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NOTICE OF MEETING



CABINET

will meet on

THURSDAY, 15TH DECEMBER, 2016

AT 7.30PM

in the

COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD

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 AND ASCOT & SUNNINGS), LISA TARGOWSKA (HR & LEGAL), DAVID EVANS (MAIDENHEAD REGENERATION AND MAIDENHEAD) AND STUART CARROLL (PUBLIC HEALTH AND COMMUNICATIONS)

Karen Shepherd - Democratic Services Manager - Issued: Wednesday, 7 December 2016

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

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AGENDA

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Finance

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7. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

To consider passing the following resolution:-

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

PART II

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p><u>MINUTES</u> To consider the Part II minutes of the meeting held on 24 November 2016</p> <p>To note the Part II minutes of the meeting of the Cabinet Local Authority Governors Appointments Sub Committee held on 24 November 2016</p> <p><i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p>	155 - 158
9.	<p><u>CABINET MEMBERS' REPORTS</u></p> <p><u>Children's Services</u></p> <p>i. Delivery Of Children's Services (Appendix)</p> <p><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> <p><u>Highways and Transport</u></p> <p>ii. Delivering Differently In Operations And Customer Services - Highways And Transport Services (Appendix)</p> <p><i>(Not for publication by virtue of Paragraph 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> <p><u>Adult Services and Health</u></p> <p>iii. Delivery Of Adult Services (Appendix)</p> <p><i>(Not for publication by virtue of Paragraph 2 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> <p><u>Details of representations received on reports listed above for discussion in the Private Meeting:</u></p> <p>None received</p>	<p>159 - 160</p> <p>161 - 164</p> <p>165 - 220</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, 24 NOVEMBER 2016

PRESENT: Councillors Simon Dudley (Chairman), David Coppinger (Deputy Chairman), Phillip Bicknell, Carwyn Cox, Geoff Hill, Derek Wilson, MJ Saunders and Samantha Rayner

Principal Members and Deputy Lead Members also in attendance: Christine Bateson, Lisa Targowska, David Evans, Stuart Carroll, David Hilton and Ross McWilliams

Also in attendance: Councillors Beer and Jones

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

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors N. Airey and Rankin

DECLARATIONS OF INTEREST

Councillor Bateson declared an interest in the item 'Improving Choice in Education' as she was Governor at Charters School. She remained in the room for the duration of the discussion and voting on the item.

Councillor Bicknell declared an interest in the item 'Improving Choice in Education' as his son was Assistant Headteacher and Director of Sport at Holyport College. He remained in the room for the duration of the discussion and voting on the item.

Councillor Dudley declared an interest in the item 'Improving Choice in Education' as he was a Founder and Chair of Governors at Holyport College, his wife was a founder and Governor at Holyport College and his daughter attended the school. He remained in the room for the duration of the discussion and voting on the item.

Councillor Hill declared an interest in the item 'Draft Borough Local Plan Consultation' as he owned a property on West Street. The property was not in the boundary of the Borough Local Plan. He remained in the room for the duration of the discussion and voting on the item.

Councillor S. Rayner declared an interest in the item 'Draft Borough Local Plan Consultation' as her husband was a trustee of a trust that owned significant land holdings in the borough, none of which were affected by the Borough Local Plan. She remained in the room for the duration of the discussion and voting on the item.

The Monitoring Officer confirmed that there was no need for Members to declare an interest in the item 'Draft Borough Local Plan Consultation' simply because they owned a home in the borough.

MINUTES

RESOLVED UNANIMOUSLY: That:

- i) **The Part I minutes of the meeting held on 27 October 2016 be approved, subject to that addition of Councillor Hilton to the attendance and an addendum to note that the word ‘loan’ should be replaced with the word ‘payment’ as follows:**

DELIVERING DIFFERENTLY - FUTURE DELIVERY OF DEBT RECOVERY ENFORCEMENT SERVICES

RESOLVED UNANIMOUSLY: That Cabinet:

- ii. **Approves a start-up *payment* of £114,000 to RBWM Commercial Services, required to set-up the Debt Recovery Enforcement service, and for this to be funded from the Development Fund.**

- ii) **The Part I minutes of the meeting of the Cabinet Regeneration Sub Committee held on 24 October 2016 be noted.**

APPOINTMENTS

The Lead Member for Finance explained that a number of councillors and officers had been ‘taken over’ as part of the Children’s Takeover Day held on 18 November 2016. This had included briefings to allow young people to present and scrutinise a number of the reports on the Cabinet agenda. The young people had been briefed to enable them to offer their views and opinions and he had been impressed with the tenacity that had been demonstrated. The Lead Member commented that it was not suggested that the views were representative of young people in the borough, nor that they had any constitutional weight, however they should be given the airing they deserved. The Leader echoed these comments and thanked all those who had participated.

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 ‘Additional Library – Report of Consultation and Feasibility Studies,’ originally scheduled for December 2016, would be deferred to 23 February 2017
- The item ‘Long Stay Parking Provision in Maidenhead,’ originally scheduled for December 2016, would be deferred to January 2017.
- The item ‘Delivering Differently in Operations and Customer Services: Civil Enforcement Officer and Community Wardens Service’ would be presented to Cabinet in February 2017.
- The item ‘Future Royal Borough Service Model for Residents,’ originally scheduled for December 2016, would be deferred to March 2017.

CABINET MEMBERS' REPORTS

A) DRAFT BOROUGH LOCAL PLAN CONSULTATION

Cabinet considered approval for a further round of public consultation on the draft Borough Local Plan (BLP) under Regulation 18 of the Local Planning Regulations 2012.

Cabinet was addressed by Diana Tombs who was representing the Ascot, Sunninghill and Sunningdale Neighbourhood Plan Delivery Group.

Ms Tombs asked the following questions:

How can Cabinet consider whether this Plan is robust and endorse it without any reassurance that the infrastructure that is essential to it can be funded and delivered? We recognise that an Infrastructure Delivery Plan is not technically required for Regulation 18 consultation but the NPPF does require a Plan to ensure provision of infrastructure alongside homes and jobs. Without any information on what infrastructure is needed and, crucially, how it will be funded. How can you face local residents and reassure them their quality of life and place will be protected through this BLP?

The Statement of Community Involvement, adopted by this Council in October, allows 8 weeks for consultation of Development Plan Documents, which include this Regulation 18 BLP, when the consultation is held over Christmas. Why therefore is the consultation period allowed in the timetable in front of you only 6 weeks?

Ms Tombs commented that there was a concern at the number of homes being built in the area in relation to infrastructure. They had been told that funds would be found from CIL and S106 but historically this had gone to other parts of the borough. She asked Members to assure her that receipts from the sough of the borough would be allocated as a priority to the local area.

Cabinet was addressed by Patrick Griffin on behalf of the Society for the Protection of Ascot and the Environs. Mr Griffin asked the following question:

Several policies, defined as strategic in the BLP, reference Supplementary Planning Documents (SPDs) which will provide detailed guidance to how these policies should be implemented. On matters where there may be a difference, in fact or interpretation, between Neighbourhood Plan policies and the SPD, which will take precedence?

Mr Griffin also expressed concern, in relation to neighbourhood plans in the process or being adopted or developed, that these SPDs referenced as they were in policies that were defined as strategic, would to such a degree override most policies as to make Neighbourhood plans redundant. He asked Members to ensure that the Design SPD in particular would make it clear that Neighbourhood Plan policies had precedence over these guidelines?

Cabinet was addressed by Peter Shaw on behalf of the Society for the Protection of Ascot and the Environs. Mr Shaw asked the following question:

The BLP draft identifies the objectively assessed needs (OAN) as required by the NPPF, as 14,240 new dwellings. Please provide the number and percentage breakdown of this total number of new dwellings by their proposed location on:

- a) Green Belt
- b) Previously Developed Land in Green Belt
- c) Brownfield

The Lead Member commented that the draft BLP had taken a lot of time and effort by a number of councillors and officers, who had all had input into the policies and direction. The Local Plans Working Group (LPWG) had had day-to-day involvement. The DCLG, the Planning Inspectorate (PINS) and a specialist planning barrister had reviewed the plan to ensure it was fit for consultation. The total number of dwellings envisaged over the plan period was 14,240. If the plan was extended by 1 year to 2033 as proposed, this would enable the council to also provide a 5 year rolling housing supply. During discussions with DCLG and PINS it had become clear that the council would be in a far better position at examination if it were able to meet 100% of its Objectively Assessed Need (OAN) within the borough boundaries.

Members noted the timetable on page 43 of the report. All consultation responses would be taken to the next stage, Regulation 19, including publication of the plan and submission to the government inspector. Representations could still be made at that point. An examination in public was therefore anticipated in October 2017 with adoption by Full Council in December 2017.

