | GREEN          | Corporate & Community Services    | Cllr S Rayner  | Harjit Hunjan               |
| 07.01 | Ensure residents who receive council care are covered by a care plan   | Adult Services                  | 100% of residents who receive council care are covered by a care plan.  | All residents receive a self assessment questionnaire and at the point of their social care needs review, social care staff are able to confirm that this has been received.  | 31/10/2016  | GREEN          | Adult, Children & Health Services | Cllr Coppinger | Angela Morris               |
| 07.02 | Improve the availability of technology solutions to assist people to live in their own homes                     | Adult Services                  | Increase the range of technology products on offer in our assistive catalogue by 3 products per year.<br><br>5% increase in the uptake of telecare by April 2019.   | At June 2016 there had been 138 installations which is an increase of 15 on the same period last year.<br>Work has begun on the strategy's action plan which includes broad communications with dementia groups, GPs, and Royal Borough of Windsor & Maidenhead's providers. We are developing a leaflet aimed at working with people with a learning disability.<br>We are developing a tool which will support residents in storing their medication. | 31/10/2016  | GREEN          | Adult, Children & Health Services | Cllr Coppinger | Angela Morris               |
| 07.03 | Proactively support programmes that tackle loneliness in our communities   | Adult Services                  | Three anti-loneliness programmes proactively supported by April 2019.<br><br>An anti-loneliness strategy, to work alongside 2 partner organisations, agreed in the Royal Borough by April 2017.   | Strategy is now in place. The focus is to use WAM Get Involved to get the message out to the community.<br>To develop a new model of social prescribing to address loneliness.<br>For Radian to run a forum in Sept 16 to address loneliness.   | 30/12/2016  | GREEN          | Adult, Children & Health Services | Cllr Coppinger | Angela Morris               |
| 07.04 | Work with local organisations and homes to improve services for residents with dementia problems e.g. Alzheimers | Adult Services                  | A dementia strategy and smart action plan agreed by September 2016.   | Action plan in place and is structured around the key national and personal outcomes for those diagnosed with dementia.<br>The dementia adviser is now on maternity leave and her post is being covered by two part time staff who have extensive knowledge of RBWM dementia services and direct experience of working with service users.  | 31/03/2017  | GREEN          | Adult, Children & Health Services | Cllr Coppinger | Angela Morris               |

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| 07.05 | Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse | Adult Services    | 100% of all Adult Social Care staff fully trained to recognise symptoms of abuse by April 2016.  | The training programme has been agreed and signed off by the Safeguarding Adults Board sub-group and the quality of that training is monitored by the learning and development team. All training is advertised externally and is available to the PVI sector and attendance is monitored to ensure a wide section of the industry attends.<br>An eLearning option is available to all staff, even those who are not required at a statutory level to attend training, this eLearning is advertised across the Council.<br>In the last 12 months, 191 staff have attended safeguarding training.<br>All staff within RBWM have received the required level of training as per statutory requirements.   | 30/09/2016  | GREEN          | Adult, Children & Health Services | Cllr Coppinger | Angela Morris    |
| 07.06 | Support improved mental health services in the Borough  | Adult Services    | More effective use of existing resources to support a pathway to recognise dual diagnosis, chaotic lifestyles and suicide prevention is agreed and implemented by December 2016. | RBWM continue to actively support and attend the Berkshire Crisis Concordat Group alongside all the other key agencies and themes from this group are prioritised and agreed at the Joint Commissioning Mental Health Board which is chaired by Nick Davies.<br>The action plan has: <ul style="list-style-type: none"> <li>• Seen the development of a Recovery College with a hugely successful consultation event on 5th July 2016 - 38 service users attending and a prospectus being developed to address the outcomes identified by service users</li> <li>• now seen the introduction of 4 physical activities per week provided by Sport in Mind with just one left to be organised.</li> <li>• Friends in Need has a full programme of activities including weekends and evenings.</li> </ul>  | 31/03/2017  | GREEN          | Adult, Children & Health Services | Cllr Coppinger | Angela Morris    |
| 07.07 | Ensure a falls prevention strategy is developed and is effective  | Adult Services    | Maintain current 20% reduction in non-elective admissions for falls.   | This is now monitored by the Better Care Fund Board. <ul style="list-style-type: none"> <li>• 14/15 Better Care fund target of 9% year on year reduction in NEL (Non-Elective) admissions was achieved - against a national trend of NEL admission increases in all East Berkshire areas.</li> <li>• Month 2 16/17 figures show a marked upturn</li> </ul> Next step is to engage with third sector organisations (via WAM Get Involved) to promote falls prevention training with service users and their carers.<br>Developed planned year round calendar of health promotion activity with Public Health - many items linked to falls prevention.<br>Pilot project in WAM CCG creating a joint NEL/GP practice dashboard for patients most at risk.<br>Promote SMILE programmes more widely - refresh GP and community service awareness of local locations as well as main centres.<br>To develop a joint falls prevention / transport strategy with Transport & Access Team Leader at RBWM - using transport more effectively to get people to classes and centres as well as promoting safe travel for individual service users and carers. | 31/10/2016  | GREEN          | Adult, Children & Health Services | Cllr Coppinger | Angela Morris    |
| 07.08 | Use collaboration and influence with GPs and hospitals to keep health facilities as local as possible   | Adult Services    | Maintain effective engagement with our Clinical Commissioning Groups to ensure health facilities are kept as local as possible.  | The council continues to take a leading role in development of Frimley Sustainability and Transformation Plan to ensure local health provision continues to meet the needs of the borough, working in close collaboration with Frimley Park Hospital Trust, the two Clinical Commissioning Groups and other local authorities. The Managing Director/Strategic Director Adult, Children and Health Services is an active member of the leadership team and Members are engaged in the Member Reference Group. The next meeting of the Group is on 5 September 2016.   | 31/12/2016  | GREEN          | Adult, Children & Health Services | Cllr Coppinger | Alison Alexander |
| 07.09 | Campaign against hospital parking charges   | Adult Services    | Publicly support 3 campaigns against hospital parking charges by April 2019.   | Write to the Chief Executive at Frimley Acute Trust to seek clarity in their policy about concessions for six groups identified in Department for Health guidance.  | 30/09/2016  | GREEN          | Adult, Children & Health Services | Cllr Coppinger | Alison Alexander |
| 08.01 | Maintain through contract our high quality leisure centres at competitive prices                        | Leisure & Culture | 5% increase in the Borough's leisure centres attendances by March 2017.  | Introducing Cycling sessions at Windsor Leisure Centre, and launched new GP referral scheme offering longer term benefits to residents referred by their GP.  | 03/10/2016  | GREEN          | Corporate & Community Services    | Cllr S Rayner  | Kevin Mist       |

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| 08.02 | Open at least one new library   | Leisure & Culture | Identify at least three options for new libraries/Service Hubs.  | Three potential sites identified. Consultation with Parishes to be held, to determine the preferred option.  | 31/10/2016  | GREEN          | Operations & Customer Services    | Cllr S Rayner | Mark Taylor              |
| 08.03 | Maintain and improve our parks and open spaces, including public art                                      | Leisure & Culture | 3% increased resident satisfaction with Borough parks and open spaces by March 2017 (2014/15 baseline of 83%).<br><br>3 pieces of new public art infrastructure installed in our parks and open spaces by March 2017.  | Develop strategic approach for Thriftwood Farm<br><br>Conclude consultation and implement Sir Nicholas Winton Gardens, including public art (target date for completion - October 2016)<br><br>Chariotts Place, Windsor - develop and agree design solution<br><br>Conclude consultation and agree public art scheme at Heatherwood roundabout, Ascot for implementation   | 23/12/2016  | GREEN          | Operations & Customer Services    | Cllr S Rayner | Ben Smith                |
| 08.04 | Increase the number of litter and dog bins, and empty them regularly                                      | Leisure & Culture | 20 more litter / dog bins installed in parks.  | Installation of new litter and dog bins at priority sites - including Broom Farm; Town Moor and All Saints Cemetery. This will deliver 10 additional sites towards the target of 20.   | 28/10/2016  | GREEN          | Operations & Customer Services    | Cllr S Rayner | Ben Smith                |
| 08.05 | Further enhance our parks and open spaces through drinking fountains and other fountains / water features | Leisure & Culture | Three more water fountains and 2 public fountains installed by September 2017.   | Install signage and seating for official opening of Clarence Road roundabout fountain - October 2016<br><br>Consultation on Commonwealth fountain options  | 28/10/2016  | GREEN          | Operations & Customer Services    | Cllr S Rayner | Ben Smith                |
| 08.06 | More computing facilities in libraries, including new technology e.g. tablets and extra free Wi-Fi time   | Leisure & Culture | <ul style="list-style-type: none"> <li>32% increase in public access computing devices by April 2017.</li> <li>40 tablets available in libraries by December 2016 (subject to capital bid approval).</li> <li>63 additional hours of free WiFi time per week available by April 2016.</li> </ul> | Migrate existing libraries public Wi-Fi Solution over to corporate Wi-Fi solution to provide a consistent service delivery across all Libraries.<br><br>Proof of concept with iPads in libraries.  | 31/10/2016  | GREEN          | Operations & Customer Services    | Cllr Hill     | Mark Taylor              |
| 08.07 | Provide more cycle racks at our parks and other places to encourage cycling                               | Leisure & Culture | Fifteen cycle racks spaces installed within the Borough.   | Review and integrate cycle parking in parks with other highway locations and install new cycle racks - focus on cycle racks adjacent to play areas (including skate parks)<br><br>Install cycle racks at Broom Farm park   | 23/12/2016  | GREEN          | Operations & Customer Services    | Cllr Bicknell | Ben Smith                |
| 08.08 | Increase further the range of council services available at libraries                                     | Leisure & Culture | Phase I: Scope out a list of what additional services could be delivered from our libraries by March 2016.<br><br>Phase II: 5 additional council services available at libraries by April 2019.  | Customer Services are now operating from Eton Wick as a pilot offering the wide range of advice and council services. This includes Environmental Services, Parking and Council Tax.<br><br>The Delivering Differently project within Operations and Customer Services is reviewing the Customer Service unit and Cultural, Libraries, Arts and Registrars with a view to all customer service functions being available at three main service hubs (Libraries). The final proposal for Cabinet consideration will be available by 30 November 2016. | 30/11/2016  | GREEN          | Operations & Customer Services    | Cllr S Rayner | Mark Taylor, Jacqui Hurd |
| 08.09 | Continue to support the Borough's arts centres  | Leisure & Culture | Service Level Agreements (SLAs) with our Arts Centres agreed by April 2016.  | Negotiation of SLA with Norden Farm completed.<br><br>Tender and award service contract for Arts Services in Windsor is due to be concluded by 31st December 2016.   | 31/12/2016  | GREEN          | Operations & Customer Services    | Cllr S Rayner | Mark Taylor              |
| 09.01 | Work with leisure providers, GPs to provide facilities for people to get fitter and healthier             | Public Health     | Three more leisure facilities provided for residents by April 2019.<br><br>5% increase in leisure centre attendances by April 2017.  | New all weather pitch opens in Windsor in September 2016.<br>On target to increase attendances at leisure centres by 5%- new swim lesson programme has increased attendances, new GP referral has increased recruitment to gym<br>Delivery of dementia support projects at day centres - 31 December 2016.   | 31/12/2016  | GREEN          | Adult, Children & Health Services | Cllr Carroll  | Hilary Hall, Kevin Mist  |
| 09.02 | Continue to promote health checks in the Borough  | Public Health     | 25% increased uptake in public health checks by April 2019.<br><br>Health checks delivered from 20% more locations by April 2019.  | Provide targeted support for the two GP surgeries in the borough who do not currently carry out health checks to take up the scheme.<br>Explore alternative options such as pharmacy health checks at nearby locations.  | 31/12/2016  | GREEN          | Adult, Children & Health Services | Cllr Carroll  | Hilary Hall              |

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|-------|---|---------------|--|--|-------------|----------------|-----------------------------------|---------------|-------------------------|
| 09.03 | Use the Borough's publications to promote public health issues and awareness campaigns              | Public Health | Eight public health awareness campaigns promoted per annum.  | Deliver a communications campaign, one a month for 12 months, reflecting the 12 priorities in the Joint Health and Wellbeing Strategy, using a wide range of channels, including social media and digital technology. Deliver a focused campaign promoting mental health issues and tackling related stigma, again using a wide range of media.  | 31/03/2017  | GREEN          | Adult, Children & Health Services | Cllr Carroll  | Hilary Hall             |
| 09.04 | Identify young carers and help provide support  | Public Health | Increase the number of young carers identified based on 2014/15 baseline and increase the range of services provided.      | Campaign continues to increase the number of young carers - two new young carers accessing the scheme since March 2016. New service to go live from 1 October 2016 with an evaluation of impact after six months - April 2017.   | 31/03/2017  | GREEN          | Adult, Children & Health Services | Cllr Airey    | Hilary Hall             |
| 09.05 | Continue to raise awareness of mental health issues especially for children                         | Public Health | Run 4 awareness campaigns per annum promoting mental health issues amongst children and young people.                      | Roll out Mental Health First Aid courses in schools from September 2016 with an invitation to other key young people's workers to participate in the training.   | 31/03/2017  | GREEN          | Adult, Children & Health Services | Cllr Airey    | Hilary Hall             |
| 09.06 | Support the SMILE programme through our leisure centres   | Public Health | 100% of SMILE hours maintained (against April 2015 baseline).<br><br>5% increase in SMILE attendances by April 2017.       | Electrically assisted bikes now available at Windsor Leisure Centre, participatory budget of allocated capital will be spent on new range of equipment for all sessions.   | 26/09/2016  | GREEN          | Corporate & Community Services    | Cllr Carroll  | Kevin Mist              |
| 09.07 | Better deploy public health funds through objective assessment of effect and necessity              | Public Health | Royal Borough Joint Health and Wellbeing Strategy agreed by April 2016 setting out the Borough's vision for public health. | Implement the directorate commissioning framework ensuring that all public health services/contracts coming up for tender/renewal are assessed in line with the strategic priorities to ensure residents' needs are addressed and value for money secured.   | 31/03/2017  | GREEN          | Adult, Children & Health Services | Cllr Carroll  | Hilary Hall             |
| 09.08 | Use best practise from overseas and other local authorities to greatest effect in the Royal Borough | Public Health | Four best practice Public Health ideas to be investigated per annum.   | Roll out Diabetes Prevention Programme across the borough, targeting those with 'pre diabetes' to refer them to a bespoke programme in order to prevent further development of diabetes - initial roll out through three key surgeries agreed with the Clinical Commissioning Group.   | 31/12/2016  | GREEN          | Adult, Children & Health Services | Cllr Carroll  | Hilary Hall             |
| 10.01 | Continue with the relentless commitment to deliver regeneration of the town                         | Maidenhead    | Vibrant town centre.   | Progress Joint Venture (JV) partner selection; appoint development partner by May 2017.  | 31/05/2017  | GREEN          | Corporate & Community Services    | Cllr Evans    | Chris Hilton            |
| 10.02 | Improve parking arrangements near Maidenhead station  | Maidenhead    | Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.                                   | Procurement of a design, build, finance and operation of a new car park at Stafferton Way.<br><br>Cabinet paper detailing a revised Parking Strategy is to be submitted to Cabinet for consideration in Oct '16.   | 31/10/2016  | GREEN          | Operations & Customer Services    | Cllr Cox      | Craig Miller            |
| 10.03 | Review and revise as necessary Maidenhead's masterplan, the Area Action Plan                        | Maidenhead    | Up-to-date Area Action Plan (APP).   | Full Borough Local Plan to progress to consultation in October 2016.   | 31/10/2016  | GREEN          | Corporate & Community Services    | Cllr Wilson   | Chris Hilton            |
| 10.06 | Support "shared space" arrangements to bring life to parts of the town centre                       | Maidenhead    | St Ives Road, Queen Street and High Street to become shared space zones.   | Progress JV developer selection, including shared space requirement  | 31/05/2017  | GREEN          | Corporate & Community Services    | Cllr Rankin   | Chris Hilton            |
| 10.07 | Continue to offer more extended markets and events in the town centre, with improved advertising    | Maidenhead    | 18 additional events held in Maidenhead Town Centre by December 2017 (compared to 2014/15 baseline of 168).                | The event programme in Maidenhead continues to be delivered successfully with all events committed to being delivered. Events delivered within this period include: Wimbledon weekend, Maidenhead Festival, 2 x Night Markets and Maidenhead at the Movies. The regular produce market continues to take place weekly and the monthly Sabbytique/ Eat on the High Street Market is growing Sunday footfall. Upcoming events include: Final Night Market of the summer, Maidenhead Town Show, Maidenhead & Me exhibition, Halloween Events and then Christmas programme.<br><br>On target to deliver 18 additional events as the Shabbytique/ Eat on the High Street event takes place monthly, we have planned 2 additional night markets, held the Wimbledon Weekend and Queen's Birthday event and have some new events planned for Christmas. | 30/09/2016  | GREEN          | Corporate & Community Services    | Cllr S Rayner | Kevin Mist, Steph James |



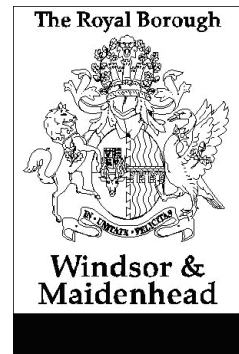
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| 10.08 | Create a vibrant and lively town centre with space for community facilities and entertainment offers | Maidenhead | 4% increased overall footfall through Maidenhead town centre by 31/3/2017 (compared to 2014/15 baseline).<br><br>2% increased night time footfall through Maidenhead town centre by 31/3/2017 (compared to 2014/15 baseline).<br><br>Deliver events programme for the town centre including Easter events, "Love your Local Market" and Queen's birthday celebrations. | The footfall in Maidenhead is currently 10.8% up year to date (as of end of July). This compares to South East -3.4% and UK -2.1%. It should be noted that footfall figures in Maidenhead took a large drop between 2011 and 2015 so although a significant year to date increase it is regaining lost footfall from pre 2011. We will continue to run the events programme in Maidenhead and market the town centre. The occupation of formally vacant office space in the town and the completion of residential units in the town centre will further boost footfall. | 30/09/2016  | GREEN          | Corporate & Community Services | Cllr S Rayner  | Kevin Mist, Steph James |
| 10.09 | Bring in Town Centre WiFi  | Maidenhead | WiFi should be available in Maidenhead Town Centre – wherever anyone may wish to access online resources (see ref 13.11).  | Continue delivery phase - phase I to 'Go Live' in December 2016.<br><br>Continue to explore opportunities to develop network beyond the original scope.  | 31/03/2017  | GREEN          | Operations & Customer Services | Cllr Hill      | Ben Smith               |
| 10.10 | Smarten up street furniture to improve appearance  | Maidenhead | Deliver the Maidenhead Public Realm Strategy.  | Project costed and approval for new capital bid to be made.  | 31/12/2016  | GREEN          | Corporate & Community Services | Cllr S Rayner  | Chris Hilton            |
| 10.11 | Continue to support Maidenhead Waterways   | Maidenhead | Restore the historical Maidenhead Waterways.   | Completion of sections north of Chapel Arches and underpinning to Chapel Arches Bridge by November 2016.   | 30/11/2016  | GREEN          | Corporate & Community Services | Cllr Rankin    | Chris Hilton            |
| 10.12 | Explore extensions including mezzanine parking to existing surface car parks                         | Maidenhead | Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.   | This will be incorporated within the Parking Strategy paper to be considered by Cabinet in Oct '16.  | 31/10/2016  | GREEN          | Operations & Customer Services | Cllr Cox       | Craig Miller            |
| 10.13 | Improve access into the town centre for pedestrians  | Maidenhead | 10% increase in Maidenhead town centre footfall by April 2019 (compared to April 2015 baseline).   | Continue project and progress development of proposals for component parts (car use; walking; cycling and public transport) and report to Cabinet in November 2016.<br><br>The proposed strategy enables a range of infrastructure to be delivered which creates facilities to improve access to the town centre. This will support the manifesto commitment and create conditions to increase footfall which is linked to the 'offer' of the town centre.   | 24/11/2016  | GREEN          | Operations & Customer Services | Cllr Bicknell  | Ben Smith               |
| 11.01 | Review and increase parking provision in Windsor - including Meadow Lane car park in Eton            | Windsor    | Minimum of 200 additional car parking spaces in Windsor and Eton by April 2019.  | Parking Strategy to be considered by Cabinet (Oct). Additional on street parking spaces are currently being reviewed with Ward Councillors along with the use of private parking in the evenings and at weekends. The review will continue until March 2017  | 31/10/2016  | GREEN          | Operations & Customer Services | Cllr Cox       | Craig Miller            |
| 11.02 | Introduce 'pay on exit' parking in RBWM controlled car parks   | Windsor    | Pay on exit parking installed in 3 Windsor car parks by April 2019.  | Install new parking equipment in Meadow Lane Car Park Eton and make live the equipment already installed in River Street Car Park by 31st October 2016.  | 31/10/2016  | GREEN          | Operations & Customer Services | Cllr Cox       | Craig Miller            |
| 11.03 | Enhance and restore Alexandra Gardens  | Windsor    | Alexandra Gardens restoration works completed by December 2017. 10% increased resident satisfaction with Alexandra Gardens by April 2018.  | New 'Gateway' between the coach park and Alexandra Gardens - finalise designs; commission works and construct (target date for completion - October 2016).   | 28/10/2016  | GREEN          | Corporate & Community Services | Cllr S Rayner  | Kevin Mist              |
| 11.04 | Pursue options to promote a safe night time economy, maintaining residential amenity                 | Windsor    | Implementation of an action plan resulting in a reduction of 10-15% of complaints regarding anti social behaviour in the Night Time Economy.   | RBWM to coordinate a Stakeholder/Community problem solving workshop in conjunction with Thames Valley Police with a view to developing a robust Night Time Economy Strategy that empowers the NTE community to support and assist with NTE service delivery and management.  | 30/11/2016  | GREEN          | Operations & Customer Services | Cllr Cox       | Craig Miller            |
| 11.05 | Campaign to keep Windsor police station open and accessible to the public                            | Windsor    | Ensure accessibility to police services in Windsor.  | Submit planning application by 31 December 2016 and continue to work with Thames Valley Police.  | 31/12/2016  | GREEN          | Corporate & Community Services | Cllr Alexander | Chris Hilton            |
| 11.06 | Continue to support the taxi marshalling scheme  | Windsor    | Improved resident feedback.  | New booking office has been selected in agreement with private hire companies operating in Goswell hill. Expected delivery 4 - 5 weeks.  | 30/09/2016  | GREEN          | Corporate & Community Services | Cllr Cox       | Kevin Mist, Paul Roach  |

| Ref   | Manifesto Commitments   | Theme                | Expected Outcome   | Current Significant Next Action (SNA)  | Date of SNA | Current Status | Directorate                       | Lead Member    | Lead Officer             |
|-------|---|----------------------|--|--|-------------|----------------|-----------------------------------|----------------|--------------------------|
| 11.07 | Work with the Crown Estate to enhance local sports and leisure facilities   | Windsor              | Four local sports and leisure facilities enhanced by September 2017.   | Archery Club have been successful in funding their project, now working with them to achieve their desire for a new building.  | 29/09/2017  | GREEN          | Corporate & Community Services    | Cllr S Rayner  | Kevin Mist               |
| 11.08 | Ensure Windsor has a well maintained and high quality public realm for both residents and visitors alike, e.g. from the Coach Park to the town centre | Windsor              | Realising Windsor potential.   | Approve the design and appoint contractor to undertake work in November/December 2016.   | 30/09/2016  | GREEN          | Corporate & Community Services    | Cllr Alexander | Kevin Mist, Chris Hilton |
| 11.09 | Continue the campaign against Heathrow expansion, and to protect Windsor from night flights and more aeroplanes                                       | Windsor              | RBWM's position on expansion at Heathrow is submitted to 100% of all formal consultations and submitted to Government as part of a robust campaign intended to influence future decisions regarding runway capacity in South East England. | RBWM has submitted its response to the Airports Commission consultation regarding potential airport capacity expansion in the South East. In July, the IPSOS MORI survey to gauge residents' views was refreshed, with results published at the Aviation Forum in August. The council is prepared and ready to respond to Government when it determines where expansion should be undertaken. This decision is anticipated in October 2016.        | 31/10/2016  | GREEN          | Operations & Customer Services    | Cllr Cox       | Craig Miller             |
| 11.10 | Work to alleviate congestion and parking problems on Thames Street  | Windsor              | Implementation of a robust enforcement programme including specific operations to address parking problems during daytime and night time hours.  | Proposal to utilise Windsor Coach Park for Taxi parking as submitted to the Windsor Improvement Project to be presented to Lead Member for consideration for onward submission to Cabinet for approval.  | 31/10/2016  | GREEN          | Operations & Customer Services    | Cllr Cox       | Craig Miller             |
| 11.11 | Use Borough licensing and enforcement powers to combat issues in central Windsor  | Windsor              | At least 12 operations are undertaken each year focussing on licensing issues both in the daytime and night time economy hours.  | Further planned operations will continue in Q2 and throughout the year to meet the target of 60 operations for 2016/17. These operations will include: Licensed premises checks, taxi compliance operations etc.   | 31/03/2017  | GREEN          | Operations & Customer Services    | Cllr Cox       | Craig Miller             |
| 11.12 | Monitor and seek solutions to air quality problems, e.g. planting trees   | Windsor              | Implementation of at least two innovative and alternative air quality improvement schemes (if proven to be viable and provide tangible benefits).  | Cross service workshop to be undertaken to consider innovative ideas for improving air quality and determine viability with a view to providing appropriate Lead Members with a briefing in Dec 2016.  | 31/12/2016  | GREEN          | Operations & Customer Services    | Cllr Cox       | Craig Miller             |
| 12.01 | Support Ascot High Street regeneration  | Ascot & The Sunnings | Influence Land owners to bring forward a co-ordinated development brief for the Ascot High Street regeneration proposal.   | Planning Performance Agreement being negotiated with applicant   | 31/10/2016  | GREEN          | Corporate & Community Services    | Cllr Hilton    | Chris Hilton             |
| 12.02 | Work with Frimley Park Hospital Trust to ensure and encourage extended facilities at the Heatherwood site   | Ascot & The Sunnings | Maintain ongoing formal and informal meetings with Frimley Park Hospital and the Clinical Commissioning Groups.  | The Council continues to be actively engaged in the development of the plans for extended facilities at the Heatherwood site at both Member and officer level. This is a key outcome of the Frimley Sustainability and Transformation Plan. The next Member engagement meeting is on 5 September 2016 and there will be a presentation on the progress around the Heatherwood site development at the Health and Wellbeing Board in November 2016. | 30/11/2016  | GREEN          | Adult, Children & Health Services | Cllr Coppinger | Alison Alexander         |
| 12.03 | Work with local GPs to secure appropriate facilities for all local residents  | Ascot & The Sunnings | All local residents in Ascot & the Sunnings have access to local health facilities.  | Continue to support Bracknell Forest Council to secure sufficient GP provision specifically in the Ascot area. Identify and deliver opportunities for joint working to improve health outcomes for residents in Ascot and the Sunnings through the Frimley Sustainability and Transformation Plan prevention group.  | 31/12/2016  | GREEN          | Adult, Children & Health Services | Cllr Coppinger | Hilary Hall              |
| 12.04 | Support better sports and leisure facilities in Ascot and the Sunnings  | Ascot & The Sunnings | Three more leisure facilities in Ascot and the Sunnings by September 2017.   | Install Dog Agility Area at Allen Field.<br><br>Working with Parish on Fundraising with Charters School in Ascot for extension throughout year.  | 01/12/2016  | GREEN          | Corporate & Community Services    | Cllr Bateson   | Kevin Mist               |
| 12.05 | Build a roundabout at the junction of the A329 and B383   | Ascot & The Sunnings | Roundabout constructed by April 2018.  | Continue consultation and finalise design solution; detailed design; utility searches and quotes and secure fixed price for construction.<br><br>Funding approved across financial years 2016/17 and 2017/18 to deliver the new roundabout by April 2018   | 31/03/2017  | GREEN          | Operations & Customer Services    | Cllr Bateson   | Ben Smith                |

| Ref   | Manifesto Commitments   | Theme                  | Expected Outcome   | Current Significant Next Action (SNA)   | Date of SNA | Current Status | Directorate                       | Lead Member    | Lead Officer     |
|-------|---|------------------------|--|---|-------------|----------------|-----------------------------------|----------------|------------------|
| 12.06 | Consult and consider traffic calming measures in the area e.g. in Sunningdale at Chobham Road                                 | Ascot & The Sunnings   | Traffic calming measures consulted on and installed (if requested) by April 2017.  | Finalise scheme design with Ward Members and implement design solution by April 2017  | 31/03/2017  | GREEN          | Operations & Customer Services    | Cllr Bateson   | Ben Smith        |
| 12.07 | Support a library for Sunningdale   | Ascot & The Sunnings   | A new library in Sunningdale open by April 2018.   | Three potential sites identified. Consultation with Parishes to be held to determine the preferred option.  | 31/10/2016  | GREEN          | Operations & Customer Services    | Cllr Bateson   | Mark Taylor      |
| 13.01 | Keep finding good practice and implementing it  | Council Transformation | Five examples of best practice from elsewhere, implemented in RBWM.  | Proposals for delivering differently in childrens services, adult social care and operations based on best practice from elsewhere.   | 30/09/2016  | GREEN          | Corporate & Community Services    | Cllr Dudley    | Alison Alexander |
| 13.04 | Increase multi-skilling of council officers to better enable change and diversify jobs  | Council Transformation | <ul style="list-style-type: none"> <li>Development of additional skills across all teams, including the ability to manage change more efficiently.</li> <li>Greater cross skilling across RBWM.</li> <li>Review of the content of job accountabilities.</li> <li>Shared Legal Services (SLS) review of employment contracts.</li> <li>Create a centralised training team, budget and assets. Standardise equality of opportunity to promote a common language and baseline competencies within RBWM to support flexible working and co-operative endeavours.</li> </ul>  | Delivery of on line coaching facility for senior leadership team, to support them with the change programme. To be launched from September 16 and continuing until December 2016.   | 16/12/2016  | GREEN          | Adult, Children & Health Services | Cllr Targowska | Terry Baldwin    |
| 13.05 | Introduce a proper feedback "tell us once" Customer Relationship Management system so chasing progress is a thing of the past | Council Transformation | By April 2018 a CRM system will be implemented and customers will be able to: <ul style="list-style-type: none"> <li>A) Set up a Digital Account and 'do business with the Royal Borough online as services are digitally transformed'.</li> <li>B) Receive notifications of progress so they do not need to chase progress.</li> <li>C) Have access to their contact history with the Council.</li> <li>D) Opt in for notification about various service information.</li> </ul>  | Further processes will be developed, tested and deployed so that residents can access more services by the digital channel <ul style="list-style-type: none"> <li>A) Corporate Complaints process</li> <li>B) Call back forms for services that Customer Services and Libraries are unable to resolve</li> <li>C) Bulky Waste and booking collections</li> <li>D) The reporting of Environmental and Street Scene issues</li> </ul>   | 31/10/2016  | GREEN          | Operations & Customer Services    | Cllr Hill      | Jacqui Hurd      |
| 13.06 | Implement effective learning for customer service excellence  | Council Transformation | By April 2018: <ul style="list-style-type: none"> <li>A) There will be a corporate customer service training programme delivered by Learning and Development (HR).</li> <li>B) Processes will be re-designed within the transformation program to ensure they are better and simpler.</li> <li>C) Customer Satisfaction will be greater than 80%.</li> <li>D) Staff Satisfaction will be greater than 80%.</li> <li>E) First Time resolution of customer enquires received will be greater than 80%.</li> <li>F) Avoidable contact will be lower than 20% (2 in 10).</li> <li>G) There will be evidence of Continual Improvement.</li> </ul> | <ul style="list-style-type: none"> <li>A) The delivery of customer services training will have commenced with the timetable of course dates available</li> <li>B) Five further services will be live via digital channel - Bulky Waste, Call back forms, Complaints, Environmental Service reporting and Facilities Management</li> <li>C) A quarterly satisfaction survey will be undertaken by the Customer Services and Libraries units to understand the feedback</li> <li>D) Internal focus - implementing staff service action plan.</li> <li>E) Maintain the first time resolution rate over 80%</li> <li>F) Analysis on a service-by-service basis will be completed and action plans drawn up with service leads with a view to reducing avoidable contact by 10% by April 16 which should support greater customer satisfaction - 30 April 2016. (COMMENCED BUT NOT FINALISED)</li> </ul> | 30/11/2016  | GREEN          | Operations & Customer Services    | Cllr Hill      | Jacqui Hurd      |
| 13.07 | Continue channel shift to bring in more 24/7 council services   | Council Transformation | By April 2018, the replacement CRM (Customer Relationship Management) and Telephony systems will provide the infrastructure for a 24/7 Council. In addition, the transformation programme is addressing simpler process, website content and increasing places where and how advice can be obtained. <ul style="list-style-type: none"> <li>A) 70% of customer interactions will be via Digital Channels.</li> <li>B) The cost per transaction will be cheaper by 40%.</li> <li>C) There will be an increased range of customer service advice available in Libraries and other public buildings in line with ref 8.8.</li> </ul>            | <p>At the end of Q3 2016/17, we will analyse how customers are contacting RBWM for services that are available in the digital offering.</p> <p>The Website Homepage will be re-designed and implemented and 30% of the content pages will be reviewed.</p> <p>The telephony requirements will have been fully scoped and options developed for a decision by Council.</p> <p>A review of the Eton Wick face to face Pilot will be undertaken to analyse the success of delivering of first tranche of customer services from within libraries.</p> <p>The Delivering Differently Project in Operations &amp; Customer Services is proposing to review delivery of our Libraries and Customer Services functions, which will be considered by Cabinet in November 2016.</p>  | 31/12/2016  | GREEN          | Operations & Customer Services    | Cllr Hill      | Jacqui Hurd      |

| Ref   | Manifesto Commitments   | Theme                           | Expected Outcome  | Current Significant Next Action (SNA)   | Date of SNA | Current Status | Directorate                       | Lead Member   | Lead Officer             |
|-------|---|---------------------------------|---|---|-------------|----------------|-----------------------------------|---------------|--------------------------|
| 13.08 | Use libraries and other community facilities e.g. Parish offices and children's centres to enable greater access to council functions | Council Transformation          | By April 2018, customers will be able to use a public building local to where they live to access a wider range of council services face to face and digitally.   | The Delivering Differently project in Operations and Customer Services is proposing to review the delivery of Libraries and Customer Services functions. This will be considered by Cabinet in November 2016.   | 30/11/2016  | GREEN          | Operations & Customer Services    | Cllr S Rayner | Mark Taylor, Jacqui Hurd |
| 13.09 | Use benchmarking to compare our services with others  | Council Transformation          | Ensure that (Integrated Performance Monitoring Reports) IPMR Indicators are benchmarked against primarily similar authorities.  | The council's performance management framework is undergoing a comprehensive review and benchmarking more national and statistical neighbour performance wherever possible in the Q2 2016/17 report (November Cabinet) is a key priority for the revised framework.   | 24/11/2016  | GREEN          | Corporate & Community Services    | Cllr Dudley   | Alison Alexander         |
| 13.11 | Create widespread WiFi coverage for residents and visitors  | Council Transformation          | WiFi should be available where residents and visitors are, including parks, open spaces, all Council and Parish buildings, and car parks – wherever anyone may wish to access online resources.   | A list of priority sites is being compiled for the next phase of the Wifi rollout (Corporate) which will provide greater Wi-Fi Servers at RBWM locations including public libraries.<br><br>A Project is underway to install public Wi-Fi within the Town Centres and parks and other open spaces could be explored.      | 31/01/2017  | GREEN          | Operations & Customer Services    | Cllr Hill     | David Wright             |
| 05.03 | Reward and recognise teachers for going the extra mile through a local scheme   | Education & Children's Services | Develop a local reward scheme for teachers in collaboration with Head Teachers that recognises the work of those teachers who going the extra mile.   | Develop Pay Policy guidance for consultation in autumn 2016 which sets LA expectation that schools will use their policy to reward excellence in teaching. LA will develop case studies of those high achievers and use resident communications to promote the success of these teachers and learning support assistants. | 14/10/2016  | RED            | Adult, Children & Health Services | Cllr Airey    | Kevin McDaniel           |
| 05.04 | Start a service for volunteers to add value to local schools at all levels  | Education & Children's Services | Increased use of volunteers in schools to support a range of school activities, in line with individual school plans.   | Further promotion to the schools required in September 2016.  | 30/09/2016  | RED            | Adult, Children & Health Services | Cllr Airey    | Kevin McDaniel           |
| 05.11 | Work with schools to close any attainment gaps for poor pupils  | Education & Children's Services | Raise the attainment and reduce the gap of those children from lower demographic groups.<br><br>Improve the performance of children on Free School Meals (FSM) to enable them to achieve on a par with their Non Free School Meal (Non FSM) peers from within RBWM. | Dedicated resource to focus on undertaking audit of published plans; "gap analysis" of vulnerable schools as part of core school improvement offer and restarting the all schools network.  | 28/10/2016  | RED            | Adult, Children & Health Services | Cllr Evans    | Kevin McDaniel           |

Report for: ACTION



|  |   |
|--|---|
| <b>Contains Confidential or Exempt Information</b> | No - Part I   |
| <b>Title</b>                                       | <b>Initial Savings in Respect of 2017-18 Budget</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> | Rob Stubbs, Head of Finance, 01628 796341   |
| <b>Member reporting</b>                            | Councillor Saunders, Lead Member for Finance  |
| <b>For Consideration By</b>                        | Cabinet   |
| <b>Date to be Considered</b>                       | 29 September 2016   |
| <b>Implementation Date if Not Called In</b>        | Immediate   |
| <b>Affected Wards</b>                              | All   |

## REPORT SUMMARY

1. The Medium Term Financial Plan (MTFP) presented to Council in February 2016 identified the need to reduce council expenditure by £5.6m in 2017-18. As the economic climate changes in the UK the Council's expenditure level might need to change.
2. In March 2016 Cabinet approved a refreshed Transformation Programme with the aim to create a leaner and more agile organisation, focused on the customers, services and the communities the Council serves.
3. Work to date has identified how the council's expenditure could be reduced by £5.3m in 2017-18 through a mixture of increasing income and reducing cost. The details are included in this report. Further savings proposals will be brought to Cabinet in February 2017.
4. Members are advised that some of the savings proposed are subject to individual cabinet reports and are only included as draft proposals to be subsequently approved for inclusion in the budget.

## 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 regularly reviews budgets and secures effective use of its resources. | On publication of this report                         |

## 1. Details of Recommendations

### **RECOMMENDED: That Cabinet:**

- (i) Note the savings listed in Appendix A for submission to Council for the 2017-18 budgets.**
- (ii) Authorises officers to work on any proposed savings initiatives where approval would be subject to a subsequent report to Cabinet between October 2016 and January 2017. Thus allowing for inclusion in the 2017-18 Budget report to Council.**
- (iii) Authorises Strategic Directors in agreement with Lead Members to develop the relevant proposals and implement once approved.**

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

- 2.1 Over the last few years the Council has delivered significant efficiency savings whilst at the same time improving services for residents and keeping council tax at one of the lowest levels in the country.
- 2.2 The MTFP presented to Council in February 2016 identified the need to reduce council expenditure by a further £5.6m in 2017-18. Demand pressures on key services, such as social care, means reducing expenditure is never easy but the Council has approached this in line with our overall priority to always put residents first.
- 2.3 The identification of ways to reduce overall expenditure, either through reducing cost or increasing income, has been carried out through our transformation programme 2016-2018. By the end of the process we expect to be a Council which is:
  - More self reliant – successful in becoming less dependent on central government funding and increasing our income generation;
  - Equipped to work in new ways – regularly commissioning the services we need based on outcomes for residents, and making evidence based decisions on those services we change
  - Quicker to respond – more able to adapt to changing circumstances and residents’ needs, including improving our digital offer to customers;
  - Providing a mixed economy of service provision – taking different approaches to delivering services, taking ideas from all sectors as well as our own.
- 2.4 As part of this the Council is proactively using its property assets and land holdings both to improve the area for residents and businesses and create a borough for everyone but also to generate income that can be used to fund key services.
- 2.5 This transformational approach has meant that the proposals in this report look quite different to those being presented to many other local authorities across the country. In most cases, rather than reducing services these proposals focus on ‘delivering differently’ so that we can deliver them in a way that improves the service or at least maintains it for less cost or increases income. ‘Delivering

differently' sets out an ambition in our transformation programme to create a 'mixed economy' approach to service provision in the future. Major proposals for 'delivering differently' are tested against the following criteria:

- Ability to preserve and enhance services for the benefit of The Royal Borough and its residents.
- The greatest opportunity for savings.
- The opportunity for community and volunteer involvement.
- The ability to access private finance, charitable funds and sponsorship.
- The opportunity for a strategic partnership with RBWM.
- The best interests of staff.