The Lead Member responded to the questions from Ms Tombs as follows:

Cabinet was being asked to release the draft BLP for consultation so that the council could seek views from residents and stakeholders on the policies and proposals it contained. Infrastructure work had been continuing since the council was examined on its Community Infrastructure Levy in March and adopted it from 1 September 2016. The draft BLP included a section on infrastructure and the site pro formae identified where there was a specific infrastructure requirement. As a result of the other evidence prepared to support the plan the team was constantly reviewing infrastructure requirements and speaking to providers. An Infrastructure Delivery Plan (IDP) would accompany the Regulation 19 Publication of the BLP. An IDP was a living document and would be updated throughout plan implementation. This would be underpinned by work to be done on CIL Governance and the council would produce a CIL Investment Plan. Residents and stakeholders would be able to see the bigger picture of what infrastructure would be required and how it would be funded together with when it was needed over the course of the plan.

In reference to paragraph 2.9 of the Council's October 2016 Statement of Community Involvement the Lead Member stated that he did consider this matter with the team before the timetable for the draft Borough Local Plan was set. Although the SCI stated that two additional weeks would be added to the minimum consultation period when the consultation took place over the summer holidays or Christmas; legally there was no period set for regulation 18. It was concluded that a 6 week period would be appropriate.

In relation to Ms Tombs' third question, the Lead Member agreed to supply an answer in writing.

The Lead Member responded to the question from Mr Griffin as follows:

A made neighbourhood plan would form part of the Development Plan and was planning policy. An adopted SPD was guidance to inform planning policy. Planning Policy would take precedence.

The Lead Member responded to the question from Mr Shaw as follows:

The Objectively Assessed Need was taken from the evidence in the Strategic Housing Market Assessment jointly prepared by the Berkshire Authorities. This should not be confused with allocations in the draft BLP to meet that need. As the plan period was recommended to be extended a further year to encompass 20 years, the draft BLP was proposing 14,240 homes over the lifetime of the plan. Broadly the draft BLP for consultation proposed that 65% of the homes proposed would be on urban and non Green Belt sites; leaving 5% of homes to be located on Previously Developed Sites in the Green Belt and 30% on greenfield Green Belt land. It may be noted that this equated to using 1.7% of the existing Green Belt in the Borough. This figure included the large area of the Maidenhead Golf Course.

The Deputy Lead Member for Ascot Regeneration stated that as a Member of the LPWG he was delighted to have a plan that seemed to meet policy requirements. The infrastructure issue would come up time and time again. At the Overview and Scrutiny Panel he had suggested that at the same time as the IDP was published, a paper should be brought to Cabinet to explain funding and delivery. He asked if more context could be added to the plan in relation to Neighbourhood Plans as the council had committed great resources to the development of neighbourhood plans.

The Principal Member for Neighbourhood Planning and Ascot & the Sunnings commented that although the LPWG could not make decisions, it had spent many hours reviewing and making recommendations to Cabinet. The two key issues were protecting as much of the Green Belt as possible and also keeping to the allocation of housing for local people. If the level was not met the plan could be found unsound by the DCLG.

Councillor Jones commented that there had been much discussion about whether given the mitigating of such high level of Green Belt the council should be seeking to achieve 100% of the target. Apparently other areas had successfully mitigated against the target yet we had been told that the borough's plan would be unsound if it took that approach. Councillor Jones asked for clarification. She also commented that site allocation did not address off-site infrastructure and asked for a timescale for when that information would be accessible.

The Lead Member confirmed that of the 83% of the borough that was Green Belt, 1.7% would be allocated for housing therefore leaving 81.3%. The Chairman highlighted that the golf club would be a material element of the 1.7%. The Lead Member explained that other authorities had been able to get away with a lower percentile but this was because they had a more recent plan, post 2004. In the case of Reigate and Banstead the plan was delayed until the authority had found additional Green Belt sites for release. The borough's plan was adopted in 1999 and was therefore too out of date. PINS had made it clear that the borough therefore needed to

meet 100% of the OAN. He confirmed that the infrastructure information would be available in March 2017.

Councillor Beer commented that he had a number of editing comments that he would provide details of to the Lead Member; he hoped these could be dealt with under recommendation iii. He endorsed the comments about the amount of work undertaken and thanked officers involved. The late modification of an extra year had not been amended in numerous points in the report. References to rural connections referred to Great Western when many were linked to Southern Rail. The Overview and Scrutiny Panel had heard about the difficulties of finding staff as they could not afford to live in the borough. Councillor Beer therefore felt that the affordable housing element of the plan should be emphasised further. The Leader referred Councillor Beer to the item later on the agenda in relation to affordable housing.

The Principal Member for Maidenhead Regeneration and Maidenhead commented that he represented the most rural ward in the borough. It would be easy to simply say there should be no development in the Green Belt, but this did not take into account the consequences. If the plan was found unsound as a result the council would be subject to the government imposing a plan and the council would have no say in the future. This was not a responsible approach for the council to take. One of the key aspects of the redevelopment of Maidenhead was to increase the number of people living in the town centre to revitalise the area, this would include 30% affordable housing.

The Lead Member for Adult Services and Health highlighted that Cabinet was not voting to approve the plan, but to go to consultation. It was important that residents commented and provided feedback. The Lead Member for Highways and Transport commented that it would be a mistake if the public were to think the council was pushing one way or another; the council wanted to hear from residents as to what they thought.

The Lead Member for Finance commented that the administration had a clear commitment to protect the countryside across the borough. Some had belligerently refused all attempts to redevelop Green Belt sites, which would lead to a grave shortfall in housing for residents and their children to live in, fewer opportunities to provide affordable housing, inadequate funding for facilities, an increasingly ageing population, a squeeze on the space available for businesses and employment and the ravenous objections of developers and neighbouring councils. This slow, caustic erosion would be untenable. The council would likely be stripped of its authority to make decisions in the best interests of the residents. The plan as proposed had been developed by way of a rigorous analysis of each site and an objective regard to constraints. Residents were now invited to consider the evaluation and provide local insight.

The Chairman commented that a later report in the agenda identified £15m of borrowing to fund investment in infrastructure, which showed that the council was already spending money strategically. More would be invested following the realisation of land assets the council held.

The Lead Member agreed that Neighbourhood Plans were important and he would ensure a sheet explaining the relationship to the BLP was published.

RESOLVED UNANIMOUSLY: That Cabinet:

- I. Approve the plan period from 2013 to 2033 to require a total of 14,240 dwellings and adjust the draft Borough Local Plan to reflect this change as necessary;**
- II. Approve the Draft Borough Local Plan and associated Sustainability Appraisal (including SA/SEA/HRA) for public consultation under Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012 for a six-week period from 2 December 2016 to 13 January 2017; and**
- III. Delegate authority to the Strategic Director of Corporate and Community Services in consultation with the Lead Member for Planning to make any final editorial and formatting amendments to the Draft Borough Local Plan and accompanying documents without altering the meaning of the Plan before consultation.**

B) COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK QUARTER 2 2016/17

Cabinet considered the latest performance report.

The Deputy Lead Member explained that the new format had been streamlined and now focussed on highlighting strategic priorities. Changes in data collection also ensured qualitative analysis and benchmarking. The infographics was a new section. One of the four priorities was off target (equipping ourselves for the future). This related to a number of KPIs about staff satisfaction. A number of targets currently showed no data, if this remained the case in quarter 3 they would be automatically considered as off target.

The Lead Member for Adult Services and Health highlighted the target 'percentage of adult safeguarding enquiries resolved in the 60 day timescale'. Performance the previous year had been only 31%, however this had been a result of increased workloads following the Supreme Court decision on care homes. It was anticipated the KPI would be back on target by year end.

The Lead Member for Environmental Services highlighted that the KPI in relation to reductions in fly tipping was amber. An action plan was in place to reach target by the end of the year, including the closing of lay-bys, analysis of areas of risk and proactive enforcement.

The Principal Member for HR and Legal commented that staff satisfaction targets were important as staff were vital to the council's success. It was an annual measure so there would be no fluctuation between quarters; it may be necessary to amend the reporting as a result. She highlighted that the Staff Forum had been reinstated and included senior leaders, Members and representatives from all directorates. The People Forum also met to review policies and take into account staff views. Exit interviews were offered to all staff; they had been moved on line to encourage take up. The response rate was currently 58%.

In light of comments from the Corporate Services Overview and Scrutiny Panel, the Deputy Lead Member proposed amendments to the recommendations to improve accountability by officers and Lead Members.

RESOLVED UNANIMOUSLY: That Cabinet:

- i. Notes the progress towards meeting the council's strategic priorities and objectives**
- ii. Requests Strategic Directors in conjunction with the relevant Lead Member(s), Heads of Service and Strategy and Performance to confirm, progress and monitor improvement actions for each indicator that is off target , to be made available publicly and updated quarterly**
- iii. Endorses the ongoing work to improve the council's Performance Management Framework**
- iv. Notes that if performance remains off target for two consecutive quarters, or the Corporate Services and/or relevant Overview and Scrutiny Panel decide the improvement actions have not been progressed, the relevant Lead Member(s) and officers should attend the next Corporate and/or relevant Overview and Scrutiny Panel meeting for further review**

C) IMPROVING CHOICE IN EDUCATION

Cabinet considered the borough's response to the government consultation 'Schools that work for everyone' that confirmed the council's commitment to excellent education for all pupils who lived in the borough, particularly for those living with financial disadvantage.

Cabinet was addressed by Rachel Cooke, who spoke on behalf of Excellent Education for Everyone, a group founded by borough parents to promote positive discussions about ways to deliver a fair and inclusive education for all in the borough. The Overview and Scrutiny Panel had already heard the group's evidence that selective education would lead to fewer children attaining their potential and the attainment gap between rich and poor growing wider. The council's motto was 'residents first', so the council should ask residents first if they wanted their existing schools to become selective. Should schools like Furze Platt shut their doors to 80% of nearby children? Grammar schools further shut their doors to disadvantaged students. Newlands was the top academically achieving comprehensive with comparable results to William Borlase Grammar. It was also an inclusive school with an ever-6 pupil population of 13.7% compared to 1.7% at William Borlase.

Ms Cooke highlighted that there was no mention in at the last election of encouraging existing schools to take up selective education. A selective school meant that all Maidenhead parents would lose the automatic choice of sending a child to the school. There had been no evaluation of the consequences to residents of any school becoming selective. The Prime Minister had stated that new grammar schools should be built in areas with no outstanding or good schools and be trialled in areas of high deprivation. It was against the law to create new selective schools; the council was urged to respect the rule of law and withdraw the report before wasting taxpayer resources. Instead, build a brand new comprehensive or college open to all children no matter their background or academic ability.

The Deputy Lead Member for School Improvement highlighted the issue in the light of the national debate. The government's green paper opened with wording about making the country work for everyone not just the privileged few. He hoped all could agree with that statement. The Deputy Lead Member referred to research by the Sutton Trust that showed independent schools were disproportionately represented in many professions. Selective education was not a magic bullet but he believed it had a part to play in redressing the balance. At Full Council in December 2014 the council had voted in favour of promoting selective education. The council had made a commitment in its manifesto to promote more choice, including selective education within the legal framework. There was no intention to move ahead with any proposal that would be outside the law. The report proposed responding to the government consultation and indicating support. The proposals were not going backwards; there was no intention to force every child to sit an examination. The intention was to offer more choice to parents. In the old grammar system there had been two different curricula; this would not be the case going forward. Selection already occurred in the borough at sixth form level. 15% of parents chose to send their child across the border to a grammar school. There was therefore already evidence that there would not be a negative impact on borough schools. Borough schools could thrive alongside selective education.

The Deputy Lead Member stated he was happy to accept the amendment proposed by the Children's Takeover Day Special Overview & Scrutiny Panel, with a further amendment.

Councillor Jones commented that over the last two weeks she had been trying to understand exactly what the paper was trying to achieve. All speeches and conversation around the paper said that the focus of the paper was to be ready to quickly implement the outcome of central government's initiative (as indicated in the narrative of the Autumn Statement and in high level statements) regarding the expansion of grammar schools. As yet it was not clear what this would look like but the council was looking to explore the options. Councillor Mrs Jones stated that she was not against this, as she believed all options should be explored. She was slightly concerned that the focus seemed to only be regarding academic selection whereas she would like to see the council exploring other forms of selection, for example partial selection for aptitude in Performing Arts or in Technology.

Councillor Mrs Jones stated that her overriding concern was that recommendation i asked Cabinet to 'endorse the development of selective or partially selective education'. She had been told that the administration had been elected on a mandate for developing grammar schools. The administration was also elected on a mandate for protecting the Green Belt but as seen in the draft Borough Local Plan, keeping to a mandate was not always possible and sometimes not in the best interest of the borough.

Overview and Scrutiny had been asked this despite not knowing what would be coming forward from central government in legislation and without having the information to know whether or not the development of selective education, in whatever form, would have a negative effect on the borough. Councillor Mrs Jones felt that the paper did not give the depth of analysis or the detail on how selective education would impact on the current system to allow debate or scrutiny. The only risk identified within the paper was at point 6 and was not identified in detail. At 9.1 the report referenced the strategic objective 'to make sure every pupil can access excellent education' but did not explain how the paper contributed. Councillor Mrs

Jones commented that surely the council was doing this anyway by working to ensure all schools were good or outstanding?

The Sutton Trust said 'pupils in Grammar schools do a little better than similar pupils in other schools, with the difference being between zero and 3/4 of a GCSE grade per subject.' It also stated that 'these same pupils were already making good progress from KS1 to KS2' and 'to be cautious in describing this as a grammar school effect'. The Educational Policy institute (Sept 16) was very cautious as to what the impact was of selective education nationally, if any, but highlighted the fact that in fully selective areas only 30.1% of pupils on free school meals achieved 5 A*- C (including English & Maths) compared to 33.3% in non-selective areas and that in most selective areas there was a small negative effect of not accessing grammar schools. It went on to say that 'At national level, more grammar schools would likely lead to small gains in attainment for the minority of children attending such schools, including the number from low income backgrounds. But, additional grammar schools would be likely to lead to increases in the aggregate attainment gaps between rich and poor children. It would be very challenging to significantly improve grammar school access for poor children given that 60% of the attainment gap arises by the time grammar school entry takes place.'

As Leader of the Opposition Councillor Mrs Jones did not see her role as opposing the administration but to challenge and hold the administration to account. This was also the role of all Members in Overview and Scrutiny so she had been very concerned that Members that supported the recommendations in the paper did not challenge, comment or scrutinise the responses to the consultation whatsoever. She supported the amendment put forward by the special Overview and Scrutiny meeting that took place on 18 November 2016 and suggested a further amendment to recommendation i, to replace the words 'development of' with 'investigation into the options regarding'. This would acknowledge the fact that there was a consultation regarding the future of selective education and reflect the purpose of the paper as verbalised by the Lead Member and officers, and would give Members an opportunity to scrutinise the evidence on whether to develop selection once the council had all the facts and impacts in detail.

The Chairman responded that approximately 15% of pupils had received free school meals in the preceding 6 years, amounting to 3000 pupils. Analysis of those struggling suggested the figure was in the region of 30%. He agreed that the free school meal figure at William Borlase school was a disgrace. The borough proposal was for a multi-producer model. The council was already investing way beyond its obligations in schools to ensure every child could achieve its potential. He was not happy with the fact that less than 10 pupils from the borough went to Oxbridge each year. He highlighted the success of free schools in the borough. The proposals in the paper were just another part of the mix.

The Lead Member for Highways and Transport commented that parents and children had already made the choice to go over the border to a grammar school, which involved significant travelling time.

The Lead Member for Finance stated that, although he had not expected to do so, he supported the proposals. He had started his education in Northern Ireland. His wife and older sister had both attended grammar school, however he had attended a comprehensive. His secondary education had been a tough experience and he would probably have been more suited to a grammar school. He had been inspired by the

aims to provide more opportunities for children to have a variety of choices. There was a clear commitment that whatever the model, there must be no losers.

The Deputy Lead Member proposed an amendment to recommendation to take into account the proposal from the Children's Takeover Day Special Overview and Scrutiny Panel with additional wording to refer to families struggling to get by.

RESOLVED UNANIMOUSLY: That Cabinet:

- i. Endorse the development of selective or partially selective education within the education provision of the Royal Borough to further improve the choice of education available to pupils and the families. This council will support any proposal that considers full or partial selective education only where the proposal includes a detailed commitment to raise the academic achievement of young people eligible for the pupil premium and young people from families struggling to get by.**
- ii. Authorise the Managing Director & Strategic Director of Adult, Children and Health Services with the Cabinet Member for Children's Services to finalise and respond to the "Schools that work for everyone" consultation by the Department for Education as set out in appendix A.**
- iii. Authorise the Managing Director & Strategic Director of Adult, Children and Health Services and the Lead Member for Children's Services to write to all secondary schools in the borough inviting expressions of interest in allowing some or all admissions through a selective stream, and to follow up on the responses to secure a range of options for residents.**
- iv. Authorise the Managing Director & Strategic Director of Adult, Children and Health Services and the Lead Member for Children's Services to write to selective schools across the country inviting them to actively pursue the establishment of a new wholly selective school or a school with a selective stream in the borough.**

D) A REVIEW OF ACCESS ARRANGEMENTS AT STAFFERTON WAY CIVIC AMENITY SITES

Cabinet considered a permit system for use of Stafferton Way Civic Amenity and Household Waste and Recycling Centre.