2.6 The proposals in this report have been developed in close collaboration with Lead Members, explored with Directorate Management Teams and the wider workforce – where some of the ideas have been drawn from.

2.7 The recommendations will enable the Council to operate within budget, deliver the services needed by residents in the most efficient and effective way, including to the most vulnerable, whilst continuing to maintain Council Tax at affordable levels for all residents.

### 3. KEY IMPLICATIONS

3.1 The implications of delivering the proposals are set out in table1.

**Table 1: Implications**

| Defined Outcomes             | Unmet | Met            | Exceeded     | Significantly Exceeded | Date they should be delivered |
|------------------------------|-------|----------------|--------------|------------------------|-------------------------------|
| Savings delivered in 2017-18 | <5.3m | £5.3m - £5.39m | £5.4 - £5.5m | >£5.5m                 | 31 March 2018                 |

### 4. FINANCIAL DETAILS

4.1. Table 2 provides a total figure identified as part of the Council's three year transformation programme to reduce cost while maintaining or improving services to residents or increasing income, see appendix A for full details. Proposals for 2018-19 and 2019-20 are subject to change, so whilst a total figure is captured in table 2 the details are not submitted to Cabinet for approval in this report.

Table 2: Savings total

|           | <b>2017/18</b>   | <b>2018/19</b>   | <b>2019/20</b>   |
|-----------|------------------|------------------|------------------|
|           | Revenue<br>£'000 | Revenue<br>£'000 | Revenue<br>£'000 |
| Addition  | £0               | £0               | £0               |
| Reduction | £5.278m          | £4.406m*         | £3.851m*         |

\* Not submitted to Cabinet at this time see paragraph 4.1.

4.2. The Budget report received by Council in February 2016 outlined the financial targets that the Council faces. The need to constantly examine costs and reduce spend was set out in the paper. The council is seeking to reduce costs by £14.4m over three years. This figure includes an additional £1m, stretch target, based on

the savings requirement in the Medium Term Financial Plan. Table 3 sets out how the savings proposals are distributed across the three Directorates. The different percentage against gross budget is based on the councils commitment in maintain services to residents, especially those vulnerable.

| Directorate               | 17/18 Options | 18/19 Options | 19/20 Options | 3 Year Stretch Target | 3 Year Surplus / (Gap) | Reduction against gross budget |
|---------------------------|---------------|---------------|---------------|-----------------------|------------------------|--------------------------------|
|                           | £000          | £000          | £000          | £000                  | £000                   | %                              |
| Adults, Children & Health | 1,613         | 1,246         | 1,076         |                       |                        | 4.7                            |
| Corporate & community     | 1,065         | 960           | 1,275         |                       |                        | 22.9                           |
| Operations & Customers    | 2,600         | 2,200         | 1,500         |                       |                        | 15.9                           |
| <b>TOTALS</b>             | <b>5,278</b>  | <b>4,406</b>  | <b>3,851</b>  | <b>14,418</b>         | <b>(883)</b>           | <b>9.9</b>                     |

4.3. Savings options will be reviewed regularly and shortfalls for each year will be addressed prior to or during the budget process for the year concerned.

## 5. LEGAL IMPLICATIONS

5.1 This report is part of the process required for the Council to meet its legal obligations to set a balanced annual budget.

## 6. VALUE FOR MONEY

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

## 7. SUSTAINABILITY IMPACT APPRAISAL

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

## 8. RISK MANAGEMENT

| Risks                                      | Uncontrolled Risk | Controls   | Controlled Risk |
|--|-------------------|--|-----------------|
| Risk of non-achievement of balanced budget | See Appendix A    | Early approval maximises time available for implementation.<br><br>Achievement of savings is monitored throughout the year by CMT. | Minimal         |
| Risk to service                            | See Appendix A    | Consideration at management team 56 minimise impact on   | Minimal         |



|                          |                |  |         |
|--------------------------|----------------|--|---------|
| delivery                 |                | front line services.   |         |
| Risk of negative payback | See Appendix A | Consideration of proposals at management teams focussed on whether proposals reduce controls that might increase costs in the longer term. | Minimal |

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

- 9.1 Residents can be assured that the Council is providing value for money by delivering economic services, whilst delivering against the council's commitment to serve all residents, deliver specialist services and be innovative in delivery methods.

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

- 10.1 Equality Impact Assessments will be carried out, where necessary, prior to implementation and published on the Council's website.

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

- 11.1 If the savings listed in appendix A are approved, there is the potential for staff reductions through either TUPE transfer or redundancy. Based on current information, which could be subject to change, it is estimated that 627 members of staff could be affected in 2017-18 either through redundancy (23) or by transfer to joint ventures under TUPE contacts (604). Members of staff will be consulted as part of the implementation of any proposals that have staffing implications. All efforts will be made to prevent compulsory redundancies including the use of redeployment.

## **12. PROPERTY AND ASSETS**

- 12.1 Following the transfer of services to joint ventures there may be a reduced need for office accommodation. A full property review will be undertaken before any decisions are taken. Property savings have not been included in the 2017-18 savings detailed in Appendix A.

## **13. ANY OTHER IMPLICATIONS**

- 13.1 The impact of other implications are dependant on the nature of each proposal. Details can be found in appendix A.

## **14. CONSULTATION**

- 14.1 Comments from Overview and Scrutiny Panels are either printed below or if time does not permit this will be made available to Members at Cabinet.

## **15. TIMETABLE FOR IMPLEMENTATION**

- 15.1 Implementation will be with immediate affect to ensure achieved by April 2017. The budget will be set in January 2017 with full details going to Cabinet and Council in February 2017.

## 16. APPENDICES

16.1 Appendix A: Initial savings proposals for 2017-18.

## 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                   | 25/8/2016 | 26/8/16       |                            |
| Cllr Rankin                     | Deputy Lead Member for Finance            | 25/8/2016 |               |                            |
| Corporate Management Team (CMT) | Managing Director and Strategic Directors | 19/8/2016 | 22/8/16       | Throughout                 |
| <b>External None</b>            |   |           |               |                            |

## REPORT HISTORY

| Decision type:  | Urgency item? |
|-----------------|---------------|
| For information | No            |

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

| <b>CORPORATE &amp; COMMUNITY SERVICES - SAVINGS OPTIONS</b> |  |                                   |                                   |
|---|--|-----------------------------------|-----------------------------------|
| <b>No.</b>  | <b>Description / Budget</b>  | <b>Income or saving for 17/18</b> | <b>Equality Impact Assessment</b> |
|   |  | <b>£000</b>                       | <b>Y / N</b>                      |
| <b>FINANCE</b>  |  |                                   |                                   |
| <b>Finance Operations / Finance Strategic</b>               |  |                                   |                                   |
| 1   | Reshape senior finance structure   | 100                               | N                                 |
| <b>Finance Operations</b>                                   |  |                                   |                                   |
| 2   | Charge capital programme for project management work carried out within Finance                                    | 40                                | N                                 |
| 3   | Rationalise business services when it transfers to financial control   | 25                                | N                                 |
| 4   | Review financial control processes post AIM system upgrade   | 30                                | N                                 |
| 5   | Savings by taking on apprentices in finance  | 20                                | N                                 |
| <b>Systems Accountancy</b>                                  |  |                                   |                                   |
| 6   | Relocate Agresso Helpdesk back to Finance Systems Team to provide resilience and complete customer experience.     | 15                                | N                                 |
| <b>Insurance and Risk</b>                                   |  |                                   |                                   |
| 7   | Explore increased self insured exposure to £750k per claim (currently 500k)  | 70                                | N                                 |
| <b>GOVERNANCE, PARTNERSHIP, PERFORMANCE and POLICY</b>      |  |                                   |                                   |
| <b>Shared Legal Services</b>                                |  |                                   |                                   |
| 8   | Review of legal services (year 1 is the SLS agreement)   | 250                               | N                                 |
| <b>Democratic Services</b>                                  |  |                                   |                                   |
| 9   | Reduction in democratic services printing and postage costs  | 10                                | N                                 |
| <b>GPPP Management structure</b>                            |  |                                   |                                   |
| 10  | Review of mgt structure and team structure in GPPP and implementation of a new performance mgt approach and system | 235                               | N                                 |
| <b>COMMUNITIES and ECONOMIC DEVELOPMENT</b>                 |  |                                   |                                   |
| <b>Communications</b>                                       |  |                                   |                                   |
| 11  | Potential to move to 3 ATRB from 4 a year  | 20                                | N                                 |
| <b>Leisure Contract</b>                                     |  |                                   |                                   |
| 12  | Leisure service contract savings (agreed previously)   | 250                               | N                                 |
|   |  | <b>1,065</b>                      |                                   |

| ADULT CHILDREN & HEALTH DIRECTORATE - SAVINGS OPTIONS |  |                            |                            |
|---|--|----------------------------|----------------------------|
| No.   | Description / Budget   | Income or saving for 17/18 | Equality Impact Assessment |
|   |  | £000                       | Y / N                      |
| <b>COMMISSIONING</b>                                  |  |                            |                            |
|   | <b>Commissioning £4.7m net budget</b>  |                            |                            |
| 1   | Non renewal of Family Nurse Partnership contract after 30/9/16.                                | 110                        | Y                          |
|   | <b>Public Health Commissioning £7.0m gross budget</b>  |                            |                            |
| 2   | Re-allocation of Better Care Fund support budget to deliver "Direct Payment" efficiencies.     | 46                         | N                          |
| 3   | DAAT - implementation of T&F Group recommendations %%??  | 150                        | N                          |
| 4   | Savings to the pan-Berkshire Chlamydia screening contract - full year effect of 2015/16 saving | 31                         | N                          |
| 5   | Management efficiencies from the integration of HV service & Children's Centres                | 100                        | N                          |
|   | <b>Other Commissioning services £1.2m net budget</b>   |                            |                            |
| 6   | Commissioning efficiencies   | 75                         | N                          |
| 7   | Efficiencies from reorganising Operational Commissioning Team                                  | 28                         | N                          |
| 8   | Self financing of homeshare service  | 50                         | N                          |
| <b>ADULT SOCIAL CARE</b>                              |  |                            |                            |
|   | <b>Management &amp; all ASC £0.7m net budget</b>   |                            |                            |
| 9   | Additional income from financial assessment AA/DLA   | 335                        | Y                          |
|   | <b>Deprivation of Liberty Safeguarding (DOLS) £0.4m net budget</b>                             |                            |                            |
| 10  | Improved commissioning of Best Interest Assessors  | 7                          | N                          |
|   | <b>Older People £14.4m net budget</b>  |                            |                            |
| 11  | Outcome based commissioning including fixed price  | 80                         | N                          |
|   | <b>Mental Health £3.1m net budget</b>  |                            |                            |
| 12  | Review of block contract for care services.  | 31                         | N                          |
| <b>SCHOOLS AND EDUCATIONAL SERVICES</b>               |  |                            |                            |
|   | <b>School Improvement &amp; Leadership £0.3m net budget</b>                                    |                            |                            |
| 13  | Increase prices and scope of buy-back Governor Services  | 30                         | N                          |
|   | <b>Early Years Education £0.221m net budget</b>  |                            |                            |
| 14  | Reduce non statutory improvement offer to early years settings                                 | 60                         | Y                          |
| <b>HEALTH, EARLY HELP &amp; SAFEGUARDING</b>          |  |                            |                            |
|   | <b>Safeguarding and Children in Care £5.6m net budget</b>                                      |                            |                            |
| 15  | Productivity and efficiency in Pods  | 104                        | N                          |
| 16  | Youth Service reduction in youth work activity   | 25                         | Y                          |
| 17  | Reduction in number of children in care requiring support                                      | 108                        | N                          |
| 18  | Integration of YOT & Youth Services  | 50                         | N                          |
|   | <b>Children &amp; Young People Disability £2.1m net budget</b>                                 |                            |                            |
| 19  | Reduction in number of disabled children requiring high cost placement                         | 100                        | N                          |
| <b>HUMAN RESOURCES</b>                                |  |                            |                            |
|   | <b>Human Resources £1.2m net budget</b>  |                            |                            |
| 20  | underspend within Supplementary Pension  | 23                         | N                          |
| 21  | HR staffing saving   | 15                         | N                          |
| 22  | Training, move to e-learning   | 25                         | N                          |
| <b>AC&amp;H DIRECTORATE MANAGEMENT</b>                |  |                            |                            |
| 23  | Reduction in support team cost   | 30                         | N                          |
|   |  | <b>1,613</b>               |                            |

| <b>OPERATIONS &amp; CUSTOMER SERVICES - SAVINGS OPTIONS</b>    |   |                                   |                                   |
|--|---|-----------------------------------|-----------------------------------|
| <b>No.</b>   | <b>Description / Budget</b>   | <b>Income or saving for 17/18</b> | <b>Equality Impact Assessment</b> |
|  |   | <b>£000</b>                       | <b>Y / N</b>                      |
| <b>REVENUES &amp; BENEFITS £1.8m</b>                           |   |                                   |                                   |
| (incorporating Debt Recovery & Revs & Bens Systems Management) |   |                                   |                                   |
| 1  | Company Joint venture with a commercial partner   | 400                               | N                                 |
| <b>HIGHWAYS &amp; TRANSPORT</b>                                |   |                                   |                                   |
| <b>Parking Provision £1.8m</b>                                 |   |                                   |                                   |
| 2  | Contractual Joint Venture with commercial providers.  | 100                               | N                                 |
| <b>Highways &amp; Streetcare £7.1m</b>                         |   |                                   |                                   |
| 3  | Highways & Streetcare - Outsource through 'term contract'                                   | 500                               | N                                 |
| 4  | Highways & Streetcare - Implement new permitting scheme for works on the Highway and trade. | 100                               | N                                 |
| <b>LIBRARIES &amp; CUSTOMER SERVICES - Combined £6.24m</b>     |   |                                   |                                   |
| 5  | Optimisation & Merger of the service areas  | 500                               | Y                                 |
| <b>COMMUNITY PROTECTION &amp; ENFORCEMENT SERVICES</b>         |   |                                   |                                   |
| <b>Community wardens &amp; parking enforcement £1.5m</b>       |   |                                   |                                   |
| 6  | Outsource service – and merge   | 500                               | N                                 |
| <b>INFORMATION TECHNOLOGY SERVICES - £2.8m</b>                 |   |                                   |                                   |
| 7  | Optimisation & outsource service  | 500                               | N                                 |
|  |   | <b>2,600</b>                      |                                   |

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Report for: ACTION



|  |  |
|--|--|
| <b>Contains Confidential or Exempt Information</b> | No   |
| <b>Title</b>                                       | Road and Streetworks Permit Scheme                             |
| <b>Responsible Officer(s)</b>                      | Simon Fletcher, Strategic Director of Operations, 01628 796484 |
| <b>Contact officer, job title and phone number</b> | Ben Smith, Head of Highways & Transport, 01628 796147          |
| <b>Member reporting</b>                            | Cllr Bicknell, Lead Member for Highways & Transport            |
| <b>For Consideration By</b>                        | Cabinet  |
| <b>Date to be Considered</b>                       | 29 September 2016  |
| <b>Implementation Date if Not Called In</b>        | 28 November 2016   |
| <b>Affected Wards</b>                              | All  |
| <b>Key Words</b>                                   | Streetworks; permit; roads; utility companies                  |

## REPORT SUMMARY

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

Residents will benefit from less disruption as roadworks should be completed on time, faster and at the least disruptive times of day with high quality first time permanent reinstatements.

1. Cabinet received a report on 31<sup>st</sup> March 2016 and resolved to approve in principle the development of a Streetworks Permit scheme; undertake consultation and report the outcome to Cabinet in September 2016.
2. This report provides an update on the introduction of a Road and Streetworks Permit Scheme which supports the manifesto commitment '*...Work with utility companies to improve the quality of road and pavement repairs...*' and highlights the outcome of the consultation.
3. The report seeks approval to 'Go Live' with the permit scheme by the 28 November 2016 delivering an improved service for residents.
4. The financial implications of this report are:
  - Capital investment of £120k for scheme development; consultation and implementation costs.
  - Development and implementation costs are recoverable through permit fees

to be charged following implementation.

- The net position of annual operating costs and income deliver a positive position.

| <b>If recommendations are adopted, how will residents benefit?</b>  |  |
|---|--|
| Benefits to residents and reasons why they will benefit.  | Dates by which they can expect to notice a difference. |
| Residents will benefit from improved journey times, reduced congestion, more opportunity to comment on works, improved information and improved condition of the road infrastructure. | 28 November 2016.                                      |

## **1. DETAILS OF RECOMMENDATIONS**

### **RECOMMENDED: That Cabinet:**

- (i) Notes the outcome of the consultation.**
- (ii) Approves commencement of the Roads and Streetworks Permit scheme.**

## **2. REASON FOR DECISION AND OPTIONS CONSIDERED**

2.1 Cabinet considered a report on 31<sup>st</sup> March 2016 and resolved to:

*i) Approve in principle the development of a Roads and Streetworks Permit scheme and endorse the approach being taken.*

*ii) Approve commencement of the consultation process with utility companies and other stakeholders.*

*iii) Approve a budget of £120,000 to be met from the Development Fund in 2016/17 for scheme development; consultation and implementation.*

*iv) Receive a report in September 2016 to consider the outcome of the consultation.*

2.2 The formal consultation ran for a period of eight weeks beginning on the 17th June 2016 with a deadline for responses no later than 12th August 2016.

The draft Scheme Document and accompanying covering letter was issued to 125 key stakeholder organisations, including local neighbouring Highway Authorities, Utilities, road user representative groups, suppliers and non-government organisations.

A total of 176 individual comments were received by the deadline.

2.3 Each response has been reviewed and responded to in the consultation report which is published on the Royal Boroughs website as Appendix A. The consultation feedback is helpful and ensures that the scheme has been rigorously reviewed in line with best practice.



There are no fundamental issues arising from the consultation. Therefore, it is recommended that the permit scheme be implemented by 28 November 2016.

- 2.4 In parallel with the consultation a full business case / cost-benefit analysis has been prepared.

A summary is attached as Appendix B.

In summary, the permit scheme offers a societal benefit to cost ratio of 25.58:1.

- 2.5 The permit scheme will give the Council more powers to manage utilities. Residents will benefit from less disruption as roadworks should be completed more quickly; at the least disruptive times with high quality first time permanent reinstatements.