The Lead Member explained that the borough had been affected by neighbouring authorities already taking this approach. It was an important issue due to the costs to the borough, which amounted to nearly £100,000 per annum. Analysis showed that approximately 16% of users came from outside the borough. He had made it clear that the system should not involve another sticker that residents would need to display in their car.

RESOLVED UNANIMOUSLY: That Cabinet:

- i. Approves the implementation of a permit scheme at Stafferton Way Civic Amenity Site and Household Waste Recycling Centre, to limit free use of the site to residents of the Royal Borough. The scheme will**

be implemented by April 2017. A charge will be applied to residents from outside the Royal Borough who wish to deposit waste at the site.

- ii. **Delegate authority to the Lead Member for Environmental Services and the Director of Operations and Customer Services to finalise the exact format of the permit scheme following consultation with visitors to the site.**
- iii. **Approves the implementation of a permit scheme for commercial or commercial type vehicles, including vans, trailers and sign written vehicles, for access to use the Stafferton Way Civic Amenity Site and Household Waste Recycling Centre, where these vehicles are driven by residents of the Royal Borough and used to dispose of their own household waste. The scheme will be implemented by 31st January 2017.**

E) DELIVERING DIFFERENTLY - FUTURE OF IT PROVISION

Cabinet considered proposals for the Council's approach to IT service provision over the next five years.

The Lead Member explained that as the way the council did business changed, the IT support also needed to change. The key theme was the development of a mixed economy including in-house and bought-in support. The number of applications would also be further rationalised and moved to off-site hosting where possible. Staffing would also be reviewed, for example there was no need to maintain levels of staff who could redesign networks when this only happened every few years and could be bought in.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) **Notes the Entec Si report findings and recommendations in Appendix A;**
- ii) **Approves further work to develop an IT transformation programme, to be brought back to Cabinet in February 2017;**
- iii) **Delegates approval to the Strategic Director of Operations and Customer Services, along with the Lead Member for Customer & Business Services (including IT) to procure an implementation partner to assist in the development of an IT transformation programme.**

F) DELIVERING DIFFERENTLY IN OPERATIONS & CUSTOMER SERVICES - FUTURE PROVISION OF CUSTOMER AND LIBRARY SERVICES

Cabinet considered a proposal to create a modern, first-in-class customer facing, high performing service called 'Customer Experience' with three access channels, 24/7 digital, face-2-face and telephone.

The Lead Member explained that Customer Services would move out of the Town Hall into locations that were easier for residents to access in Maidenhead Library and Ascot Library. In Windsor the service would temporarily move to Windsor Library

whilst works were completed on York House. Residents would be able to meet with Customer Service staff during the longer library hours. The telephone service would also be extended to be 24/7. From January 2017 Digital by Choice would allow access to council services online 24/7. The council would need to spend £115,000 to make the library areas suitable for private meetings and a further £35,000 would be spent on Maidenhead Town Hall reception area. These costs would be offset by savings of £286,000 in 2017/18 and £100,000 in 2018/19. As there would be no change to the front of house service, the savings would come from re-organisation of staff.

The Principal Member for Neighbourhood Planning and Ascot and the Sunnings welcomed the proposals as people in the south of the borough often had to travel to Windsor to access services.

RESOLVED UNANIMOUSLY: That Cabinet:

- i. Approves a new operating model to create a single 'Customer Experience' Service from July 2017.**
- ii. Recommends to Employment Panel the adoption of the new 'Customer Experience' operating model.**
- iii. Approves bringing forward £100,000 of the proposed 2017-18 capital programme to deliver new customer systems, create the service hubs and remodel the existing reception space in the Town Hall.**

G) AFFORDABLE HOUSING PLANNING GUIDANCE DOCUMENT

Cabinet considered approval of a guide for developers of sites which required the provision of affordable housing to meet national and local planning policy.

The Lead Member explained that the document gave guidance to developers of the types of affordable tenure offered in the borough including shared ownership, shared equity, and the private rental sector. The current local plan required 30% affordable housing on development areas. The proposed policy would be interim as it would be revised once the BLP was adopted.

The Deputy Lead Member for Ascot Regeneration commented that it was a long time since the council had set out its policy and the landscape had changed significantly. The document was clear and concise and set out the responsibilities and obligations of developers.

The Principal Member for Public Health and Communications commented that as a relatively young resident of the borough he was aware of the difficulties of getting on the housing ladder. He had purchased a property four and a half years ago using savings and with parental help. The value of his home had doubled since.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) Approves the Affordable Housing Planning Guidance Document.**

H) CHANGE TO COUNCIL TAX EMPTY AND UNFURNISHED EXEMPTION

Cabinet considered removal of the discretionary one-month, 100% empty and unfurnished exemption in line with many other local authorities, with effect from 1 April 2017. This was the last discretionary discount/exemption offered by the council.

The Lead Member explained the proposal would net the council £325,000 revenue of which it could keep £267,000.

RESOLVED UNANIMOUSLY: That Cabinet:

- i. Endorses the principle of removing the one-month Council Tax exemption for empty and unfurnished properties (previously known as Class C discount), with effect from 1 April 2017, and recommends this to Council for a final decision.**
- ii. Grants delegated authority subject to approval by Council to the Strategic Director of Operations and Customer Service, in conjunction with the Lead Member for Customer & Business Services (including IT), to take all appropriate steps to implement and administer the preceding recommendation in accordance with statutory requirements.**

I) FINANCIAL UPDATE

Cabinet considered the latest financial update.

The Lead Member explained that the situation had improved from the time of the last meeting with an underspend of £430,000 now projected. Reserves were anticipated to total £6.5m by year end, comfortably above the recommended level.

The Lead Member reported impressive performance in the Adult, Children and Health directorate which had reduced its projected overspend by £154,000. This resulted in a projected year end overspend of £158,000 out of a budget of £57m. The Operations and Customer Services directorate continued to outperform, projecting an underspend of £555,000. Members noted the proposal to add £350,000 to the capital budget to appoint a Development Manager for the leisure centre project.

The Lead Member explained that over the last few years the council had managed its cash balances without the need for additional borrowing. For a number of reasons cash balances were expected to drop at year end. This was due to the usual drop in council tax income from those who paid by direct debit over 10 months and also as money in relation to the LEP usually went out at the same time. It was therefore anticipated that modest additional borrowing of up to £15m may be needed during that period. Borrowing would be more than compensated by the anticipated capital receipts from the regeneration programme. The Chairman proposed a third recommendation to reflect the need for additional borrowing.

The Lead Member for Culture and Communities welcomed the investment in a Development Manager for the new leisure centre.

RESOLVED UNANIMOUSLY: That Cabinet:

- i) Notes the Council’s projected outturn position.**
- ii) Approves a £350,000 capital budget for survey work and a Development Manager in respect of the new leisure centre at Braywick Park (see paragraph 4.12).**
- iii) Authorise the Head of Finance to borrow up to an additional £15m as needed to fund the capital investment programme of the council.**

The Lead Member thanked Luisa Marinozzi, who had chaired the Children’s Takeover Day Special Overview and Scrutiny Panel, for attending the meeting.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

The meeting, which began at 7.30 pm, finished at 10.02 pm

CHAIRMAN.....

DATE.....

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CABINET LOCAL AUTHORITY GOVERNORS APPOINTMENTS SUB COMMITTEE

THURSDAY, 24 NOVEMBER 2016

PRESENT: Councillors MJ Saunders, Derek Wilson and David Coppinger (Chairman)

Principal Member also in attendance: Councillor Christine Bateson

Officers: Clive Haines and Karen Shepherd

APPOINTMENT OF CHAIRMAN

RESOLVED UNANIMOUSLY: That Councillor Coppinger be appointed Chairman for the duration of the meeting.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors N. Airey and Rankin

DECLARATIONS OF INTEREST

None received

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 27 September 2016 be approved.

Councillor Derek Wilson joined the meeting at 4.32pm

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

The Sub Committee considered the latest list of vacancies and candidates for LA representatives to Governing Bodies of Schools in the Royal Borough, as detailed in section 2.1 the report.

RESOLVED UNANIMOUSLY: That the Cabinet Local Authority Governors Appointments Sub Committee:

- i) **Recommends Mrs Karin Taylor be appointed to Trinity St Stephen CE First School**
- ii) **Recommends Mr Richard Pelly be appointed to Waltham St Lawrence Primary School**
- iii) **Notes the approach taken by Trevelyan Middle School, Academy, see point 2.6**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

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

The meeting, which began at 4.30 pm, finished at 4.36 pm

CHAIRMAN.....

DATE.....

Agenda Item 5

CABINET: 15 DECEMBER 2016

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Additional Library – Report of Consultation & Feasibility Studies	15/12/16	26/1/17	To allow for further work
Long Stay Parking in Maidenhead	15/12/16	26/1/17	To allow for further work
Future Royal Borough Service Model for Residents	15/12/16	23/3/17	To allow for further work
Maidenhead Station Opportunity Area – Options	CRSC 13/12/16	CRSC 8/2/17	To allow for further work
Delivering Differently In Operations & Customer Services – Civil Enforcement Officer & Community Warden Services	-	27/4/17	New Item

FORWARD PLAN OF CABINET AND COUNCIL DECISIONS

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

The Council is comprised of all the elected Members

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

FORWARD PLAN

ITEM 28	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
1. 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 tbc	Cabinet 26 Jan 2017	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
29 2. Long Stay Parking Provision in Maidenhead	Fully exempt - 4	In response to intelligence we have about increased demand for long stay parking provision alongside planned reduction in current capacity, this paper brings forward short to medium term proposals to increase provision of long stay parking in Maidenhead while long term solutions are further considered.	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox)	Simon Fletcher	Internal process	Highways, Transport and Environment Overview and Scrutiny Panel tbc	Cabinet 26 Jan 2017	
3. 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	
4. 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 Association safeguarding peer	No	Lead Member for Children's Services (Councillor Natasha Airey)	Alison Alexander	Internal process	Children's Services Overview and Scrutiny Panel 25 Jan 2017	Cabinet 26 Jan 2017	

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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)
		review							
5. Review of Participatory Budgeting	Open -	To review the elements of participatory budgeting including member budgets, neighbourhood budgets and schools' participatory budgets	No	Lead Member for Culture and Communities (Councillor Samantha Rayner)	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 26 Jan 2017	
6. 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.	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox)	Craig Miller, Simon Fletcher	Internal Process	Crime & Disorder Overview & Scrutiny Panel tbc	Cabinet 26 Jan 2017	
1. 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)	David Scott	Consultation with Schools and governing bodies	n/a	Cabinet Local Authority Governor's Appointments Subcommittee 26 Jan 2017	

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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)
1. Selection of Joint Venture Development Partner Maidenhead Town Centre	Fully exempt - 3,4	A report for Members detailing the proposed outcome of the OJEU process to select a joint venture development partner	Yes	Lead Member for Finance (Councillor MJ Saunders), Lead Member for Economic Development and Property (Councillor Jack Rankin)	Chris Hilton	Internal process	Corporate Services Overview and Scrutiny Panel 2 Feb 2017	Cabinet Regeneration Sub Committee 8 Feb 2017	
2. Maidenhead Station Opportunity Area – Options	Fully exempt - 3	Options on the proposed redevelopment of the Station Opportunity Area and delivery of a transport interchange	No	Principal Member for Maidenhead Regeneration and Maidenhead (Councillor David Evans)	Chris Hilton, Ben Smith	Internal process	Corporate Services Overview and Scrutiny Panel 2 Feb 2017	Cabinet Regeneration Sub Committee 8 Feb 2017	
1. Budget and Council Tax	Open -	Report which sets financial context within next year's budget is being set. The report includes a recommendation to Council of a Council Tax, it recommends a capital programme for the coming year and also confirms Financial Strategy and Treasury Management	Yes	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Adult Services and Health Overview and Scrutiny Panel 1 Feb 2017 Children's Services Overview and Scrutiny Panel 25 Jan 2017 Corporate Services Overview and Scrutiny Panel 2 Feb 2017 Crime & Disorder Overview &	Cabinet 9 Feb 2017	

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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)
32		Policy.					Scrutiny Panel 30 Jan 2017 Culture and Communities Overview and Scrutiny Panel tbc Highways, Transport and Environment Overview and Scrutiny Panel 31 Jan 2017 Planning & Housing Overview & Scrutiny Panel 23 Jan 2017		
2. Award Of Council Grants	Fully exempt - 3	To consider the award of grants to voluntary organisations	Yes	Lead Member for Culture and Communities (Councillor Samantha Rayner)	David Scott	Grants Panel	n/a	Cabinet 9 Feb 2017	
1. King's Court First School	Open -	To consider the outcome of a consultation on the future of the nursery class at King's Court First School, Windsor	No	Lead Member for Children's Services (Councillor Natasha Airey)	Kevin McDaniel	Public consultation	Children's Services Overview and Scrutiny Panel tbc	Cabinet 23 Feb 2017	
2. Council Performance Management Framework Quarter	Open -	Report detailing performance of the Council against the corporate	Yes	Chairman of Cabinet (Councillor Simon)	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel	Cabinet 23 Feb 2017	

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3 2016/17		scorecard for quarter 3 2016/17		Dudley), Deputy Lead Member for Policy (Cllr Ross McWilliams)			2 Feb 2017 Culture and Communities Overview and Scrutiny Panel tbc		
3. 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 2 Feb 2017	Cabinet 23 Feb 2017	
4 Apprenticeships within the Royal Borough	Open -	Paper to address the boroughs low 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.	No	Lead Member for Economic Development and Property (Councillor Jack Rankin)	Kevin Mist	Internal process	Corporate Services Overview and Scrutiny Panel 2 Feb 2017	Cabinet 23 Feb 2017	
1. 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 16 Mar 2017	

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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)
2. 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 16 Mar 2017	
1. Standards and Quality of Education in Royal Borough schools – A Review of the Academic Year 34	Open -	The report outlines the achievements of schools in the Royal Borough and identifies areas where further development is required	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 22 Mar 2017	Cabinet 23 Mar 2017	
2. Council Manifesto Tracker	Open -	An outline of performance against the Council's manifesto commitments	Yes	Chairman of Cabinet (Councillor Simon Dudley), Deputy Lead Member for Manifesto Delivery (Cllr Marius Gilmore)	David Scott	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 23 Mar 2017	
3. Shared Lives Options Update	Open -	Updating Cabinet on the progress of the Shared Lives project	No	Lead Member for Adult Services and Health (Councillor David Coppinger)	Hilary Hall	Internal process	Adult Services and Health Overview and Scrutiny Panel 16 Mar 2017	Cabinet 23 Mar 2017	

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35 4. Future Royal Borough Service Model for Residents	Part exempt - 1, 2	The report will detail the service model of the council and propose a new leadership model	No	Chairman of Cabinet (Councillor Simon Dudley)	Alison Alexander	Internal	Adult Services and Health Overview and Scrutiny Panel 16 Mar 2017 Children's Services Overview and Scrutiny Panel 22 Mar 2017 Corporate Services Overview and Scrutiny Panel tbc Crime & Disorder Overview & Scrutiny Panel tbc Culture and Communities Overview and Scrutiny Panel 21 Mar 2017 Highways, Transport and Environment Overview and Scrutiny Panel 14 Mar 2017 Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 23 Mar 2017	

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)
5. Financial 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 23 Mar 2017	
1. 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)	Dvaid Scott	Consultation with schools	n/a	Cabinet Local Authority Governor s Appointm ents Sub Committe e 23 Mar 2017	
36 1. Home to School Transport - Post 16 Policy (Annual)	Open -	The Council's policy on providing Home to School transport is subject to annual review	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 20 Apr 2017	Cabinet 27 Apr 2017	
2. Financial Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel 18 Apr 2017	Cabinet 27 Apr 2017	
3. Intensive Family Support Project Annual Review	Open -	Review performance of the Intensive Family Support Project including payment by results information, case level information in relation to	No	Lead Member for Children's Services (Councillor Natasha Airey)	Alison Alexander	Internal process	Children's Services Overview and Scrutiny Panel 20 Apr 2017	Cabinet 27 Apr 2017	

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)
		progress/outcomes and areas for improvement							
37 4. Options to Meet School Place Demand from 2020 Across the Borough	Open -	The report sets out a forecast of likely demand for school places and the impact on choice and availability before outlining a range of proposals to ensure residents can continue to access high quality schools from 2020.	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 20 Apr 2017	Cabinet 27 Apr 2017	
5. 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 18 Apr 2017	Cabinet 27 Apr 2017	
6. Delivering Differently in Operations & Customer Services – Civil Enforcement Officer	Fully exempt - 4	The report will provide an options appraisal for future delivery of Civil Enforcement services	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox)	Craig Miller	Internal process	Crime & Disorder Overview & Scrutiny Panel 20 Apr 2017 Corporate Services Overview and Scrutiny Panel	Cabinet 27 Apr 2017	

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)
							18 Apr 2017 Highways, Transport and Environment Overview and Scrutiny Panel tbc		

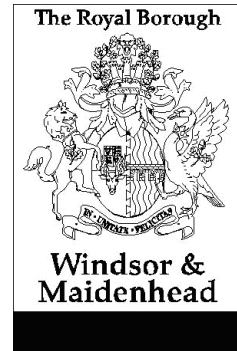
ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees,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