- 2.6 In light of the resident benefits and the following key factors, it is recommended that the permit scheme be introduced by 28 November 2016:

\* Cabinet approved the principle of the permit scheme on 31<sup>st</sup> March 2016

\* the consultation has not identified any major issues

\* the scheme delivers a very positive benefit to cost ratio

## Options

| Option  | Comments  |
|---|---|
| (a) implement a road and streetworks permit scheme by 28 November 2016                              | (a) This option is <b>recommended</b> .<br>A permit scheme would increase the Council's ability to coordinate and control activities on the highway therefore minimising the congestion and improving the condition of road infrastructure and give us more powers to fine utility companies that break the rules |
| (b) continue the existing approach based on a notice system under the New Roads and Streetworks Act | (b) This option is not recommended.<br>The current situation would remain and opportunities to improve control and co-ordination of works benefitting residents, business and visitors would not be realised  |
| (c) Create a shared service to deliver a permit scheme.   | (c) This option is not recommended at this time<br><br>It is recommended that this option be explored post-implementation to further enhance the business case and align with the Royal Boroughs Delivering Differently programme   |
| (d) Outsource or create a Royal Borough trading company to deliver a managed service.               | (d) This option is not recommended at this time<br><br>It is recommended that this option be explored post-implementation to further enhance the business case and align with the Royal Boroughs Delivering Differently programme   |

### 3. KEY IMPLICATIONS

| Defined Outcomes   | Unmet        | Met              | Exceeded         | Significantly Exceeded | Date they should be deliver by |
|--|--------------|------------------|------------------|------------------------|--------------------------------|
| Implement Road and Streetworks Permit scheme by:                       | Not achieved | 30 November 2016 | 14 November 2016 | 1 November 2016        | 30 November 2016               |
| Over-running road works reduced*                                       | < 5%         | 5-10%            | 11-20%           | > 20%                  | 30 November 2017               |
| Complaints relating to the quality of utility company repairs reduced* | < 5%         | 5-10%            | 11-20%           | > 20%                  | 30 November 2017               |

\* BASELINE TO BE ESTABLISHED

### 4. FINANCIAL DETAILS

#### 4.1 Revenue Funding

The table below sets out the revenue funding implications for the period 2016/17 to 2018/19. The 'Additions' relate to scheme costs and 'Income' relates to projected income attracted

|            | 2016/17* | 2017/18 | 2018/19 |
|------------|----------|---------|---------|
|            | £'000    | £'000   | £'000   |
| Addition** | 153*     | 460     | 454     |
| Income**   | 156*     | 468     | 467     |

\*Figures for 2016/17 as based on a part year effect, commencing 1<sup>st</sup> December 2016

\*\*these figures relate wholly to the operation of the permit scheme not approved budgets

#### 4.2 Capital Funding

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

4.3 On 31<sup>st</sup> March 2016, Cabinet approved funding of £120k from the development fund for scheme development; consultation and implementation.

£105k costs have been committed to date for the following elements:

- Consultancy support (developing business case; document preparation; analysis and response to consultation) £50k

- ICT System (upgrade and new module for CONFIRM system) £40k
- Staff training (permit scheme requirements and new ICT system) £20k
- Recruitment £5k

It is projected that the scheme will be delivered within the approved budget.

#### 4.4 Summary business case (Appendix B) identifies:

- Year 1 Operating Expenditure £459,956  
(based on Employee costs of £278,358 (3.57 FTE's) and operational costs of £181,898 (for example ICT systems))
- Year 1 Revenue £468,096

This highlights an over recovery of £8,140 in year 1

## 5. LEGAL

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

## 6. VALUE FOR MONEY

6.1 Efficient movement on the Boroughs road network is essential for creating a successful local economy. As the scheme is projected to be cost neutral it optimises value for money by delivering financial and non financial benefits to residents, businesses and visitors to the Borough.

## 7. SUSTAINABILITY IMPACT APPRAISAL

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

## 8. RISK MANAGEMENT

| <b>Risk</b>  | <b>Uncontrolled Risk</b> | <b>Controls</b>   | <b>Controlled Risk</b> |
|--|--------------------------|---|------------------------|
| Financial projections embedded in the full business case with respect to income / expenditure are not achieved | High                     | Use of specialist consultants and sufficient internal scrutiny arrangements in place via use of corporate project management tools. | Low                    |
| <b>Risk</b>  | <b>Uncontrolled Risk</b> | <b>Controls</b>   | <b>Controlled Risk</b> |

|  |        |   |     |
|--|--------|---|-----|
| Failure to comply with the legislative requirements delays or prohibits scheme implementation, thereby benefits not realised   | Medium | Use of specialist consultants and sufficient internal scrutiny arrangements in place via use of corporate project management tools. | Low |
| Utility companies will be required to comply with the scheme may challenge the validity of the scheme if it has not been extensively assessed and shown to be compliant. | High   | Statutory consultation with stakeholders - complete   | Low |
| System requirements not in place to enable delivery of permit scheme   | High   | Project team established with specialist ICT resource   | Low |

## 9. LINKS TO STRATEGIC OBJECTIVES

9.1 The council's corporate strategy seeks to improve the environment, economy and transport within its focus on putting residents first.

9.2 Successfully delivering highway schemes and improving resident satisfaction in our road network are key ambitions within the strategy and the new permit scheme will better co-ordinate works, reduce levels of congestion and ensure that quality of the repairs are satisfactory supporting the council to deliver against these ambitions for residents.

9.3 Improved control over when, where and how road works are undertaken by utilities companies enables the council to better consider the implications for residents on non-urgent works, further supporting the council's strategic ambition to deliver improved customer services and outcomes for residents through the use of existing and emerging technology.

## 10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 An improved highway network benefits all road users.

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS:

11.1 Operation of the Roadworks & Streetworks Permit scheme is projected to require 3.57 FTE's consisting of Street Works Officers; Street Works Co-ordinators and Traffic Managers.

11.2 Implementation in November 2016 is projected to be resourced primarily from existing staff. However, recruitment of an additional streetworks officer on a fixed term contract until 31<sup>st</sup> March 2016 will be required to ensure that the

Royal Borough delivers the legal obligations required to operate the permit scheme.

11.3 During the period between 28<sup>th</sup> November 2016 and 31<sup>st</sup> March 2017 resource levels will be reviewed and evaluated to ensure that they align with the outcomes of the Delivering Differently programme in Highways.

## 12. PROPERTY AND ASSETS

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

## 13. ANY OTHER IMPLICATIONS: N/A

## 14. CONSULTATION

14.1 The report will be considered at the Highways, Transport & Environment Overview & Scrutiny Panel meeting on 19 September 2016 with comments reported to Cabinet for consideration.

## 15. TIMETABLE FOR IMPLEMENTATION

|                                |   |
|--------------------------------|---|
| Jan 2015 (Complete)            | Permit Scheme Project commencement including engaging services of specialist consultants.           |
| Jan to March 2016 (Complete))  | Develop draft scheme for consultation   |
| Jan to June 2016 (Complete))   | Business case   |
| 24 March 2016 (Complete)       | Cabinet report  |
| April to May 2016 (Complete)   | Engagement with Statutory Undertakers and other interested parties                                  |
| June to August 2016 (Complete) | Commence formal consultation (8 week duration)  |
| August 2016 (Complete)         | Review consultee comments and prepare report including any modifications to permit scheme documents |
| September 2016                 | Cabinet report  |
| October 2016                   | Formal notification to consultees that permit order has been issued (Subject to Cabinet approval)   |
| <b>28 November 2016</b>        | <b>Permit scheme goes live</b>  |

## 16. APPENDICES

Appendix A – Consultation Report (available electronically)

## 17. BACKGROUND INFORMATION

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

17.2 Key scheme objectives and benefits:

- reduced disruption on the road network
- improvements to overall network management
- reduction in delays to the travelling public
- reduction in costs to businesses caused by delays
- creating a safer environment
- reduced carbon emissions
- focus on first time permanent reinstatements
- coordinate utility works on our highway network

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

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

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

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

17.5 A series of statements for information are set out below:

- A permit scheme allows the Council, as a Permit Authority, to charge Statutory Undertakers (utility companies) a fee for processing a permit application or permit-variation

- A permit scheme cannot be used to generate surplus income but will be self-funding, including the recovery of reasonable overheads Maximum charges are set by statute (charges are set out in Appendix C)
- It is anticipated that RBWM would process approximately 7,000 utility permits each year

## 18. Consultation (Mandatory)

| Name of consultee | Post held and Department  | Date sent | Date received | See comments in paragraph:  |
|-------------------|---|-----------|---------------|---|
| <b>Internal</b>   |   |           |               |   |
| Cllr Bicknell     | Lead Member for Highways & Transport  | 31/08/16  | 01/09/16      | Minor amends and clarification of start-up costs  |
| Alison Alexander  | Managing Director & Strategic Director of Adult, Children and Health Services | 09/09/16  | 10/09/16      | Amendments to narrative and formatting  |
| Simon Fletcher    | Strategic Director of Operations  | 28/08/16  | 30/08/16      | Detailed business case moved to Part II due to the inclusion of personal information                    |
| Russell O'Keefe   | Strategic Director - Corporate and Community Services                         | 09/09/16  |               |   |
| Mark Lampard      | Finance Partner   | 28/08/16  | 01/09/16      | Section (4) Finance and Appendix B amended  |
| Tony Robinson     | Streetcare – Team Leader  | 28/08/16  | 31/08/16      | Financial detail updated  |
| Sarika Varma      | Project Manager   | 28/08/16  | 31/08/16      | Minor amends to text / report reviewed by external consultants supporting scheme development - approved |
| Michelle Dear     | HR Partner  | 28/08/16  | 08/09/16      | Clarification on specific points requested  |
| Anna Trott        | Strategy & Performance Manager  | 31/08/16  | 01/09/16      | Section (9) updated   |

## REPORT HISTORY

|                       |                              |                         |
|-----------------------|------------------------------|-------------------------|
| <b>Decision type:</b> | <b>Urgency item?</b>         |                         |
| For information       | No                           |                         |
| <b>Report author</b>  | <b>Job title</b>             | <b>Full contact no:</b> |
| Ben Smith             | Head of Highways & Transport | 01628 796147            |



## Appendix B

### Royal Borough of Windsor and Maidenhead Permit Scheme

#### Cost Benefit Analysis Summary – June 2016

Final version – 30 August 16 – to reflect final position

#### Costs

The costs associated with the scheme include the following Set up and operating expenditure and revenue in accordance with the Department for Transport's WebTAG.

- Total Set-up Expenditure **£120,000**
- Year 1 Operating Expenditure **£459,956**
- Annual Operating Expenditure (After Year 1) **£454,233**
- Year 1 Revenue from permits **£468,096**
- Annual Revenue from permits (After Year 1) **£466,784**

The Royal Borough of Windsor and Maidenhead will incur the set up expenditure for the first year only. Revenue is derived from the Permit fees charged to Utility companies. The operating expenditure is recovered by the revenue from the Permit fees..

#### Business Case

The development of a detailed Cost Benefit Analysis (CBA) is a requirement of the formal application to the Secretary of State for a Permit Scheme or for making a Local Order.

The analysis assesses the impact of Permits over the full range of required social and economic variables that have been specifically agreed in consultation with the UK Department for Transport (DfT).

An effective CBA is a mechanism to assess the benefits and costs of an investment both in terms of its overall viability and in relation to other options.

The legislative guidance used for the study is contained within:

- Statutory Guidance for Highway Authority Permit Schemes October 2015
- The Traffic Management Permit Scheme (England) (Amendment) Regulations 2015
- Traffic Management Act 2004 (TMA), Code of Practice for Permits, March 2006
- TMA, Permit Schemes, Decision-making and development (2nd Edition), November 2010
- WebTAG guidance Values of Time and Operating Costs (TAG Unit 3.5.6 October 2013).
- Department of Transport's (DfT) Halcrow study "Assessing the Extent of Streetworks and Monitoring Effectiveness of Section 74 in Reducing Disruption Volume 3 – Estimation of Cost of the Delay from Utilities' Street Works, June 2004"
- Chapter 8 of the Traffic Signs Manual DfT 2009
- Design Manual for Roads and Bridges Volume 14 Economic Assessment of Road Maintenance

QUADRO software is able to appraise individual works that are planned in the future on different types of road by modelling the delay experienced by road users, quantify the delay and estimate the cost of the delay.

The software is able to calculate and convert delays in to monetary figures as detailed in WebTAG Unit 3.5.6. with assumptions in regard to valuation of time, operating costs and accidents.

Users are required to input base link specific details including network classification, traffic flows, road type characteristics and any diversion routes. Street work details including site length, works type such as lane closures and shuttle working. The latest version released in January 2014 Version 4 release 12 was used for the CBA. The QUADRO Manual is included in the Design Manual for Roads and Bridges Volume 14 Economic Assessment of Road Maintenance DfT 2002.

The central assumption of the analysis is that the introduction of the Permit Scheme will cause a 5% fall in Permit applications, and have a commensurate effect on roadwork activity and all associated aspects of the analysis. This 5% reduction is known as the Permit Scheme reduction factor.

The key general economic assumptions included with the CBA are as follows:

- The scheme is anticipated to open in **late 2016 or early 2017**
- A **25** year appraisal length is assumed in accordance with DfT guidance
- A Discount Rate of **3.5%**, Combined Risk and Optimism Bias Factor **38%** in accordance with DfT guidance

### Summary of Appraisal

The CBA determined the following key impacts of the Royal Borough of Windsor and Maidenhead Permit Scheme:

- The total number of Noticed works impacted by the scheme amounted to **6,914** of various length and duration.
- The annual delay cost for Utility works undertaken in Windsor and Maidenhead was **£214m** including a **20%** uplift in time reliability costs for urban roads.
- The number of Permits including an allowance of **20%** for phased works and reduction factor of **5%** amounted to **8,059**.
- The Permit scheme benefit at 5% is **£268m** with costs of **£10m** and a Net Present Value (NPV) of **£257m** giving a Benefit:Cost Ratio of **25.58:1**. A breakdown of benefits is shown on Table 1 below.
- A summary of the CBA consistent with WebTAG is shown on Table 2 below.

**Table 1 Benefits Summary Values and Percentage 5% reduction in works impact 25 Years**

| Benefits                                | Value        | Percentage of Total Benefit |
|---|--------------|-----------------------------|
| Consumer Travel Time                    | £146,137,475 | 55%                         |
| Consumer Vehicle Operating Costs        | £10,369,851  | 4%                          |
| Business Travel Time                    | £105,528,261 | 39%                         |
| Business Vehicle Operating Costs        | £3,369,150   | 1%                          |
| Private Sector Provider Operating Costs | £635,055     | 0%                          |

|                                      |                     |    |
|--------------------------------------|---------------------|----|
| Reduction in Fuel Revenue            | -£1,424,889         | 1% |
| Greenhouse Gases                     | £1,618,419          | 1% |
| Accidents                            | £1,489,067          | 1% |
| <b>Net Present Value of Benefits</b> | <b>£267,722,390</b> |    |

**Table 2: Summary of CBA**

**Analysis of Monetised Costs and Benefits (5% Work Saving) 25 Years**

|  |                  |   |
|--|------------------|---|
| Noise  | -                | -12   |
| Local Air Quality                                  | -                | -13   |
| Greenhouse Gases                                   | 1,618,419        | -14   |
| Journey Quality                                    | -                | -15   |
| Physical Activity                                  | -                | -16   |
| Accidents  | 1,489,067        | -17   |
| Economic Efficiency: Consumer Users (Commuting)    | 156,507,327 (1a) |   |
| Economic Efficiency: Consumer Users (Other)        | - (1b)           |   |
| Economic Efficiency: Business Users and Providers  | 109,532,466      | -5  |
| Wider Public Finances (Indirect Taxation Revenues) | 1,424,889        | - (11) - sign changed from PA table, as PA table represents costs, not benefits |
| Present Value of Benefits (see notes) (PVB)        | 267,722,390      | (PVB) = (12) + (13) + (14) + (15) + (16) + (17) + (1a) + (1b) + (5) - (11)      |
| Broad Transport Budget                             | 10,465,891       | -10   |
| Present Value of Costs (see notes) (PVC)           | 10,465,891       | (PVC) = (10)  |
| <b>OVERALL IMPACTS</b>                             |                  |   |
| <b>Net Present Value (NPV)</b>                     | 257,256,499      | NPV=PVB-PVC   |
| <b>Benefit to Cost Ratio (BCR)</b>                 | 25.58            | BCR=PVB/PVC   |

Note : This table includes costs and benefits which are regularly or occasionally presented in monetised form in transport appraisals, together with some where monetisation is in prospect. There may also be other significant costs and benefits, some of which cannot be presented in monetised form. Where this is the case, the analysis presented above does NOT provide a good measure of value for money and should not be used as the sole basis for decisions. All values in £s.

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Report for: *ACTION*



|  |   |
|--|---|
| <b>Contains Confidential or Exempt Information</b> | <b>YES – Appendix 2 only – Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.</b> |
| <b>Title</b>                                       | Delivery of Children’s Services   |
| <b>Responsible Officer(s)</b>                      | Alison Alexander, Managing Director/Strategic Director Adult, Children & Health Services  |
| <b>Contact officer, job title and phone number</b> | Hilary Hall, Head of Commissioning Adults, Children and Health, 01628 683893  |
| <b>Member reporting</b>                            | Cllr Natasha Airey, Lead Member for Children’s Services   |
| <b>For Consideration By</b>                        | Cabinet   |
| <b>Date to be Considered</b>                       | 29 September 2016   |
| <b>Implementation date if not called In</b>        | 11 October 2016   |
| <b>Affected Wards</b>                              | All   |

## REPORT SUMMARY

1. On 31 March 2016, following consideration of an options appraisal and outline business case, Cabinet confirmed its commitment to delivering children’s services through a community interest company from 1 April 2017. In doing so, it delegated authority to the Managing Director/Strategic Director Adult, Children and Health Services, in consultation with the Lead Member for Children’s Services, to undertake due diligence and negotiate with Achieving for Children, a community interest company owned by London Borough of Richmond-upon-Thames and the Royal Borough of Kingston-upon-Thames.
2. This report details the due diligence activities that have been undertaken since March 2016, leading to the further development of the outline business case to secure the Royal Borough as a shareholder in Achieving for Children.
3. On the basis of the due diligence work, this report seeks approval to transfer the delivery of children’s services to Achieving for Children, effective 1 April 2017, supported by a formal Inter-Authority and Members’ Agreement. This transfer would be on the basis that the Royal Borough becomes an owner and equal shareholder in Achieving for Children.

| <b>If recommendations are adopted, how will residents benefit?</b>   |   |
|--|---|
| Benefits to residents and reasons why they will benefit  | Dates residents can expect to notice a difference |
| Delivery of services through an existing community interest company that is rated Good should increase quality with the ability to secure higher levels of experience throughout all tiers of the workforce. | April 2017  |
| Delivering through a shared, established community interest company should increase the likelihood that greater financial efficiencies are secured, enabling more to be delivered for the same investment.   | April 2017  |

## **1. DETAILS OF RECOMMENDATIONS**

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

- i. Approves the transfer of children’s services and services for young adults with a learning disability under 25 years of age to Achieving for Children, effective 1 April 2017, in line with the business case at appendix 2, on the basis that the Royal Borough becomes an owner and equal shareholder in Achieving for Children.**
- ii. Approves officers to negotiate an Inter-Authority and Members’ Agreement, including reserved matters, with Achieving for Children, London Borough of Richmond-upon-Thames and the Royal Borough of Kingston-upon-Thames, for approval by Cabinet in December 2016.**
- iii. Notes the two options in respect of pension liability, see point 4.8, and agrees to adopt the same principle used for the transfer of leisure services.**
- vi. Notes the requirement for transition funding of around £164K which will be met from existing children’s services’ budgets and the continued use of the £200K allocation from the Development Fund to support this project.**
- v. Confirms that the current Strategic Director of Adult, Children and Health Services will continue to deliver the statutory function of Director of Children’s Services, see point 5.2, in order to oversee the transfer of services for the transition year, 2017-2018, with the function then transferring to Achieving for Children.**
- vi. Approves the Lead Member for Finance and the Strategic Director Adult, Children and Health Services to agree the level of resource required for support functions.**

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

### Background

2.1 At Cabinet on 31 March 2016, it was noted that actions approved in November 2015 in respect of future delivery of health services in the Royal Borough had been completed or were on track for completion. The current position is:

- The Family Nurse Partnership with Berkshire Healthcare Foundation Trust has been decommissioned, effective 1 October 2016. No new referrals have been taken since January 2016 and each of the existing clients has been transferred to other support services as appropriate.
- The school nursing service, annual contract value £190K and 3.39FTE, successfully transferred from Berkshire Healthcare Foundation Trust to the Royal Borough from 1 April 2016.
- The health visiting service, annual contract value £900K and 23.44FTE, will transfer from Berkshire Healthcare Foundation Trust to the Royal Borough from 1 October 2016.

2.2 At the same time, Cabinet considered a comprehensive options appraisal exploring how health; early help and specialist safeguarding services could be better integrated under one organisation, external from the local authority, from April 2017. This is in line with the Council's transformation programme: An Agile Council and specifically the workstream relating to delivering differently which articulates an ambition to create a 'mixed economy' approach to service provision in the future. The research and investigation into a variety of delivery models concluded that the most suitable alternative delivery model was a community interest company, because the company could:

- Be not for profit which would ensure that child protection services could be delivered by it.
- Be focussed on improving the outcomes of the communities within the Royal Borough, as opposed to making a profit, thus ensuring that the Council's strategic priorities are met.
- Have an 'asset lock' applied, which means that the company would not be allowed to distribute assets to shareholders, unless this is in an authorised payment, or to transfer assets except in limited circumstances.
- Not distribute profit to the shareholders as a dividend.
- Be Teckal<sup>1</sup> exempt, ensuring strong accountability to residents through council stewardship.

2.3 The conclusion of the options appraisal led to an outline business case that reviewed two options for a community interest company: establishing a new Royal Borough owned entity or joining an existing company. The conclusion of the business case, which was approved by Cabinet, was that the Royal Borough should pursue the option of joining an existing community interest company, Achieving for Children.

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<sup>1</sup> The **Teckal exemption** enables local authorities to award a contract to a supplier without recourse to a regulated procurement procedure, when two conditions are satisfied:

- a) The local authority exercises control over the supplier that is similar to that which it exercises over its own departments (known as the "control test"). The council has power to exert decisive influence over strategic objectives and significant decisions.
- b) The supplier carries out the essential part of its activities with the local authority (known as the "function test"). This is usually interpreted to mean that a cap of 20% would apply to income generated from sources other than the local authority that controls the supplier. In instances where the supplier is controlled by multiple public bodies, the cap relates to the combined income.

- 2.4 Achieving for Children is a social enterprise community interest company created by the Royal Borough of Kingston upon Thames and the London Borough of Richmond upon Thames to provide their children's services. It launched on 1 April 2014, with the aim of providing children's early help, social care and education support services to their own councils, as well as other local authorities, schools and partners in the education, health, social care and criminal justice sectors. Both council's children's services are rated Good by Ofsted.
- 2.5 During the first phase, consultation with the wider children's services workforce and partners has been limited because the Royal Borough wanted to secure a definitive position in order to manage expectations. Moving into the next phase of the work will require significant engagement with key stakeholders, see appendix 1, entailing a wide range of messages for different audiences – elected Members, residents, staff and partners.

### **Business case and due diligence**

- 2.6 Between March and August 2016, the Royal Borough has been undertaking due diligence focused around a series of tests set out by the two councils and Achieving for Children. The two councils and Achieving for Children have, at the same time, been undertaking their own due diligence against the same tests:
- Legal test
  - Strategic test
  - Options test
  - Governance test
  - Financial test
  - Operational test
  - ICT test
  - Asset test
  - HR test
  - Customer test
  - Equalities test
  - Partnership test
  - Risk and rewards test
- 2.7 The Royal Borough's clear position is that it wishes to join Achieving for Children as an owner and equal shareholder. It believes that the benefits to be gained from joining the company will be better secured through ownership than through any kind of subsidiary partnership. The specific details of the Royal Borough's ownership level will be set out in the shareholding agreement between the three councils. The shareholder agreement will be developed subsequent to Richmond and Kingston's Joint Committee decision and the Royal Borough's Cabinet decision in September 2016.
- 2.8 The substantive business case, see appendix 2 (Part 2), builds on the initial outline business case produced in March 2016 and incorporates the response to the due diligence tests providing clear evidence for the Royal Borough joining Achieving for Children as an owner and shareholder. The business case is predicated on the clear belief that the potential risks of delivering differently are outweighed by the benefits, in particular:
- An opportunity to secure resources to meet residents' needs through having access to different income streams, thereby reducing the call on the taxpayer.
  - Scope for more integrated, cross-organisational – private, public and voluntary – delivery of services tailored to residents.
  - Scope to drive innovation and sustain and improve services.
  - An ability to operate in a competitive market, with less rigid procurement frameworks.
  - An ability to meet the required financial savings, 4% of gross operating budget, by 2020.



- 2.9 The due diligence exercise has concluded that there are no ‘red lines’ in terms of entering into an agreement with Achieving for Children and the two councils. The shareholder agreement will be a key document setting out the specific details of ownership levels and reserved matters. This will require specialist legal support which will be met from the existing provision of £200K made from the Development Fund in March 2016. Project management support is already in place to support the whole project and enable implementation from 1 April 2017.
- 2.10 The total annual budget in scope of the new delivery model for children’s services and services for young adults with a learning disability would be £92.734m gross and a staffing resource of around 277.9FTE based on current figures. Post transfer, the Royal Borough’s workforce would then stand at 769FTE. Achieving for Children would have a combined staffing complement of around 1000FTE. In addition, corporate support functions for these services are approximately £2.3m. This covers premises, ICT support, HR services, payroll, procurement, internal and external audit, occupational health, insurance, legal support and communications. The level of FTE resource to transfer to Achieving for Children in respect of support functions is still to be determined, see point 11.2.

**Stakeholder engagement**

- 2.11 Subject to Cabinet approval, engagement with all customers and stakeholders, internally and externally, will be crucial to the success of the transfer and work with Achieving for Children, see appendix 1 for the communications plan. It will require significant investment of time from senior managers and elected Members from both the Royal Borough and Achieving for Children. It is important that all customers and stakeholders understand how services will be delivered on a day to day basis. To that end and to form the basis of the engagement strategy, a series of “scenarios” have been developed to illustrate this in practice and these will continue to be developed and new ones added throughout the implementation phase.
- 2.12 The fundamental issue underpinning this transfer is to assure all stakeholders that the services they currently receive will remain local, accessible and of high quality. Elected members, residents and the workforce will also have a key role to play in shaping and further improving services through Achieving for Children.

**Table 1: Options**

| Option  | Comments   |
|---|--|
| Deliver Children’s Services through Achieving for Children with the council becoming an equal shareholder<br><br><b>RECOMMENDED</b> | <p>Objective: maintain all the functions of Children's Services with reduced resource, whilst securing high quality services that improve residents’ outcomes, building on best practice of an organisation judged Good by Ofsted.</p> <p>Benefits: larger organisation, serving a combined population of 84,182 children and young people as opposed to the 35,116 in RBWM, with opportunities for efficiencies in service provision and support functions, less constrained procurement, access to alternative income streams, increased resilience with staff and services and more integration of services.</p> <p>Capacity: investment in a project manager, supported through the Head of Commissioning, with oversight from the Strategic Director and the Lead Member.</p> |

| Option   | Comments   |
|--|--|
|  | <p>Additional costs: transitional costs with Achieving for Children lower than establishing a new company.</p> <p>Assurance: Achieving for Children has a track record of delivery; the management team transferring are delivering against the key performance indicators; the Lead Members have a track record of delivering as has the senior commissioning function retained in the local authority.</p>   |
| Do nothing differently – maintain delivery of services through existing council structures | <p>Objective: Maintain all children’s services within the local authority.</p> <p>The costs and existing budget remain the same, though opportunities to secure maximum value for money are reduced due to the constraints of local authority procurement rules and lack of access to alternative income streams.</p> <p>There are significantly reduced opportunities for the services to meet demand by making use of increasing freedoms and flexibilities, thus resulting in a greater risk of needing to reduce services.</p> |

### 3. KEY IMPLICATIONS

3.1 The key implications of the recommendations are detailed in table 2.

**Table 2: Defined outcomes**

| Defined outcomes  | Unmet      | Met         | Exceeded    | Significantly exceeded | Date they should be delivered by |
|---|------------|-------------|-------------|------------------------|----------------------------------|
| Agreement report presented to Cabinet by                          | 26 January | 15 December | 24 November | 27 October             | 15 December 2016                 |
| Percentage spend of the budget to support the implementation work | >100       | 100 -95     | 94 - 85     | <85                    | 31 March 2017                    |

### 4. FINANCIAL DETAILS

#### Financial impact of the recommendations on the budget

4.1 The transfer of children’s services and services for young adults with a learning disability to Achieving for Children will require an associated transfer of funding under contract. This contract will stipulate how the funds will be used for services with an annual gross current value estimated at £92.7m, plus support services. A

number of income streams are included in this £92.7m resulting in a transfer of net Council funds of £19.7m to Achieving for Children. The income streams are:

- £65m Dedicated Schools Grant.
- £2.1m Public health grant.
- £3.6m other grants, including Troubled Families, Youth Offending and early years.
- £2.3m other income.

- 4.2 During the pre-contract period, the figures will be updated to reflect the 2017-2018 budget position. The contract sum will be subject to annual review; however, the Royal Borough would adopt the same practice as the London Boroughs of Richmond and Kingston on budget determination around demand-led services. Where there is a 10% or more increase, the councils pay the additional amount and where there is a 10% or more decrease, Achieving for Children pay the money back to the councils.

**Table 3: Finance**

| <b>Finance</b> | <b>2016/17</b>   | <b>2017/18</b>   | <b>2018/19</b>   |
|----------------|------------------|------------------|------------------|
|                | Revenue<br>£'000 | Revenue<br>£'000 | Revenue<br>£'000 |
| Addition       | £0               | £0               | £0               |
| Reduction      | £0               | £0               | £0               |

- 4.3 There are financial implications arising from the recommendations for transition costs, estimated at a maximum of £164K, together with a pension bond should this be taken up, see table 4. Funding to meet these transition costs has been identified within the children's services budget.

**Table 4: Transition/set up costs 2016-2017**

| <b>Service</b>                          | <b>Detail</b>   | <b>Spend</b> |
|---|---|--------------|
|   |   | £'000        |
| <b>Programme management</b>             | Programme management across transition period including costs of stakeholder engagement | 80           |
| <b>Legal</b>                            | External legal advice   | 25           |
| <b>Development</b>                      | Additional HR advice and payroll  | 20           |
|   | Ofsted registration*  | 10           |
| <b>Finance</b>                          | Finance systems - development costs   | 12           |
|   | Pensions and actuarial advice   | 5            |
|   | Insurance procurement   | 2            |
|   | Pension Bond, see point 4.8   | 0            |
| <b>Other</b>                            | ICT equipment**   | 10           |
| <b>Total estimated transition costs</b> |   | <b>164</b>   |

\* Contingency figure only. Can be mitigated to zero should the agency decision making power be seconded to Achieving for Children.

\*\* ICT cost covers the connection to Achieving for Children systems. The assumption is that current systems and kit continue to be used by Achieving for Children and so there would be no net financial impact on the council.

- 4.4 The detailed financial modelling and consequent impact on the budget, over the next three years, are set out in Section 4 of the business case. An initial analysis

of the services such as accommodation and facilities management that are currently budgeted for within the corporate budget and recharged to Children's Services has been undertaken. Where the same services will be provided to Achieving for Children, there would be no net increase in cost, or saving, to the council. It is anticipated that a value will be assigned to these services and included in the contract sum that would be paid to Achieving for Children, and then paid back to the council. However, where the council ceases to provide a service and Achieving for Children uses its existing infrastructure, there will be a resultant increase or decrease in costs. These are outlined in Section 4 of the business case.

- 4.5 In March 2016, Cabinet approved £200K from the Development Fund to support the delivery of the project. The principal costs to date have been legal advice from Trowers & Hamlin and project management, totalling £46K.

### **Efficiencies**

- 4.6 The Council has identified a savings target for Children's Services in the Medium Term Financial Plan of £1.331m over the next three years which will need to be met regardless of the delivery model. The specific savings for 2017-2018 will be presented to Cabinet for approval on 29 September 2016.
- 4.7 Indicative areas where the next two years' savings could be met are set out in Section 4 of the business case. Achieving for Children has the opportunity, if managed effectively, to deliver efficiencies in excess of those expected should the service remain 'in-house'. This is due to economies of scale, the sharing of best practice and expertise between the partner authorities whilst increasing resilience.

### **Pension**

- 4.8 To protect the pension fund against the early termination of the service contract and any other associated costs that may arise throughout the contract, the actuary has determined that a bond or indemnity to the value of £1.86m is put in place, although the Royal Borough, as the transferring employer, can act as a guarantor to the pension fund. The council may decide to not take out a bond but to own the risk on the basis that there would be mitigations that would reduce any potential impact on it. This was the approach adopted through the transfer of leisure services.

## **5. LEGAL IMPLICATIONS**

- 5.1 The recommendations in this report are in line with changes under the Children and Young Persons Act 2008 (Relevant Care Functions) (England) Regulations 2014, allowing local authorities to delegate delivery of almost all of their social services functions relating to children on a not-for-profit basis.
- 5.2 The position of Director of Children's Services is a statutory role and cannot, as yet, be delegated. If the Royal Borough joins Achieving for Children, there are options for the way in which the Director of Children's Services' role is deployed:
- Option 1: Retain the statutory function of the Director of Children's Services in the Royal Borough as the commissioner of Children's Services for the transition period of no longer than one year.

- Option 2: Employ the Director of Children’s Services directly and second the post holder into Achieving for Children – either Deputy Director Health, Early Help and Safeguarding or Head of Schools and Educational Services.
- Option 3: Invite the Director of Children’s Services for Richmond and Kingston to become the Director of Children’s Services for the Royal Borough.

5.3 Legal advice has been secured from Trowers & Hamlins, who are leading experts in public sector delivering services through different delivery models, see section 5 of the business case. In summary, joining an existing community interest company is legal, achievable and complies with Procurement Contract Regulations 2015 and State Aid.

5.4 The Best Value Duty requires the Royal Borough to undertake a consultation exercise with service users and residents on any impacts of changes to delivery of services. This will form a key part of the project between September and November, subject to Cabinet approval.

## 6. VALUE FOR MONEY

6.1 The business case at appendix 1 has used best value considerations to ensure the option recommended provides best value for the council.

## 7. SUSTAINABILITY IMPACT APPRAISAL

7.1 Not applicable

## 8. RISK MANAGEMENT

8.1 Risk associated with the recommendations have been identified, see table 5.

**Table 5: Risks and controls**

| <b>Risks</b>  | <b>Uncontrolled Risk</b> | <b>Controls</b>   | <b>Controlled Risk</b> |
|---|--------------------------|---|------------------------|
| Failure to reach a negotiated Inter-Authority Agreement by December.                  | Medium                   | Appointment of Programme Manager to manage next phase of the project will provide focus and control to deliver this by December 2016. | Low                    |
| Decline in service performance and resident outcomes during implementation.           | Medium                   | Focus of senior managers on service performance and support of dedicated project manager to oversee the project.                      | Low                    |
| Failure to secure wider stakeholder agreement and risk of challenge under best value. | High                     | Implement a stakeholder engagement plan throughout the process. Focus of senior managers and elected Members on securing stakeholder  | Low                    |

| Risks                                   | Uncontrolled Risk | Controls   | Controlled Risk |
|---|-------------------|--|-----------------|
|   |                   | agreement.   |                 |
| Loss of staff during the implementation | High              | Robust staff engagement strategy involving Royal Borough managers and Achieving for Children. Clear communications throughout the process. | Medium          |

## 9. LINKS TO STRATEGIC OBJECTIVES

9.1 The recommended approach, if adopted, strongly supports all four of the council's strategic objectives; putting residents' first, value for money, delivering together and equipping ourselves for the future. Focusing on the need to sustain improved outcomes puts residents first, and collaborating with other boroughs to deliver services through a new model demonstrates commitment to deliver with others and enable staff and key partners to deliver more innovative and integrated services to residents.

## 10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 An Equality Impact Assessment has been completed.

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 Total staffing numbers directly affected by the proposal are 277.9FTE. A formal programme of staff engagement will commence from publication of this report, as set out in appendix 1.

11.2 Legal opinion has been received regarding the transfer of staff under Transfer of Undertakings (Protection of Employment) regulations (TUPE), in relation to those directly employed within the service and also those employed in a support service function, providing a support service to Children's services.

- **Staff directly employed within the service to be transferred/outsourced:**  
All employees who are directly employed within the service that is being outsourced will be in scope to transfer to Achieving for Children, assuming that they were part of the organised grouping carrying out those activities as their principal purpose.
- **Staff employed in a support function, not within Children's Services:**  
Those staff employed in a central support function and not directly within Children's Services are not generally in scope to transfer as they are not there primarily to provide the services which will be transferring. An example would be finance staff. However, where a central support employee can be directly linked to the services being carried out, in this case a Finance Partner solely supporting Children's Services, it is likely the employee will be in scope for transferring to the new employer. In such situations, a detailed analysis of

each specific role, and a decision on each individual case, will need to be undertaken.

11.3 The Dedicated Schools Grant will transfer to Achieving for Children as an income stream but the school staff will not be transferring. Specific roles in Achieving for Children will continue to be funded by the Dedicated Schools Grant and will work with schools to maximise the impact of the Dedicated Schools Grant for Royal Borough residents.

11.4 Given the new delivery model, the Royal Borough will continue to develop the remaining workforce's capability in strong contract management as part of the annual organisational development programme and calendar.

## **12. PROPERTY AND ASSETS**

12.1 Given the outline indications regarding the workforce as well as the frontline nature of some of the services being considered, impacts on the Royal Borough's property and assets could include:

- Changes in the patterns of static/non-static staff working bases and the effects on existing council offices – including the opportunity to relocate children's services workforce into York House, Windsor to facilitate greater cross-authority working.
- Negotiation of lease agreements with Achieving for Children on existing council properties where Children's Services are currently delivered.

12.2 The Dedicated Schools Grant will transfer to Achieving for Children as an income stream but school property will not be transferring.

## **13. ANY OTHER IMPLICATIONS**

### **ICT and information governance**

13.1 Delivering through a community interest company will require ICT systems, governance and information assurance to comply with the current and future RBWM Information Governance Framework.

## **14. CONSULTATION**

14.1 Consultation has taken place with:

- The Lead Member for Children's Services and Lead Member for Adult Services, Health and Sustainability at fortnightly Lead Member briefings.
- Children's Services Overview and Scrutiny Panel on 22 September 2016.
- The working group comprising senior managers in Adult, Children and Health Services, finance, HR and the Cabinet Policy Office – meetings held every Friday since 31 March 2016.

## **15. TIMETABLE FOR IMPLEMENTATION**

| <b>Date</b>     | <b>Details</b>  |
|-----------------|---|
| 11 October – 30 | Negotiation of Inter-Authority and Members' Agreement |

| Date                             | Details  |
|----------------------------------|--|
| November                         |  |
| September onwards                | Residents, staff and partner engagement.   |
| 30 November 2016                 | Formal agreement reached between the Royal Borough of Windsor and Maidenhead and the two local authority shareholders of Achieving for Children. |
| 15 December 2016                 | Cabinet decision.  |
| 27 December 2016 – 31 March 2016 | Implementation phase   |
| 1 April 2017                     | Children's Services delivered through Achieving for Children   |

## 16. APPENDICES

- Appendix 1: Communications Plan.
- Appendix 2: Business Case for becoming a shareholder of Achieving for Children incorporating requirements of due diligence (Part II).

## 17. BACKGROUND INFORMATION

- The future delivery of health services, RBWM Cabinet Paper, November 2015.
- Cabinet Office Public Sector Mutuals Programme.
- Children's social care reform: a vision for change, January 2016, Department for Education.
- Delivery of Children's Services, RBWM Cabinet Paper, March 2016.