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

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Report for: ACTION



Contains Confidential or Exempt Information	Yes – Appendix 3 only. Not for publication by virtue of paragraph 2 of Part 1 of Schedule 12A of the Local Government Act 1972.
Title	Delivery of Children’s Services
Responsible Officer(s)	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services
Contact officer, job title and phone number	Hilary Hall, Head of Commissioning Adults, Children and Health, 01628 683893
Member reporting	Cllr Natasha Airey, Lead Member for Children’s Services
For Consideration By	Cabinet
Date to be Considered	15 December 2016
Implementation date if not called In	29 December 2016
Affected Wards	All

REPORT SUMMARY

1. On 29 September 2016, Cabinet approved officers to negotiate an Inter-Authority and Members Agreement including reserved matters, with London Borough of Richmond-upon-Thames and The Royal Borough of Kingston-upon-Thames, the co-owners of Achieving for Children.
2. The formal Inter-Authority and Members’ Agreement confirms that the Royal Borough becomes an owner and shareholder in Achieving for Children.
3. This report details the progress of the workstreams, including identification of support service functions as per recommendation vi of the September 2016 Cabinet report and the high-level implementation plan. It also details the Inter-Authority agreement which covers reserved matters and volume and value of shares.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates residents can expect to notice a difference
Delivering through an existing community interest company that’s rated Good will increase quality with the ability to secure higher levels of experience at all tiers of the workforce.	April 2017
Delivering through a shared community interest company should increase the likelihood of greater financial efficiencies, enabling more to be delivered for the same investment.	April 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Notes the progress on workstreams and high level implementation plan.**
- ii. Notes the progress on identification of the level of resource required for support functions to support Children's Services within Achieving for Children.**
- iii. Approves the reserved matters in the Inter-Authority and Members' Agreement with London Borough of Richmond-upon-Thames and The Royal Borough of Kingston-upon-Thames, the co-owners of Achieving for Children.**
- iv. Approves the consideration for purchase of shareholding a 20% stake in Achieving for Children and recommends to Council that this is funded from the 2016/17 capital programme, delegating authority to the Leader, Lead Member for Finance and Managing Director/Strategic Director Adult Children and Health Services to negotiate and agree the value of the shares.**
- v. Confirms that the current Managing Director/Strategic Director Adult, Children & Health Services will continue to deliver the statutory function of Director of Children's Services for a three month period to 30 June 2017.**
- vi. Approves the recruitment of a Director of Children's Services to take effect from 1 July 2017 from the internal pool of Deputy Director Health, Early Help and Safeguarding and Head of Schools and Educational Services.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Background

- 2.1 On 29 September 2016, Cabinet considered an update report on the proposed partnership for delivering children's services in the borough and:
- Approved the substantive business case that set out that the potential risks of delivering differently are outweighed by the benefits.
 - Confirmed that due diligence had been concluded and that there were no 'red lines' in terms of entering into an agreement with the two councils, London Borough of Richmond-upon-Thames and the Royal Borough of Kingston-upon-Thames to deliver children's services through Achieving for Children.
 - Recognised that stakeholder engagement would be crucial to the success of the transfer and work with Achieving for Children.
 - Approved 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, on the basis that the Royal Borough becomes an owner and equal shareholder in Achieving for Children.
 - Approved officers negotiate an Inter-Authority and Members' Agreement including reserved matters, with London Borough of Richmond-upon-Thames

and The Royal Borough of Kingston-upon-Thames, the co-owners of Achieving for Children. Delegation was also given to the Managing Director/Strategic Director of Adult, Children and Health Services and the Lead Member for Finance to agree the level of resource required for support functions.

Progress on workstreams

- 2.2 Seven operational and two strategic workstreams with senior officer sponsors, see appendix 1, are undertaking the work to secure a successful transfer of the service. Each workstream has identified milestones and interdependencies, and drawn up a project plan. All plans are feeding into an overall implementation plan, see appendix 2. Progress to date on the operational workstreams includes:
- **Human Resources:** Staff briefings completed with ongoing drop-in sessions with the Managing Director in locations across the borough. Timetable for formal consultation in place, written notifications covering 'staff measures' has been drafted which identifies potential changes, such as pay date.
 - **Finance:** Approach to asset leases and stamp duty work commenced with property lists provided. Options work completed and provided to Councils on pension.
 - **Business Infrastructure and ICT:** Detailed work concluded on the support services to remain in the council to provide services to Achieving for Children.
 - **ICT:** Solutions for email and access to drives being developed.
 - **Service Delivery:** Business plans for Education, Early Help and Safeguarding are being assessed to identify if any changes will be required.
 - **Communications:** Presentations prepared for staff and partners, stakeholder lists produced and bi-weekly newsletter for staff developed.
 - **Transport:** Analysis of tasks around home to school transport underway.
- 2.3 The workstream leads meet fortnightly to review progress, update risks and identify decisions to be taken to the monthly Joint Strategic Programme Board.

Progress on identification of the level of resource required for support functions to support Children's Service in Achieving for Children.

- 2.4 Heads of Service for support functions have applied the methodology developed by the Head of Finance, Section 151 Officer, which identifies time spent by officers supporting Children's Services and the associated cost, see section 11.
- 2.5 Achieving for Children has requested to buy back some support services for the first 12 months, including finance and human resources. Therefore TUPE transfers for these services will not be fully implemented until April 2018. However, these services will be structured to ensure once the transfer takes place, the remaining service supporting the Royal Borough is fit for purpose.

Reserved matters

- 2.6 There are 16 matters which are reserved to the members, owners of the Company, of Achieving for Children:
1. Permit the registration of any New Member of the Company
 2. Vary, in any respect, these Articles or the rights attaching to any shares in the Company
 3. a Enter into any arrangement, contract or transaction resulting in expenditure either with a capital value greater than £10,000 or revenue value greater than £10 million. Any expenditure of such revenue by the company being less than £10 million shall be subject to the Company's own Financial Regulations and shall be subject to prior approval within the Business Plan and operating

revenue budget, which shall be approved by the members in accordance with the Reserved Matters.

b Enter into any arrangement, contract or transaction where the company is providing services to third parties without following the Trading Opportunity Evaluation Process as produced by the members. Such arrangements, contracts or transactions shall also be subject to prior approval within the Business Plan, which shall be approved by the members in accordance with the Reserved Matters.

4. Enter into any borrowing, credit facility or investment arrangement (other than trade credit in the ordinary course of business) that has not been approved by the members under the Financial Plan.
 5. Deal with any surpluses of the Company.
 6. Appoint or remove any Company Directors.¹
 7. Agree any terms for any Directors (but for the avoidance of doubt this does not include the terms and conditions of employment of Executive Directors as defined in the Articles of Association of the Company).
 8. Appoint or remove any auditor of the Company
 9. Adopt or amend the Business Plan in respect of each financial year, which for the avoidance of doubt shall include the adoption and amendment of an operating revenue budget for the financial year to which it relates.
 10. Adopt or amend the Financial Plan.
 11. Agree any change in employment terms and conditions which would be inconsistent with the National Joint Council National Agreement on Pay and Conditions of Service and any changes to the pay and grading structure of the chief executive post of the Company.
 12. Form any subsidiary of the Company or acquire shares in any other company or participate in any partnership or joint venture with a view to providing services to third parties without being subject to the Trading Opportunity Evaluation Process as prescribed by the members.
 13. Amalgamate or merge with any other company or business undertaking.
 14. Sell or dispose in any way whatsoever, any part of the business of the Company.
 15. Enter into any agreement, contract or transaction within, ancillary or incidental to the ordinary course of the Company's business or is otherwise than on arm's length terms.
 16. Pass any resolution for the winding up of the Company or present any petition for the administration of the Company, other than where the Company is insolvent.
- 2.7 In addition, the Royal Borough has requested additions to the reserved matters around any developments which may impact on existing pan-Berkshire or East Berkshire arrangements and decisions significantly affecting two or more wards.

Inter-Authority and Members' Agreement

- 2.8 Achieving for Children launched in April 2014 and has built significant brand value since then. To that end, it has successfully supported a number of other local authorities, including Sunderland, Doncaster, Wandsworth and Reading, as well as delivering children's services to children, young people and families of Richmond and Kingston.

¹ The DCS is the Chief Executive of AfC and as such automatically a member of the Board. He/she can be removed as a Company Director as a result of this RM, but this will not affect the employment status of the DCS. Any change in this is covered by terms and conditions of their employment.