## 18. CONSULTATION (MANDATORY)

| Name of consultee | Post held and Department  | Date sent | Date received | Comments             |
|-------------------|---|-----------|---------------|----------------------|
| <b>Internal</b>   |   |           |               |                      |
| Cllr Airey        | Lead Member for Children's Services                               | 29/08/16  | 31/08/16      | None                 |
| Russell O'Keefe   | Strategic Director Corporate and Community Services               | 29/08/16  |               |                      |
| Alison Alexander  | Managing Director/ Strategic Director Adults, Children and Health | 29/08/16  | 29/08/16      | Throughout           |
| Simon Fletcher    | Strategic Director Operations and Customer Services               | 29/08/16  |               |                      |
| Sean O'Connor     | Shared Legal Solutions  | 29/08/16  |               |                      |
| Terry Baldwin     | Head of HR  | 29/08/16  | 31/08/16      | None                 |
| Rob Stubbs        | Head of Finance   | 29/08/16  | 31/08/16      | Updates to Section 4 |



| <b>Name of consultee</b> | <b>Post held and Department</b>                | <b>Date sent</b> | <b>Date received</b> | <b>Comments</b> |
|--------------------------|--|------------------|----------------------|-----------------|
| Lise Llewelyn            | Strategic Director of Public Health, Berkshire | 29/08/16         |                      |                 |

## REPORT HISTORY

| <b>Decision type:</b>            | <b>Urgency item</b> |
|----------------------------------|---------------------|
| Key decision<br>31 March<br>2016 | No                  |

| <b>Full name of report author</b> | <b>Job title</b>                                    | <b>Full contact no:</b> |
|-----------------------------------|---|-------------------------|
| Hilary Hall                       | Head of Commissioning – Adults, Children and Health | 01628 683893            |

# Royal Borough of Windsor and Maidenhead Communications Plan

| Project Details     |   |
|---------------------|---|
| Project Name        | Delivering Children's Services Differently  |
| Aim of Project      | To continue to deliver quality services to children, young people and their families in the Royal Borough by seeking new and innovative outcome-based delivery models which promote partnership, growth and sustainability. |
| Project Manager     | Hilary Hall, Head of Commissioning Adults, Children and Health  |
| Project Sponsor     | Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services  |
| Communications Lead | Corporate Communications Manager  |
| Date                | September 2016  |

| Communication objectives  |
|---|
| <p>Delivering Children's Services Differently with staff, partners and our communities underpins the strategic priorities of the Corporate Strategy.</p> <p>This communication plan focuses on communications activity to raise awareness of the changes taking place with regards Delivering Children's Services Differently. The underlying principle of the communications will be to provide the right information, to the right people at the right time to ensure that:</p> <ul style="list-style-type: none"> <li>• Staff in children and adult services, as well as wider council colleagues, understand the rationale for the changes and the impact for them.</li> <li>• Service users, particularly within the Service, understand what the changes mean for them individually.</li> <li>• Partners understand the changes and positively reinforce the messages of change with their employees and service users.</li> <li>• There is no disruption to service – residents know how they can access the services.</li> </ul> <p>A central element of the Delivering Children's Services Differently programme will be the engagement with staff in the transformation process.</p> <p>The leadership teams from RBWM Children and Adult Services and Achieving for Children will lead the conversations about the changes. Staff will be informed and understand what this will mean for them and the services, and how they can contribute towards the change.</p> |
| Audiences / Stakeholders  |
| <ul style="list-style-type: none"> <li>• Elected Members</li> <li>• Staff in Children and Adult Services</li> <li>• Wider council staff</li> <li>• Service users</li> <li>• Schools and early years settings</li> <li>• Achieving for Children Board and workforce</li> <li>• Strategic partners</li> <li>• Community and voluntary sector</li> </ul>   |

## Key messages

- Over the last few years, there has been movement across local authorities to seek new delivery models for Children's Services which promote partnership, growth and sustainability.
- Our ambition as a council is to continue to deliver high quality services in the Royal Borough against a diminishing financial envelope by seeking new and innovative outcome-based delivery models which promote partnership, growth and sustainability. We believe that re-configuring our services to allow for whole systems, demand-led approach ensures delivery is driven by outcomes not process. The experience and outcomes for service users is extremely important to the council.
- Joining with Achieving for Children will offer an opportunity to combine resources targeted at children and young adults across three organisations to secure a critical mass of specialist services.
- Achieving for Children will drive innovation, sustain and improve services, value our workforce and provide the opportunity for staff to develop their careers further, supporting succession planning as part of a bigger organisation.
- Increasing opportunities, through externalising the service, to secure increased levels of resources to meet residents' needs through having access to different income streams.
- Increasing the freedoms and flexibility of the service to operate in a competitive market, with scope for more integrated, cross-organisational – private, public and voluntary – delivery of services tailored to residents.
- Residents will continue receiving services located in the borough and served by staff who currently delivers services in the borough.
- Staff terms and conditions are protected, supervision, training and development will continue as current.
- Staff champions are a key link between management and staff to engage with the change and ensure it works for all.

## Communications risks and mitigation

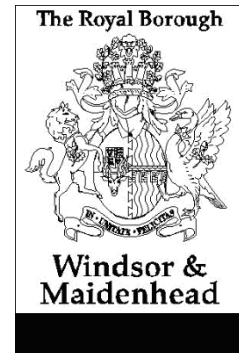
| Risk  | Mitigation  |
|---|---|
| Staff anxiety.  | Extensive consultation with staff and unions to develop their understanding and mitigate their anxiety.                 |
| Service users and clients do not fully understand the changes and therefore raise concerns. | Engagement with the key people to develop their understanding.<br>Press briefing sessions.<br>Proactive/reactive media. |
| Staff and service users feel disengaged with the process.                                   | Open, honest and regular communications at all times through briefings and easy to access information.                  |
| Partners' anxiety.  | Open and regular communications at all times through strategic boards and briefing sessions.                            |

| Milestones  |  |
|---|--|
| <ul style="list-style-type: none"> <li>Achieving For Children Joint Committee 14 September 2016.</li> <li>RBWM Scrutiny Panels: 19, 20 and 22 September 2016.</li> <li>Staff briefings commence 22 September 2016.</li> <li>RBWM Cabinet 29 September 2016.</li> <li>Unions briefing September /October 2016.</li> <li>New delivery method starts 1 April 2017</li> </ul>   |  |
| Protocol – approvals and spokespeople   |  |
| <ul style="list-style-type: none"> <li>Any communications material will be approved by the Lead Member for Children’s Services, Managing Director/Strategic Director Adult, Children and Health Services and/or Head of Commissioning - Adult, Children and Health</li> <li>Key spokespeople will be the Lead Member for Children’s Services and the Managing Director/Strategic Director Adult, Children and Health Services.</li> </ul> |  |
| Key methods and tools (if appropriate)  |  |
| Methods and tools   | Purpose  |
| Briefing sessions for staff and partners.   | To provide the latest information and engage them in the process.  |
| Face to face meetings with staff and service users.   | To provide the latest information and engage them in the process.  |
| Development of ‘champion’ roles.  | A key link between management and staff, keeping staff updated on developments and notifying managers of potential areas of concern.   |
| Interactive message board.  | Staff can post questions or comments (guidance will be needed on what can be posted) and managers respond. An “Ask Alison” section where people can ask questions to Alison, who will seek input from others before responding |
| ‘Delivering Differently’ section - RBWM Intranet.   | Dedicated section containing updates and project information for the staff. Issued at key project points to be determined  |
| Frequently asked questions and answers sheet for staff and partners.  | To capture and respond to ongoing queries and/or issues.   |
| Reactive media statements.  | In response to key milestone/decisions made  |
| Social media  | To issue immediate information when appropriate.   |

### Initial Activity planner

| Date                          | Activity / milestone                                       | Communications        | Leads            |
|-------------------------------|--|-----------------------|------------------|
| 22 September 2016             | Staff briefings in conjunction with Achieving for Children | PowerPoint<br>FAQ     | AfC<br>AA ,HH,ER |
| 22 September 2016             | Press briefing   | Joint statement       | AA,LD,Cllr A,    |
| w/c 26 September 2016 onwards | Programme of staff briefing sessions                       | PowerPoint            | AA,HH,ER,KM      |
| September 2016                | Monthly meeting with Union regional reps                   | PowerPoint/<br>verbal | TB               |
| 11 October 2016               | Quarterly staff forum meeting                              | Verbal                | AA,HH ,TB        |
| September onwards             | Briefings for partners, VCS and small business             | Email and newsletters | AA,HH,LD         |
| December 2016                 | Around The Royal Borough article                           |                       | LD               |

|                       |
|-----------------------|
| Report for:<br>ACTION |
|-----------------------|



|  |  |
|--|--|
| <b>Contains Confidential or Exempt Information</b> | YES, Appendix 1- <b>Not for publication by virtue of paragraph 5 of Part 1 of schedule 12A of the Local Government Act 1972.</b> |
| <b>Title</b>                                       | Update on Draft Borough Local Plan   |
| <b>Responsible Officer(s)</b>                      | Russell O’Keefe, Strategic Director of Corporate and Community Services.   |
| <b>Contact officer, job title and phone number</b> | Russell O’Keefe, Strategic Director of Corporate and Community Services, 01628 796521  |
| <b>Member reporting</b>                            | Cllr Wilson, Lead Member for Planning  |
| <b>For Consideration By</b>                        | Cabinet  |
| <b>Date to be Considered</b>                       | 29 September   |
| <b>Implementation Date if Not Called In</b>        | Immediately  |
| <b>Affected Wards</b>                              | All  |

**REPORT SUMMARY**

1. This report provides an update on the draft Borough Local Plan.
2. A legal compliance review has been carried out on the draft Plan that has highlighted some significant potential risks. The report, therefore, sets out the proposed approach and timetable to mitigate those risks wherever possible.

| <b>If recommendations are adopted, how will residents benefit?</b>   |  |
|--|--|
| Benefits to residents and reasons why they will benefit  | Dates by which residents can expect to notice a difference |
| Adoption of the Local Plan will give residents certainty about the development strategy and future land uses within the Royal Borough. | December 2017  |

## 1. DETAILS OF RECOMMENDATIONS

**RECOMMENDATION:** That Cabinet:

- i. **Endorse the approach and timetable set out in paragraphs 2.17 to 2.19.**

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

### **Background**

- 2.1 The Borough Local Plan is a key corporate priority and over the last few years the Council has been progressing the development of a new Borough Local Plan which would act as the overarching planning policy framework for the Borough.
- 2.2 The Department of Communities and Local Government (CLG) is focused on ensuring all Councils have post 2004 Planning Act plans in place as set out in the Housing and Planning Act 2016. The Council is one of approximately 50 Councils that does not have an up-to-date plan in place due in part to the fact its 2007 draft Local Plan was rejected at Examination by the Planning Inspectorate and no further plan has been produced.
- 2.3 The Government has also set a target for all planning authorities to have submitted new Local Plans to the Planning Inspectorate by early 2017 (no exact date has been published) or face potential intervention in the plan making process. This in practical terms means the Planning Inspectorate producing the Plan on behalf of the Council. Intervention would be likely to be prioritised to those Councils in areas of high housing pressure who have made the least progress on a plan.
- 2.4 The Council's Local Plan has been in full draft format since June. In July a detailed legal compliance review was undertaken. The review sought to test whether the plan complies with all the necessary legislation and the probability of it being found sound at examination by the Planning Inspectorate. The Council has a legal duty to only submit a plan for examination that it believes is legally compliant.
- 2.5 The review was undertaken by Mark Beard at 6 Pump Court Chambers who is a leading planning barrister with significant experience of the plan making process. The completion of the review took longer than usual due to the range of issues identified. A copy of this advice, which is confidential, is attached at Appendix 1.

### **Main legal issues identified**

- 2.6 The legal compliance review has highlighted the following main legal risks:
  - The July 2015 Regulation 18 consultation undertaken by the Council did not include a Sustainability Appraisal to support the strategy being consulted upon. This is a legal requirement.
  - In March 2016, Cabinet took a decision not to undertake further Regulation 18 consultation. The Leader, at the time, was clear that the borough did not need to undertake further Regulation 18 consultation on a draft plan. This decision is not a legal breach in itself. The barrister's opinion is that, as the decision not to further consult at Regulation 18 was not sufficiently supported by the evidence, it undermines the council's decision.
  - The very compressed timetable for plan preparation, where there is a need to jointly produce and/or agree the evidence base with duty to cooperate partner authorities who are moving at different speeds, has not always allowed for the key elements of the evidence base, which required broad consultation, to be completed in the correct sequence.

- As many of the discussions on the emerging local plan were Part 2 items, including the Maidenhead Golf Club non disclosure agreement and negotiations, this has presented risks to the process.
- Incomplete record keeping, historically, in the team has meant the compliance statement for duty to cooperate has had to be prepared retrospectively, which is a risk. There have been significant meetings/workshops with records, with neighbouring authorities – which will continue beyond submission of the Plan.

### **Options to address the legal issues**

- 2.7 The option of continuing to the original timetable, as set by members, was assessed alongside two further options. The detail is set out in points 2.8-2.21.

#### **Option 1 - Continue to the original timetable**

- 2.8 If the original timetable was followed the Local Plan would have been taken to Council on 27 September 2016 and then published for Regulation 19 Local Plan Publication consultation in October 2016 and submitted to the Planning Inspectorate at the end of November 2016.
- 2.9 The specialist barrister's advice very strongly indicates if the Council approves the current Local Plan this would mean they would be submitting a plan that is not legally compliant. The legal opinion indicates that this would almost certainly be immediately rejected by the Planning Inspectorate on the grounds of duty to cooperate and legal compliance grounds.
- 2.10 If rejected the Council would need to go right back in the process and be at risk of intervention. In addition the Council under the legislation has a legal duty to only submit a plan that it believes to be legally compliant. As such, the Council would be in breach of the legislation.
- 2.11 Officers are not allowed to recommend a course of action to Council that they believe to be unlawful. If the Council were to agree to submit the current draft BLP without further consultation, because of the legal opinion, the Council's Monitoring Officer would have no choice under the legislation but to issue a section 5<sup>1</sup> report to warn members that officers consider members' proposed course of action to be unlawful.
- 2.12 For the reasons in 2.9 – 2.11, this option of submitting the Borough Local Plan could not be recommended as it is very likely the Council would be acting unlawfully and the plan would almost certainly be immediately rejected by the Planning Inspectorate. The result of this outcome would be a requirement on the Council to go back and carry out full Regulation 18 consultation, starting with issues and options and then Regulation 19 consultation alongside further detailed duty to cooperate work. It could also require preparation of further evidence to avoid the accusation that evidence is out of date. The corrective action would take at least nine months from rejection by the Planning Inspectorate (October 2017). There is also a strong possibility of rejection by the Planning Inspectorate which would lead to intervention in the plan making process by DCLG.

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<sup>1</sup> Section 5 report: issued under Section 5 of the Local Government and Housing Act 1989 to every Member of the Council to be considered within 95 days and which stops the implementation of any proposal/action /decision, which is the subject of the Section 5 report until Council have considered it.

## **Option 2 – Carry out further work and then proceed to Regulation 19 publication consultation**

- 2.13 This option would involve significant further detailed work to strengthen the draft Local Plan and supporting documentation to specifically address the legal risks identified. This would include:
- Setting out a very detailed explanation of the process of the development of the Local Plan since 2014 with specialist legal support.
  - Completing the work to prepare, finalise and publish all the key supporting documents including the evidence base, final sustainability appraisal and consultation statement and compliance statement again with legal support. This would also include looking at whether there are any final acceptable options to increase the amount of Objectively Assessed Housing and Employment Need that is to be met.
  - Requesting that the other duty to cooperate Councils sign memorandums of understanding setting out clearly the issues of agreement and difference.
- 2.14 The Council would then undertake Regulation 19 consultation with the attendant risks identified but with an open mind as to the possibility of having to make further changes to the Local Plan in response to the representations received. In practical terms this would mean if there was a significant negative reaction at Regulation 19, the Council would need to change the plan and re-do both Regulation 18 and 19 consultations.
- 2.15 This would mean delaying final submission to the Planning Inspectorate from late November 2016 to end January 2017. If there was a significant negative reaction from the public at Regulation 19, a further full Regulation 18 process starting with Issues and Options and a Regulation 19 Local Plan Publication would be required and this would mean the timescale would be approximately a further nine months from that point (August 2017).
- 2.16 This option could not be recommended as it presents significant risk in proceeding with a Plan that the specialist barrister advises may still not be legally compliant even with all the significant extra work. Councils have a duty within the legislation to submit a plan they believe is legally compliant.

## **Option 3 – Carry out further work and then proceed to return to Regulation 18 consultation**

- 2.17 This option would mean carrying out all the other work set out in 2.13 and also undertaking a Regulation 18 consultation on a full Draft Plan which would explain decision making choices and reasonable alternatives since 2014, informed and supported by a Sustainability Appraisal. We would then proceed to Regulation 19 Local Plan Publication consultation.
- 2.18 This would mean delaying final submission from late November 2016 to early April 2017, see timetable in section 15. The Council would publish an updated Local Development Scheme (LDS) in line with this timetable, a copy of the revised LDS would be provided to CLG which is currently monitoring progress on plan making against LDS. This would be supported by local communications.
- 2.19 This option is strongly recommended as it presents the opportunity to significantly mitigate the risks outlined in the legal advice.



### Specialist support and advice

- 2.20 If option 3 is agreed, the Council will need to bring in additional specialist advice to work alongside the temporary specialist resource already secured.
- 2.21 The Council has liaised with CLG regularly and through recent discussion they have arranged for the Planning Inspectorate to undertake an informal review and feedback on the Draft Plan prior to Regulation 19 Publication consultation.

### 3. KEY IMPLICATIONS

| Defined Outcomes  | Unmet  | Met   | Exceeded | Significantly Exceeded | Date they should be delivered by |
|---|--|---|----------|------------------------|----------------------------------|
| Borough Local Plan published at Regulation 19 by 22 February 2017 | Plan published at Regulation 19 after 22 February 2017 | Plan published at regulation 19 on 22 February 2017 |          |                        | 22 February 2017                 |
| Borough Local Plan submitted                                      | Plan submitted after 6 April 2017                      | Plan submitted by 6 April 2017                      |          |                        | 6 April 2017                     |
| % appeals upheld as a result of an up-to date Borough Local Plan  | < 79%  | 80%   | 81-89%   | 90%+                   | Ongoing                          |

### 4. FINANCIAL DETAILS

- 4.1 The significant extra work and specialist help needed to address the legal issues will require additional capital budget.

|           | 2016/17          | 2017/18          | 2018/19          |
|-----------|------------------|------------------|------------------|
|           | Revenue<br>£'000 | Revenue<br>£'000 | Revenue<br>£'000 |
| Addition  | £0               | £'000            | £0               |
| Reduction | £0               | £0               | £0               |

|           | 2016/17          | 2017/18          | 2018/19          |
|-----------|------------------|------------------|------------------|
|           | Capital<br>£'000 | Capital<br>£'000 | Capital<br>£'000 |
| Addition  | £94              | £'000            | £0               |
| Reduction | £0               | £0               | £0               |

**5. LEGAL IMPLICATIONS**

- 5.1 The Borough Local Plan must be compliant with the Town and Country (Local Planning) (England) Regulations 2012 and must take into account the National Planning Policy Framework. The Plan will also need to take into account any changes that are brought about as a result of the Housing and Planning Act 2016 and the enactment of provisions therein.
- 5.2 The Council must cooperate with other local planning authorities and other prescribed bodies in the preparation of development plan documents in accordance with Section 110 of the Localism Act 2011 and Section 33A(3) of the Planning and Compulsory Purchase Act 2004, otherwise known as the Duty to Cooperate.

**6. VALUE FOR MONEY**

- 6.1 The Borough Local Plan will provide greater certainty as to the future level of development that can be expected and provide a robust basis for refusing planning applications and defending any subsequent planning appeals, including applications for costs.

**7. SUSTAINABILITY APPRAISAL, HABITATS REGULATIONS ASSESSMENT AND STRATEGIC ENVIRONMENTAL ASSESSMENT**

- 7.1 As part of the Borough Local Plan production process, a Sustainability Appraisal (SA/SEA) needs to be completed at each stage. The Sustainability Appraisal will be submitted with the Plan. A Habitat Regulations Assessment will also be submitted with the plan.

**8. RISK MANAGEMENT**

- 8.1 A comparison of the risks of the three options is set out in table 1. There are risks of varying degrees with all three options.

**Table 1: Risk**

|   | <b>Risk option 1</b>   | <b>Risk option 2</b>  | <b>Risk option 3</b>   |
|---|--|---|--|
| 1 | The Council would be likely to be knowingly acting unlawfully. | Local plan is rejected prior to Public Examination by the Planning Inspectorate on Duty to Cooperate grounds. | Potential that at Public Examination the Inspector will require further modifications which would mean suspension of the Examination whilst the additional work is done. |

|   |   |  |  |
|---|---|--|--|
| 2 | Local plan is rejected prior to Public Examination by the Planning Inspectorate on Duty to Cooperate grounds. | Local Plan is rejected prior to Public Examination by the Planning Inspectorate on legal compliance grounds. | Local Plan is found unsound at Public Examination by the Planning Inspector. |
| 3 | Local Plan is rejected prior to Public Examination by the Planning Inspectorate on legal compliance grounds.  |  |  |

8.2 An overall summary of the risks and controls is set out in table 2.

**Table 2: Risk and Control**

| <b>Risk</b>   | <b>Uncontrolled risk</b> | <b>Control</b>                                | <b>Controlled risk</b> |
|---|--------------------------|---|------------------------|
| The Council acts unlawfully   | Very High                | Actions set out in the recommended option (3) | Low                    |
| Local plan is rejected prior to Public Examination by the Planning Inspectorate on Duty to Cooperate grounds. | Very High                | Actions set out in the recommended option (3) | Low                    |
| Local Plan is rejected prior to Public Examination by the Planning Inspectorate on legal compliance grounds.  | Very High                | Actions set out in the recommended option (3) | Low                    |
| The government intervenes in the plan making process  | High                     | Actions set out in the recommended option (3) | Low                    |
| Local Plan is found unsound at Public Examination by the Planning Inspector.                                  | Medium                   | Failure to secure a sounds plan               | Medium/ Low            |
| Potential that at Public Examination the Inspector will   | High                     | Actions set out in the recommended option (3) | Medium/ Low            |

| <b>Risk</b>  | <b>Uncontrolled risk</b> | <b>Control</b> | <b>Controlled risk</b> |
|--|--------------------------|----------------|------------------------|
| require further modifications which would mean suspension of the Examination whilst the additional work is done. |                          |                |                        |

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

9.1 The plan would help to achieve putting residents first through encouraging healthy people and lifestyles, improvement of the environment, economy and lifestyles and working for safer and stronger communities. It would also support the priority to deliver together by strengthening partnerships and value for money by investing in the future.

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

10.1 An Equality Impact Assessment (EQIA) has been carried out and the assessment concludes that it is considered that the draft Borough Local Plan will not unlawfully discriminate against any group or individual, or provide the grounds for such discrimination. This will continue to be updated throughout.

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

11.1 Additional specialist support will be required to effectively and efficiently progress the draft Borough Local Plan towards submission and adoption.

## **12. PROPERTY AND ASSETS**

12.1 The draft Borough Local Plan may indirectly affect property values across the borough including property owned by the Council.

## **13. ANY OTHER IMPLICATIONS**

13.1 N/A

## **14. CONSULTATION**

14.1 In addition to the statutory consultation and duty to cooperate set out in the timetable there would also be consultation with Local Plans Working Group.

## **15. TIMETABLE FOR IMPLEMENTATION**

15.1 It should be noted that once the Borough Local Plan has been submitted to the Secretary of State timings are out of the control of the Council and will be determined by the Planning Inspectorate.

| <b>Timescale</b>                 | <b>Details</b>  | <b>Target Date</b> |
|----------------------------------|---|--------------------|
| 29 September - 10 November 2016  | Further work to strengthen the Plan and supporting documents and duty to cooperate  | 10 November 2016   |
| 24 November 2016                 | Cabinet approve Regulation 18 Consultation Draft of Full Plan   | 24 November 2016   |
| 2 December 2016- 13 January 2018 | Regulation 18 Consultation and further duty to cooperate  | 13 January 2018    |
| 3 December - 13 February 2017    | Consider and process all representations (as they are received) and then prepare final Regulation 19 Local Plan Publication | 13 February 2017   |
| 21 February 2017                 | Council approve Regulation 19 Local Plan Publication  | 21 February 2017   |
| 22 February - 5 April 2017       | Regulation 19 Consultation completed  | 5 April 2017       |
| 22 February - 5 April 2017       | Collate representations (as they are received) and then Final Submission to Secretary of State                              | 6 April 2017       |

## 16. APPENDICES

Appendix 1 – Legal Compliance Review – Part II item. Not for publication by virtue of paragraph 5 of Part 1 of schedule 12A of the Local Government Act 1972.

## 17. BACKGROUND INFORMATION

## 18. CONSULTATION (MANDATORY)

| <b>Name of consultee</b> | <b>Post held and Department</b>                                   | <b>Date sent</b> | <b>Date received</b> | <b>See comments in paragraph:</b> |
|--------------------------|---|------------------|----------------------|-----------------------------------|
| <b>Internal</b>          |   |                  |                      |                                   |
| Cllr Derek Wilson        | Lead Member for Planning  | 14/9/16          | 20/9/16              | Throughout                        |
| Alison Alexander         | Managing Director/ Strategic Director Adults, Children and Health | 14/9/16          | 20/9/16              | Throughout                        |
| Simon Fletcher           | Strategic Director Operations and Customer Services               |                  |                      |                                   |
| Rob Stubbs               | Head of Finance   | 101              |                      |                                   |

| <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> |
|--------------------------|---------------------------------|------------------|----------------------|-----------------------------------|
| Jenifer Jackson          | Borough Planning Manager        | 15.9.16          | 15.9.16              | Throughout the report.            |

#### **REPORT HISTORY**

| <b>Decision type:</b> | <b>Urgency item?</b> |
|-----------------------|----------------------|
| Key decision          | Yes                  |

| <b>Full name of report author</b> | <b>Job title</b>                                       | <b>Full contact no:</b> |
|-----------------------------------|--|-------------------------|
| Russell O'Keefe                   | Strategic Director of Corporate and Community Services | 01628 796521            |

|                            |
|----------------------------|
| Report for:<br>INFORMATION |
|----------------------------|



|  |   |
|--|---|
| <b>Contains Confidential or Exempt Information</b> | Yes – Report Part I<br><b>Appendix 1 - Part II – Not for publication by virtue of paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972.</b> |
| <b>Title</b>                                       | <b>Outcome Based Homecare Contract – Annual Review 2015-16</b>  |
| <b>Responsible Officer(s)</b>                      | Alison Alexander, Managing Director and Strategic Director of Adults, Children and Health   |
| <b>Contact officer, job title and phone number</b> | Hilary Hall, Head of Commissioning, Adults, Children and Health, 01628 683893   |
| <b>Member reporting</b>                            | Cllr Coppinger, Lead Member for Adult Services, Health and Sustainability   |
| <b>For Consideration By</b>                        | Cabinet   |
| <b>Date to be Considered</b>                       | 29 September 2016   |
| <b>Implementation Date if Not Called In</b>        | Immediately   |
| <b>Affected Wards</b>                              | All   |

## REPORT SUMMARY

1. In August 2015, the Royal Borough moved to a new way of commissioning homecare services. Instead of homecare being delivered to do things for people an Outcome based Service was put in place to enable residents to regain or maximise their independence.
2. The contract for the service was awarded to Carewatch Care Services Limited. This report sets out the benefits that have been delivered for borough residents in the first year of the contract's operation, together with the benefits expected in the second year of the contract.

## 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 receive, in their own home, the service they require, at the right time, to enable them to remain healthy and to live independently. | March 2017   |

## **1. DETAILS OF RECOMMENDATIONS**

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

- i. The progress in offering outcome based homecare services and the benefits it offers to residents.**
- ii. The plans for developing the service in the second year of the contract**

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

2.1 The Royal Borough commissioned homecare services for residents through an outcomes based homecare contract in 2015, to ensure:

- The best model of home and community based support for the benefit of residents.
- The service offer is aligned to the Care Act requirements. The provision of 'home care' services was financially sustainable.
- Satisfaction with service provision

2.2 The service specification requires the service provider to support residents to become more independent, rather than receive a daily service that is about the provider undertaking tasks for the resident so that the need for adult social care intervention declines. Outcomes based commissioning is based on the approach that the provider, Carewatch Care Services, innovate and uses a variety of aids/adaptations, including telecare as well as the resources of the voluntary sector, such as Carebank's befriending volunteers, to keep residents safe and independent.

2.3 Support residents to become, remain, independent enables our residents to stay in their own homes rather than moving to residential care. This approach aligns with the Care Quality Commission's view of the three important features of integrated care:

- Services working together across the health and social care sectors.
- People's control over the planning of their care.
- Achieving the results that are important to people who use services, their families and their carers.

2.6 In February 2015 the contract for Outcome Based Commissioning was awarded to Carewatch Care Service Ltd to commence in August 2015. The contract delivers a 15% saving in year one on the original cost of the homecare package (the cost of the package will vary dependent on need but is based on the rate of £17.95 per hour. Table 1 summarises progress against the original contract specification is.



**Table 1: Summary progress in the Carewatch contract, September 2106**

| <b>Objective</b>  | <b>Progress Sept 2016</b>                          |
|---|--|
| 100% of referrals for homecare taken by Carewatch   | Achieved   |
| Outcome Based Service in place for all eligible new users by August 2015  | Expected January 2016, start delayed – now active. |
| One monthly invoice for Homecare  | Achieved   |
| Carewatch to provide 50% of care directly and 50% through subcontractors  | Achieved   |
| Move from a large number of providers to one provider with sub-contractors – so that all hours are contracted via Carewatch | Achieved   |

- 2.7 Moving from contracting with a number of companies to contracting with one company has reduced the number of hours spent in brokering care packages for residents. Instead more time is spent on assessments and monitoring of the service the company provides. It has also ensured certainty of supply and consolidated the provider market.
- 2.8 At any one time between 350-400 residents in the borough receive homecare packages. As at August 2016, 35 residents are receiving an outcome based service. One of the 35 residents has regained full independence through this new approach, see appendix 1: case study. This number of residents receiving an Outcome Based service will increase on a monthly basis as this is the only type of service available from January 2016.
- 2.9 The contract was due to start to deliver outcome based packages from August 2015. Implementation of the contract was delayed by six months to ensure that initial concerns about the quality of service were resolved. The issues experienced early in the contract relating to quality were largely related to: realigning the local workforce and moving from a dependency model of delivering ‘time and task’ care to people to a model that promotes independence through reablement. This is most simply expressed as moving from washing people to enabling them to wash themselves.
- 2.10 One year into the contract, the benefits now being delivered are:
- Stability in a struggling sector with the provider committed to taking all referrals.
  - A long term contract commitment of 5 years providing certainty of investment that will stabilise the workforce.
  - Higher wages for the staff delivering care.
  - No exposure to living wage increases during the five year term of the contract to the commissioner - RBWM.
  - A service delivering health outcomes – impacting on the level of service residents require from GPs.
- 2.11 Further benefits anticipated in year two of the contract are:
- Continue to expand the number of residents receiving the new type of service and those in receipt of the service have high quality independence plans.
  - The potential growth of the Outcome Based homecare service across East Berkshire authorities to make it more sustainable due to it being a common approach across a wider geographical area than RBWM.

- The opportunity to offer an independence plan to the 400 existing homecare service users in a sensitive and planned way.

Transferring from the traditional time and task contract to an outcomes based contract has meant the Royal Borough is recognised, nationally, as an example of “emerging thinking and planning of arrangements which others are keen to emulate” (Institute of Public Care discussion paper, April 2015).

| Option  | Comments   |
|---|--|
| To note the delivery to date and the further benefits anticipated in year two of the contract<br><br><b>Recommended</b> | Despite initial issues with implementation, the contract is now delivering outcome based packages of care. |

### 3. KEY IMPLICATIONS

| Defined Outcomes  | Unmet | Met | Exceeded | Significantly Exceeded | Date they should be delivered by |
|---|-------|-----|----------|------------------------|----------------------------------|
| Increase the number of existing residents receiving homecare onto outcomes based homecare | 0     | 50  | 60       | 70                     | August 2017                      |

### 4. FINANCIAL DETAILS

#### Financial impact on the budget

- 4.1 Expected savings of £150k were achieved in Year 1 of the contract 2015/16 this was based on the economies of scale arising from the consolidation of numerous small and medium sized contracts with homecare providers to one single contract with a lead provider.
- 4.2 No OBC related savings were anticipated for 2016/17. Originally it was planned that OBC Savings would be delivered from 2017/18 of £220k however the delay in the contract roll out means that the 2017/18 saving will be £50k and the £220k will now be delivered in 2018/19.

4.3 The Table below outlines the savings that can be attributed and anticipated from the OBC contract:

|           | <b>2015/16</b>   | <b>2016/17</b>   | <b>2017/18</b>   | <b>2018/19</b>   |
|-----------|------------------|------------------|------------------|------------------|
|           | Revenue<br>£'000 | Revenue<br>£'000 | Revenue<br>£'000 | Revenue<br>£'000 |
| Addition  | £0               | £0               | £0               | £0               |
| Reduction | £150             | £0               | £50              | £220             |

## 5. LEGAL IMPLICATIONS

5.1 There are no specific legal implications relating to this contract at the time of this report.

## 6. VALUE FOR MONEY

6.1 The underlying premise of the approach is one of value for money. The outcomes based commissioning model is designed to ensure that the service is making effective and efficient use of the health and social care budgets.

## 7. SUSTAINABILITY IMPACT APPRAISAL

7.1 A sustainability impact appraisal is not applicable to this contract.

## 8. RISK MANAGEMENT

| <b>Risks</b>   | <b>Uncontrolled Risk</b> | <b>Controls</b>   | <b>Controlled Risk</b> |
|--|--------------------------|---|------------------------|
| Provider and sub contractors fail to deliver a safe effective service. | Medium                   | Contract has built in step in rights so that the Royal Borough can intervene if the contract is not delivering. | Low                    |

## 9. LINKS TO STRATEGIC OBJECTIVES

9.1 This contract supports the Royal Borough's strategic objectives of Residents First, Value for Money and Delivering Together.

## 10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 The contract supports equality of access to service.

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None

## 12. PROPERTY AND ASSETS

12.1. The Royal Borough leases space in York House, Windsor to Carewatch to enable the service to be co located with the Adult Social Care teams, thus promoting joint working and communications.

## 13. ANY OTHER IMPLICATIONS

13.1 None

## 14. CONSULTATION

14.1 None

## 15. TIMETABLE FOR IMPLEMENTATION

N/A

## 16. APPENDICES

- Appendix 1 - Case Study (Part II)

## 17. BACKGROUND INFORMATION

- None

## 18. CONSULTATION (MANDATORY)

| Name of consultee | Post held and Department                              | Date sent | Date received | See comments in paragraph: |
|-------------------|---|-----------|---------------|----------------------------|
| <b>Internal</b>   |   |           |               |                            |
| Cllr Coppinger    | Lead Member Adult Services, Health and Sustainability | 19/8/16   | 22/8/16       |                            |
| Russell O'Keefe   | Strategic Director Corporate and Community Services   |           |               |                            |
| Alison Alexander  | Managing Director/ Strategic Director Adults,         | 108       | 24/8/16       | Throughout                 |

| <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> |
|--------------------------|---|------------------|----------------------|-----------------------------------|
|                          | Children and Health                                 |                  |                      |                                   |
| Simon Fletcher           | Strategic Director Operations and Customer Services |                  |                      |                                   |
| Alan Abrahamson          | Finance Partner                                     | 19/8/16          | 19/8/16              | Section 4                         |
| Terry Baldwin            | Head of HR  |                  |                      |                                   |

## **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> |
|-----------------------------------|---------------------------------------|-------------------------|
| Nick Davies                       | Service Leader - Commissioning Adults | 01628 683614            |

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



|  |  |
|--|--|
| <b>Contains Confidential or Exempt Information</b> | Main paper - Part I, <b>Appendices G and H part II (Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</b> |
| <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> | Rob Stubbs, Head of Finance, 01628 796341  |
| <b>Member reporting</b>                            | Councillor Saunders, Lead Member for Finance   |
| <b>For Consideration By</b>                        | Cabinet  |
| <b>Date to be Considered</b>                       | 29 September 2016  |
| <b>Implementation Date if Not Called In</b>        | Immediate  |
| <b>Affected Wards</b>                              | All  |

**REPORT SUMMARY**

1. This report sets out the Council's financial performance to date in 2016-17. In summary there is a projected £418k underspend on the General Fund. This is an increase of £198k from the August financial monitoring report. This is due to further underspends in service budgets (68k), details of which are included in section 4 and a £130k capital financing variance (reported July Cabinet) being included in the approved estimate.
2. Consequently the Council remains in a strong financial position, the Council's Development Fund balance of £1.104m bringing the combined General Fund Reserves to £6.198m 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 and that budgets are being reviewed regularly. | 29 September 2016                                     |

## 1. Details of Recommendations

### RECOMMENDED: That Cabinet:

- i) **Notes the Council's projected outturn position.**
- ii) **Approves a £113k S106 funded capital budget for the expansion of Eton Porny school, (see paragraph 4.8).**
- iii) **Approves the removal of a £195k capital budget in respect of a feasibility study of a satellite grammar school (see paragraph 4.9).**

## 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 and in this case a S106 funded budget is recommended.

## 3. KEY IMPLICATIONS

| Defined Outcomes               | Unmet       | Met          | Exceeded    | Significantly Exceeded | Date delivered |
|--------------------------------|-------------|--------------|-------------|------------------------|----------------|
| General Fund Reserves Achieved | Below £5.0m | £5.0m-£5.49m | £5.5m-£6.0m | Above £6.0m            | 31 May 2017    |

- 3.1 The General Fund Reserve is £5.094m and the balance on the Development Fund is £1.104m, see appendix D for a breakdown of the balance on the Development Fund. The combined reserves are £6.198m. The 2016-17 budget report recommended a minimal reserve level of £5.27m to cover known risks for 18 months.

## 4. FINANCIAL DETAILS

- 4.1. The Strategic Director of **Adults, Children & Health Services** reports projected outturn figure for 2016-17 of £57.391m against a controllable net budget of £57.292m, an overspend of £99k. This is a reduction of £32k on the £131k overspend reported to Cabinet in August.

The most significant variances are:

- Pressures continue in funding the provision of services to those with a learning disability and mental health problems - projected overspend of £416k, 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.
- Savings projected from the budget for the provision of services to older people is unchanged - at £255k underspend, 1.8%, on a net budget of £14m. This saving arises from a lower than anticipated demand for services for older people.



- Overspends mainly due to the additional cost of agency staff in key posts across Quality Assurance (£80k), the Pods (£70k), the MASH (£358k) and Children's disability teams (£60k). The reduction in agency costs resulting from initiatives to recruit permanent social workers and team managers that was reported in August is continuing. With the recent appointment of key permanent staff in the Pods, the projected overspend has reduced from £120k to £70k. Agency costs are expected to reduce further over the rest of the year.
- There are projected underspends on the care costs of children in care, particularly in internal fostering (-£170k), costs of children leaving care (-£111k), and children with disabilities (-£376k). This is mainly due to fewer than expected numbers requiring high cost support.
- Recent changes in residential placements for children in care have resulted in a £78k increased cost in Commissioning, but this has been partly offset by staff vacancies which will deliver a £30k saving this year.

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

In addition to the variances, there are a number of specific items with financial risks. These will have a potential impact on the final budget outturn in 2016/17. The risks are not reported within the variances identified:

- 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 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. The maximum additional cost this year to the Directorate should these cases all be decided against the council is estimated at £165k, and the maximum saving if all cases were settled in favour of the council is estimated at £558k this year.

- 4.2. The Strategic Director of **Corporate and Community Services** reports a projected outturn figure for 2016-17 of £4.173m against a controllable net budget of £4.205m, an underspend of £32k.

This is a similar variance to the projected underspend reported to Cabinet last month (£31k). However the change includes a £9k pressure in Land Charges income due to slow market conditions offset by a £10k increase in income from advertising.

- 4.3. The Strategic Director of **Operations and Customer Services** projects a £280k underspend on the directorate 2016-17 approved budget of £21.576m. This is a small increase to the projected underspend reported to Cabinet in August (£245K).

The change to the overall projected variance is based on a further improvement in car parking income in town centres, with a currently projected over achievement of £70K at year end (increased from £35K projected in July).

Small budget pressures and mitigating efficiencies and savings continue across many of the OCS services.