- 2.9 The two current shareholders have agreed that the Royal Borough can join the partnership taking a 20% shareholding, see appendix 3. This is on the basis that the two founding councils want to grow the company to include five local authorities. Therefore, the stated intention is that each new partner will take a 20% shareholding until all five partners, including the founding councils, own 20% each. The timeframe for this expansion is likely to be over the next three to five years. Should the founding councils not be successful in growing the company to five local authorities, the Royal Borough will be given the opportunity to increase their shareholding to 33%.
- 2.10 Cabinet is requested to delegate authority to the Leader, Lead Member for Finance and Managing Director/Strategic Director Adult, Children and Health Services to negotiate and agree the value of the shares. In arriving at the share price, recognition will be made of:
- The expertise that Achieving for Children has built up and its significant brand value.
 - The work that Achieving for Children will undertake to ensure the successful formation of the larger company across geographical boundaries.
 - The ability to develop and compete in a wider market to attract and retain the best staff, delivering the highest quality of service to our residents.
 - The opportunity for the Royal Borough to share in current and future additional profits and savings.
 - The time, cost and risks avoided by the Royal Borough compared to setting up its own community interest company.
- 2.11 The council will also have a contractual relationship with Achieving for Children through a Service Contract that provides them with rights and powers that can be enforced if breached. This contract will be the similar to any other the Royal Borough enters into with a third party supplier. The specification for this contract is agreed through the joint Children’s Commissioning Board and monitored and managed through the operational commissioning groups.
- 2.12 In Richmond and Kingston, the jointly appointed Director of Children’s Services for both local authorities is also a director of Achieving for Children and an employee of Richmond Council. Both councils are able to direct the post holder as its Director of Children’s Services but also in the capacity as owners/recipient of services. In the Royal Borough from 1 July 2017, either the Deputy Director Health, Early Help and Safeguarding or the Head of Schools and Educational Services will hold the function of Director of Children’s Services and the Royal Borough will be able to direct the activity of that postholder.
- 2.13 Between 1 April 2017 and 30 June 2017, recruitment of the Director of Children’s Services will take place and the Managing Director/Strategic Director Adult, Children and Health Services will continue to deliver the statutory function of Director of Children’s Services for a three month period to 30 June 2017.

Table 1: Options

Option	Comments
Approve the reserved matters and shareholding consideration for the Inter-Authority and Members’ Agreement with London Borough of Richmond-upon-Thames and the Royal Borough	The Inter-Authority and Members’ Agreement, including reserved matters, will clarify and confirm the arrangements for ownership and shareholding in Achieving for

Option	Comments
Kingston-upon-Thames, thereby agreeing the Royal Borough becomes an owner and shareholder in Achieving for Children and approve the internal recruitment of the Director of Children's Services. RECOMMENDED	Children. Appointing an internal Director of Children's Services will ensure continuity of service for residents.
Not approve the Inter-Authority agreement or the internal recruitment of Director of Children's Services.	Without the formal agreement, the transfer of services to Achieving for Children cannot take place.

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 in place	Post April 2017	1 April 2017	Mid March 2017	1 March 2017	1 April 2017
Timely recruitment of a Director of Children's Services	Post July 2017	1 July 2017	1 June 2017	1 May 2017	1 July 2017

4. FINANCIAL DETAILS

Financial impact of the recommendations on the budget

4.1 The value of the shares will be funded from the Royal Borough's 2016/17 Capital programme. Depending on the outcome of the negotiations, it is anticipated to be in the region the minimum amount is likely to be in the region of £580K.

Table 3: Finance

Finance	2016/17	2017/18	2018/19
	Capital	Capital	Capital
Addition	£580K	£0	£0
Reduction	£0	£0	£0

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. The recommendation set out in this report in relation to the appointment of the Director of Children’s Services is that it will be recruited from an internal pool of the Deputy Director Health, Early Help and Safeguarding or Head of Schools and Educational Services. The successful candidate will then be seconded to Achieving for Children.
- 5.3 Legal advice has been secured from Trowers & Hamlins, who are leading experts in public sector delivering services through different delivery models. In summary, the advice states that 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 approved by Cabinet in September 2016 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 4.

Table 4: Risks and controls

Risks	Uncontrolled Risk	Controls	Controlled Risk
Decline in service performance of support staff during implementation.	Medium	Focus of senior managers on service performance.	Low
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 support staffing numbers directly affected by this proposal and the adult proposal are 50fte.
- 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, see box 1.

Box 1: 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 Accordingly, dependent on the scope of activity/duties of each employee within support function, will determine whether the employee would transfer to the company. Where TUPE does not apply, then an equivalent budget transfer could occur or transfer can occur with agreement of the parties. Principles have been developed on qualifying criteria for TUPE transfer and Employment Panel will consider on 29 November 2016. The principles are:
- Do they spend the majority of their time (75% or more) carrying out the work or supporting the work that will be transferring and are they organised in such a way that they are deliberately assigned to the grouping of employees carrying out the work for that service? If yes, they are in scope, subject to final confirmation from the Head of Service and HR.
 - Where a number of employees spend some of their time (less than 75%) carrying out the work or supporting work that will be transferring volunteers will be sought to combine duties to make up the required FTE to transfer. Transfer will be subject to agreement with the receiving organisation and final confirmation from the Head of Service and HR.

- If suitable arrangements cannot be agreed the equivalent budget will be transferred and the remaining team reduced accordingly which may result in redundancies although every effort will be made to keep these to a minimum.

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.

13. ANY OTHER IMPLICATIONS

13.1 None.

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 8 December 2016.
- Workstream leads and sponsors – fortnightly from 1 October 2016.
- Joint Strategic Programme Board – monthly from 1 October 2016.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
27 December 2016 – 31 March 2016	Implementation phase
1 April 2017	Children's Services delivered through Achieving for Children

16. APPENDICES

- Appendix 1 – Implementation workstreams.
- Appendix 2 – Overall implementation plan.
- Appendix 3 – **Part II**

17. BACKGROUND INFORMATION

- The future delivery of health services, RBWM Cabinet Paper, November 2015 (Part II)
- 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 (Part II)
- Delivery of Children’s Services, RBWM Cabinet Paper, September 2016 (Appendix 2 – Part II)

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	Comments
Internal				
Cllr Airey	Lead Member for Children’s Services	16/11/16	17/11/16	Comments throughout
Russell O’Keefe	Strategic Director Corporate and Community Services	15/11/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	15/11/16	20/11/16	Comments throughout
Simon Fletcher	Strategic Director Operations and Customer Services	15/11/16		
Sean O’Connor	Shared Legal Solutions	15/11/16	17/11/16	Section 5
Terry Baldwin	Head of HR	15/11/16	21/11/16	Point 11.3
Rob Stubbs	Head of Finance	15/11/16	17/11/16	Comments throughout