- In Libraries Arts & Heritage, the Registrars service continues to achieve strong income performance, offset by several minor pressures.
- In Communities Protection & Enforcement Services, waste disposal tonnages continue to be lower than predicted while garden waste services take-up continues to be strong.
- For Customer Services, there are some continuing pressures around Housing Options savings targets and facilities management, but mitigation plans are in place.
- Highways & Transport continues to show pressures on income targets 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.
- In ICT, un-budgeted spend to improve security of Members' IT has been absorbed and the services continues to project a healthy underspend at year end.
- Revenues & Benefits pressures from overpayment recovery continue but are mitigated by contract savings (Academy print) and widespread efficiencies.

The OCS directorate budget has been updated with the transfer of Parks and Open Spaces (£831k) moving in from the corporate directorate.

#### 4.4. Revenue budget movements this month:

|   | £000          |
|---|---------------|
| <b>Approved Estimate</b>                                    | <b>82,925</b> |
| Loss of rental income Quadrant re Homeless Residents Scheme | 50            |
| Delivering OCS differently                                  | 100           |
| Rounding  | (2)           |
| <b>Service Expenditure Budget this Month</b>                | <b>83,073</b> |

On the request of Corporate O&SP an expanded full year Movement Statement has been included in the report in Appendix E.

#### 4.5. Cash Balances Forecast

Appendix F provides details of the Borough's cash balances. The intention is to show the graph monthly to provide an early warning of the need to make key Treasury decisions.

#### 4.6. Liabilities

On the request of Corporate O&SP a part II list of liabilities has been included in the report (Appendix G).

#### 4.7. Capital Programme

The approved 2016-17 capital estimate is £43.635m; the projected outturn for the financial year is £43.440m. The capital outturn in 2015-16 was £27.421m. See appendices B and C for further details.

|                                  | <b>Exp</b> | <b>Inc</b> | <b>Net</b> |
|----------------------------------|------------|------------|------------|
|                                  | £'000      | £'000      | £'000      |
| <b>Approved estimate</b>         | 43,635     | (18,965)   | 24,670     |
| Variances identified             | (195)      | 0          | (195)      |
| Slippage to 2017-18              | 0          | 0          | 0          |
| <b>Projected Outturn 2016-17</b> | 43,440     | (18,965)   | 24,475     |

#### Overall capital programme status

|  | <b>Report to Sept 2016 Cabinet</b> |
|--|------------------------------------|
| <b>Number of schemes in programme</b>                              | <b>529</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%                                 |

#### 4.8. Capital addition for approval

S106 funds are available (£113k) for use in the Eton sub-area for creating additional space at either Eton Wick school or Eton Porny school. Both schools were consulted about potential schemes which were then assessed by officers for S106 compliance and benefits to the pupils. The Director of Children's Services and the previous Lead Member approved Eton Porny's scheme which will bring space within the school into use thus increasing the space per pupil ratio. Approval is now sought for a S106 funded capital budget to carry out the work.

#### 4.9. Capital removal

A £200k capital budget was approved to investigate the feasibility of a satellite grammar school. Approval is now being sought to remove £195k (the unspent balance) as legislation allows school conversion to selective education to be covered by central funding.

### 5. LEGAL IMPLICATIONS

- 5.1 In producing and reviewing this report the Council is meeting its 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  
Appendix E Revenue Movement Statement  
Appendix F Cash Flow Forecast  
Appendix G Liabilities (Part II Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)  
Appendix H Property Transaction (Part II Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972) – *To follow*

## 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        | 26/8/2016 | 31/8/2016     |                            |
| Cllr Rankin                     | Deputy Lead Member for Finance | 26/8/2016 |               |                            |
| Alison Alexander                | Managing Director              | 26/8/2016 | 27/8/2016     | Throughout                 |
| Corporate Management Team (CMT) | Strategic Directors            | 26/8/2016 |               | Throughout                 |
| <b>External None</b>            |                                |           |               |                            |

## REPORT HISTORY

|                            |                      |                  |
|----------------------------|----------------------|------------------|
| <b>Decision type:</b>      | <b>Urgency item?</b> |                  |
| For information            | No                   |                  |
| Full name of report author | Job title            | Full contact no: |
| Richard Bunn               | Chief Accountant     | 01628 796510     |

| SUMMARY  | 2016/17       |                   |                    |
|--|---------------|-------------------|--------------------|
|  | Budget        | Approved Estimate | Projected Variance |
|  | £000          | £000              | £000               |
| Adult, Children's & Health Commissioning         | 7,642         | 7,837             | 148                |
| Schools and Educational Services                 | 2,914         | 2,923             | 0                  |
| Health, Early Help & Safeguarding                | 10,411        | 10,423            | (210)              |
| Health and Adult Social Care                     | 32,408        | 32,323            | 161                |
| Human Resources                                  | 1,167         | 1,529             | 0                  |
| A,C&H Management                                 | 834           | 1,032             | 0                  |
| <b>Total Adult, Children &amp; Health</b>        | <b>55,376</b> | <b>56,067</b>     | <b>99</b>          |
| Better Care Fund-Expenditure                     | 9,915         | 10,956            | 0                  |
| Better Care Fund-Income                          | (8,485)       | (9,730)           | 0                  |
| <b>Total Better Care Fund</b>                    | <b>1,430</b>  | <b>1,226</b>      | <b>0</b>           |
| Maintained Schools                               | 42,127        | 40,661            | 0                  |
| Early Years Education and Childcare Provision    | 7,154         | 6,274             | 0                  |
| Admissions and Pupil Growth                      | 545           | 381               | 0                  |
| Support Services for Schools and Early Years     | 1,714         | 1,611             | 94                 |
| High Needs and Alternative Provision             | 13,430        | 13,633            | 66                 |
| Dedicated Schools Grant                          | (64,970)      | (62,561)          | (160)              |
| <b>Total Schools Budget(DSG)</b>                 | <b>0</b>      | <b>(1)</b>        | <b>0</b>           |
| <b>Total Adult, Children and Health Services</b> | <b>56,806</b> | <b>57,292</b>     | <b>99</b>          |
| Director of Operations & Customer Services       | (27)          | 377               | 0                  |
| Revenues & Benefits                              | 816           | 748               | 0                  |
| Highways & Transport                             | 6,125         | 6,378             | 0                  |
| Community, Protection & Enforcement Services     | 6,957         | 7,227             | (130)              |
| Customer Services                                | 1,740         | 1,885             | 0                  |
| Technology & Change Delivery                     | 2,915         | 2,603             | (150)              |
| Library, Arts & Heritage Services                | 2,280         | 2,358             | 0                  |
| <b>Total Operations &amp; Customer Services</b>  | <b>20,806</b> | <b>21,576</b>     | <b>(280)</b>       |
| Director of Corporate & Community Services       | 85            | 127               | 0                  |
| Planning, Development and Regeneration Service   | (819)         | (708)             | 77                 |
| Corporate Management                             | 433           | 428               | 0                  |
| Performance                                      | 429           | 410               | (20)               |
| Democratic Services                              | 1,955         | 2,014             | (52)               |
| Elections  | 261           | 263               | 0                  |
| Legal  | 104           | 104               | (47)               |
| Finance  | 2,353         | 2,426             | (25)               |
| Building Services                                | 40            | 26                | 0                  |
| Communities and Economic Development             | (801)         | (885)             | 35                 |
| <b>Total Corporate &amp; Community Services</b>  | <b>4,040</b>  | <b>4,205</b>      | <b>(32)</b>        |
| <b>TOTAL EXPENDITURE</b>                         | <b>81,652</b> | <b>83,073</b>     | <b>(213)</b>       |

| SUMMARY   | 2016/17             |                     |                     |
|---|---------------------|---------------------|---------------------|
|   | Budget              | Approved Estimate   | Projected Variance  |
|   | £000                | £000                | £000                |
| <b>Total Service Expenditure</b>  | <b>81,652</b>       | <b>83,073</b>       | <b>(213)</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>5,258</u>        | <u>0</u>            |
| <b>NET REQUIREMENTS</b>   | <b>90,678</b>       | <b>90,770</b>       | <b>(418)</b>        |
| Less - Special Expenses   | (981)               | (981)               | 0                   |
| Transfer to / (from) balances   | <u>0</u>            | <u>(92)</u>         | <u>418</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               | 4,676               |
| Transfers to / (from) balances  | <u>0</u>            | <u>(92)</u>         | <u>418</u>          |
|   | <u><u>4,681</u></u> | <u><u>4,676</u></u> | <u><u>5,094</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           | 678                                     | (120)          | 558           | 46                              | (14)           | 32           | 724                             | 0                          | 724             | 0                  | 0%                 |  |
| Community Facilities                            | 135                     | 0              | 135           | 235                                     | (100)          | 135           | 0                               | 0              | 0            | 235                             | 0                          | 235             | 0                  | 0%                 |  |
| Outdoor Facilities                              | 370                     | (100)          | 270           | 537                                     | (151)          | 386           | 739                             | (465)          | 274          | 1276                            | 0                          | 1,276           | 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           | 709                                     | 0              | 709           | 610                             | 0              | 610          | 1,319                           | 0                          | 1,319           | 0                  | 0%                 |  |
| Regeneration & Economic Development             | 6,397                   | (185)          | 6,212         | 7,138                                   | (450)          | 6,688         | 4,850                           | (1,096)        | 3,754        | 11,988                          | 0                          | 11,988          | 0                  | 0%                 |  |
| <b>Total Community &amp; Corporate Services</b> | <b>8,168</b>            | <b>(405)</b>   | <b>7,763</b>  | <b>9,297</b>                            | <b>(821)</b>   | <b>8,476</b>  | <b>6,757</b>                    | <b>(1,575)</b> | <b>5,182</b> | <b>16,054</b>                   | <b>0</b>                   | <b>16,054</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                  |                    |  |
| Green Spaces & Parks                            | 343                     | (308)          | 35            | 436                                     | (322)          | 114           | 269                             | (136)          | 133          | 705                             | 0                          | 705             | 0                  | 0%                 |  |
| Highways & Transport                            | 9,609                   | (3,155)        | 6,454         | 10,501                                  | (3,537)        | 6,964         | 2,117                           | (892)          | 1,225        | 12,618                          | 0                          | 12,618          | 0                  | 0%                 |  |
| Community,Protection & Enforcement Services     | 640                     | (380)          | 260           | 710                                     | (380)          | 330           | 815                             | (721)          | 94           | 1,525                           | 0                          | 1,525           | 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>10,959</b>           | <b>(4,138)</b> | <b>6,821</b>  | <b>12,062</b>                           | <b>(4,534)</b> | <b>7,528</b>  | <b>4,301</b>                    | <b>(1,902)</b> | <b>2,399</b> | <b>16,363</b>                   | <b>0</b>                   | <b>16,363</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            | 6,271                           | 0                          | 6,271           | (195)              | -4%                |  |
| 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>11,023</b>                   | <b>0</b>                   | <b>8,368</b>    | <b>(195)</b>       | <b>(0)</b>         |  |
| <b>Total Committed Schemes</b>                  | <b>23,968</b>           | <b>(8,983)</b> | <b>14,985</b> | <b>26,381</b>                           | <b>(9,776)</b> | <b>16,605</b> | <b>17,254</b>                   | <b>(9,189)</b> | <b>8,065</b> | <b>43,440</b>                   | <b>0</b>                   | <b>40,785</b>   | <b>(195)</b>       | <b>0</b>           |  |

|                                       |                |                 |                 |
|---------------------------------------|----------------|-----------------|-----------------|
|                                       | (£'000)        | (£'000)         | (£'000)         |
| <b>Portfolio Total</b>                | <b>23,968</b>  | <b>43,635</b>   | <b>43,440</b>   |
| <b>External Funding</b>               |                |                 |                 |
| Government Grants                     | (7,890)        | (12,432)        | (12,432)        |
| Developers' Contributions             | (933)          | (5,393)         | (5,393)         |
| Other Contributions                   | (160)          | (1,140)         | (1,140)         |
| <b>Total External Funding Sources</b> | <b>(8,983)</b> | <b>(18,965)</b> | <b>(18,965)</b> |
| <b>Total Corporate Funding</b>        | <b>14,985</b>  | <b>24,670</b>   | <b>24,475</b>   |



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

At 31 August 2016, the approved estimate stood at £43.635m

|                           | <b>Exp</b> | <b>Inc</b> | <b>Net</b> |
|---------------------------|------------|------------|------------|
|                           | £'000      | £'000      | £'000      |
| Approved Estimate         | 43,635     | (18,965)   | 24,670     |
| Variances identified      | (195)      | 0          | (195)      |
| Slippage to 2016/17       | 0          | 0          | 0          |
| Projected Outturn 2015/16 | 43,440     | (18,965)   | 24,475     |

**Overall Projected Expenditure and Slippage**

Projected outturn for the financial year is £43.440m

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  |
| CSHT | Feasibility for Satellite Grammar          | (195)        | 0        | (195)        | Budget no longer required due to central government funding as agreed at cabinet briefing. |
|      |  | <u>(195)</u> | <u>0</u> | <u>(195)</u> |  |

There is no slippage to report at this stage.

**Overall Programme Status**

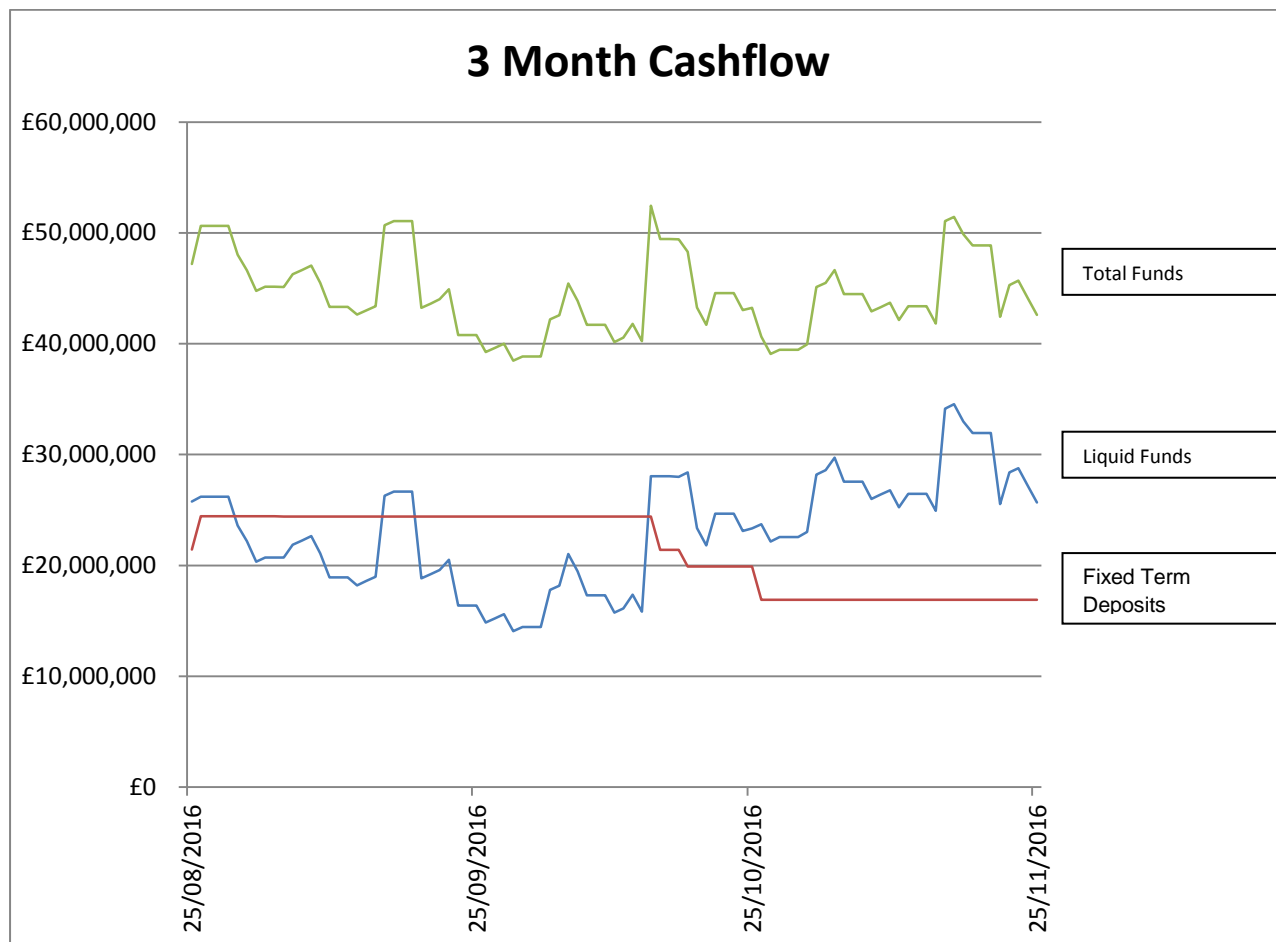
The project statistics show the following position:

| <b>Scheme progress</b>   | <b>No.</b> | <b>%</b>    |
|--|------------|-------------|
| Yet to Start   | 255        | 49%         |
| In Progress  | 161        | 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>529</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> |

## Budget Movement Statement 2016-17

|    |  | Funded by<br>Development<br>Fund | Funded by<br>the General<br>Fund | Funded by<br>Provision | Included in<br>the original<br>budget | Total         | Approval      |
|----|--|----------------------------------|----------------------------------|------------------------|---------------------------------------|---------------|---------------|
|    |  | £'000                            | £'000                            | £'000                  | £'000                                 | £'000         |               |
|    | <b>Original Budget</b>                                 |                                  |                                  |                        |                                       | <b>81,652</b> |               |
| 1  | Transforming Services                                  | 200                              |                                  |                        |                                       | 200           | Cabinet March |
| 2  | Disabled Facilities Grant                              |                                  |                                  |                        | (302)                                 | (302)         | Council Feb.  |
| 3  | Transport model  | 43                               |                                  |                        |                                       | 43            | CMT April     |
| 4  | Heathrow Expansion                                     | 30                               |                                  |                        |                                       | 30            | Cabinet March |
| 5  | Redundancy cost  |                                  |                                  | 73                     |                                       | 73            | Cabinet May   |
| 6  | Redundancy cost  |                                  |                                  | 92                     |                                       | 92            | Cabinet May   |
| 7  | Desborough improvements                                |                                  | 50                               |                        |                                       | 50            | Cabinet March |
| 8  | Transforming Services                                  | 100                              |                                  |                        |                                       | 100           | Cabinet March |
| 9  | NRSWA parking scheme                                   | 120                              |                                  |                        |                                       | 120           | Cabinet March |
| 10 | Sunday parking   | 81                               |                                  |                        |                                       | 81            | Cabinet April |
| 11 | Cleaning & maintenance costs at Cox Green Youth Centre |                                  | 20                               |                        |                                       | 20            | Council Feb.  |
| 12 | Redundancy cost  |                                  |                                  | 96                     |                                       | 96            | Cabinet May   |
| 13 | Forest Bridge Contingency                              | 100                              |                                  |                        |                                       | 100           | CMT June      |
| 14 | Pay reward   |                                  |                                  |                        | 191                                   | 191           | Council Feb.  |
| 15 | Pay reward   |                                  |                                  |                        | 173                                   | 173           | Council Feb.  |
| 16 | Pay reward   |                                  |                                  |                        | 131                                   | 131           | Council Feb.  |
| 17 | Dynamic purchasing system                              | 4                                |                                  |                        |                                       | 4             | Cabinet March |
| 18 | Redundancy cost  |                                  |                                  | 25                     |                                       | 25            | Cabinet May   |
| 19 | Bus contract   |                                  | 44                               |                        |                                       | 44            | Cabinet May   |
| 20 | Loss of rental income                                  |                                  | 50                               |                        |                                       | 50            | Cabinet June  |
| 21 | Transforming Services                                  |                                  | 100                              |                        |                                       | 100           | Cabinet June  |
|    | <b>Changes Approved</b>                                | <b>678</b>                       | <b>264</b>                       | <b>286</b>             | <b>193</b>                            | <b>1,421</b>  |               |
|    | <b>Approved Estimate September Cabinet</b>             |                                  |                                  |                        |                                       | <b>83,073</b> |               |



#### Liquid Funds

Investments in bank deposit account(s) and money market funds providing instant access to funds.

#### Fixed Term Deposits

Investments in banks, building societies and local authorities. Funds are usually invested for three months or more but not usually for longer than 12 months.

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

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of the Local Government Act 1972.

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