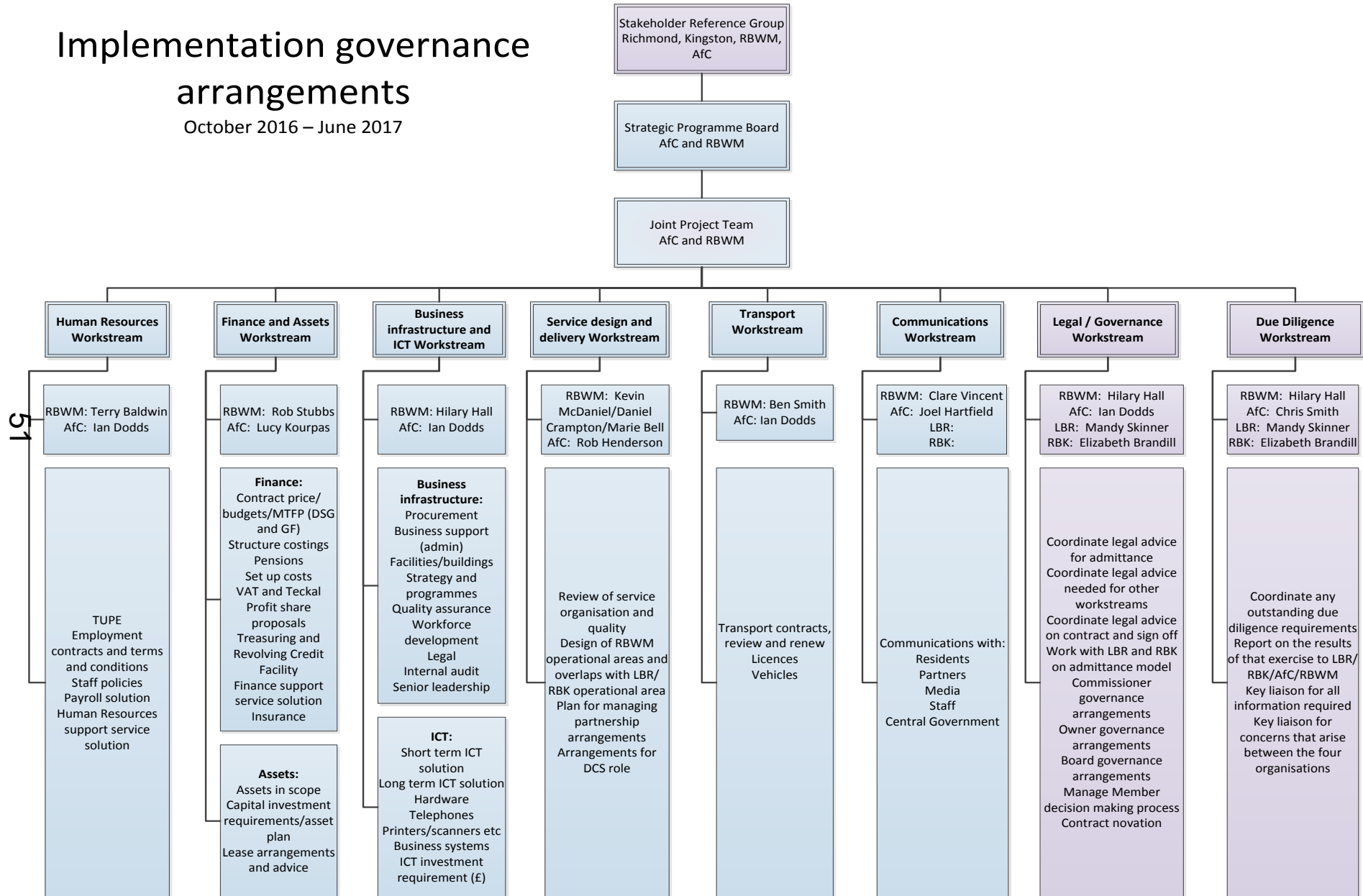
REPORT HISTORY

Decision type:	Urgency item
Key decision: 30 September 2016	No

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

Implementation governance arrangements

October 2016 – June 2017



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Report for: ACTION



Contains Confidential or Exempt Information	YES – Appendix D (Part II - Not for publication by virtue of Paragraphs 3 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972)
Title	Delivering Differently In Operations & Customer Services - Highways & Transport Services
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations and Customer Services
Contact officer, job title and phone number	Simon Fletcher, Strategic Director of Operations and Customer Services
Member reporting	Cllr Phill Bicknell, Lead Member for Highways & Transport
For Consideration By	Cabinet
Date to be Considered	15 December 2016
Implementation Date if Not Called In	10 January 2017 Including procurement call in (Alcatel)
Affected Wards	All

Report Summary

1. This report proposes a new operating model for Highways & Transport and the award of two new contracts for highway & transport services and works.
2. It recommends:
 - The appointment of Volker Highways Ltd as the successful contractor for Lot 1 - Highways Management & Maintenance (including Winter Service, Street Cleansing and Projects).
 - The appointment of Project Centre Ltd as the successful contractor for Lot 3 – Highway & Transport Professional Services (including Highways Development Control, Flood Risk Management).
 - That Lot 2 - Traffic Management and ancillary services (including Traffic Signal Maintenance) is not awarded at this time while further work is undertaken.
 - That the remaining structure of Highways & Transport is reviewed and restructured to support the new operating model required for these contracts and the broader transformation programme across the Royal Borough.
3. These recommendations are being made to ensure the Council continues to deliver good quality, cost effective highway services for residents.
4. 31 RBWM employees would TUPE transfer into the new contract arrangements.

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
The new operating model including the new contractual arrangements will deliver improved quality, resilient, better value for money services for residents with the opportunity for greater local involvement	1 May 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That:

- i. **Volker Highways Ltd is awarded the contract to provide Lot 1 - Highways Management & Maintenance for a period of five years with the option of an extension for two more years subject to satisfactory performance each year.**
- ii. **Lot 2 -Traffic Management and ancillary services is deferred pending further review of required services, budgets and value for money.**
- iii. **Project Centre Ltd is awarded the contract to provide Lot 3 - Highway & Transport Professional Services for a period of five years with the option of an extension for two more years subject to satisfactory performance each year.**
- iv. **The Strategic Director of Operations and Customer Services is authorised to complete the appointment process in accordance with RBWM Contract Rules in consultation with the Head of Legal Services and Lead Member for Highways and Transport.**
- v. **The Strategic Director of Operations and Customer Services is authorised to review and restructure the remaining Highways & Transport service to support the new operating model , subject to approval from Employment Panel in January 2017. To be developed in consultation with the Lead Member for Highways and Transport and the Head of Human Resources.**
- vi. **Cabinet consider the option of awarding the tree inspection work (optional within the Lot 1 contract) to Volker Highways Ltd. as part of the contract award.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1. In March, Cabinet received a discussion paper outlining potential alternative delivery models for services in the Operations and Customer Services directorate. The paper proposed further work to define, in detail, the scale of opportunity and implications (business case) of these models, to be brought back to Cabinet.
- 2.2. In June, Cabinet received a further report which considered each business area in more detail. With respect to this business area, an outsource of services was proposed and Cabinet *'...Approves in principle and authorises procurement exercises to be implemented in conjunction with the appropriate Lead Members, the outcome of which to be brought back to Cabinet for final decisions on implementation for the: (e) Outsource of the Highways & Streetcare services, including professional services such as Rights of Way, Highways DC, Flood Risk*

Management etc, to a commercial partner; - Appendix A sets out the overall proposal previously considered by Cabinet.

- 2.3. This report sets out the recommended operating model for Highways & Transport Services. The proposed operating model and the scope of these contracts are designed to meet the current and future needs of residents and deliver commitments embedded in the manifesto.
- 2.4. Three contract lots were put to the market in combinations of works and services some of which are currently provided by RBWM officers others by external providers. The three lots are set out in 2.5 – 2.7:
- 2.5. Lot 1 - Highways Management & Maintenance – including:
 - Highway and Bridge Inspections
 - Highway and Bridge Repairs
 - Drainage and gully clearance
 - Winter Service
 - Street Cleansing
 - Project Delivery
- 2.6. Lot 2 - Traffic Management and ancillary services – including:
 - Traffic Signal Maintenance
 - Rising Bollard Maintenance
 - Variable Message Sign Maintenance
 - Car Park Sign Maintenance
 - Urban traffic control and remote monitoring systems
 - Traffic Camera CCTV
 - Traffic Signal Projects
 - Traffic Counters
- 2.7. Lot 3 – Highway & Transport Professional Services – including:
 - Highway & Transport Policy support
 - Traffic Management & Road Safety Investigation
 - Road Safety Education & Publicity
 - Highways Development Control
 - Flood Risk Management
 - Public Transport Advice/ support
- 2.8. One bid was received per lot, each with nominated subcontractors as follows:
- 2.9. Lot 1
 - Main Contractor – Volker Highways Ltd
 - Sub-contractor – Design & Consultation – Project Centre Ltd
 - Sub-contractor – Street Cleansing – Urbaser Ltd
- 2.10. Lot 2
 - Main Contractor – Siemens PLC
 - Sub-contractor - RTEM (Traffic Counters)
 - SWARCO (Variable Message Signs)
 - CDS (CCTV)
 - ATG (Bollards)
- 2.11. Lot 3

- Main Contractor - Project Centre Ltd

- 2.12. All three main bidders passed the pre-qualification review and were scored above the required pass mark for their quality submissions. In addition the RBWM tender evaluation team and the Head of Highways and Transport met with each supplier to clarify specific points and to be assured that the level of required service for Members and residents would be achieved.
- 2.13. The prices submitted have been closely analysed and compared to existing service costs and as part of the proposed new operating model provide the opportunity to make significant savings (as set out in Section 4 and Appendix C).
- 2.14. In the case of the bid from Siemens PLC for lot 2 there are a number of detailed clarifications relating to the level of service, budget implications and price hence the recommendation to defer award at present. Officers will undertake further work in this area which will be brought to the Lead Member for consideration in January 2017. In the interim, current arrangements will be retained.
- 2.15. Subject to approval, the new contracts will be fully implemented by 1 May 2017 with some elements starting from 1 April 2017 (see section 15).
- 2.16. Phase one of the new operating model is awarding the new contracts, focused on improved efficiency, resilience and overall service levels for residents.
- 2.17. Alongside the new contracts, a parallel piece of work is ongoing to review and restructure the retained Highways & Transport service which will support the new operating model required for these contracts. This will ensure that contractual arrangements are well managed and provide an interface for Members, ensuring that the service remains resident focussed. Additionally, the new operating model will reflect the requirements across the Royal Borough to support the broader Transformation programme (for example: a redesigned transport team to support the 'Achieving for Children' and 'Optalis' model).
- 2.18. The new model for Highways & Transport is illustrated in Appendix D which is attached as a Part II Appendix due to the inclusion of personal data. A report will be considered by the Employment Panel in January 2017 to consider the new operating model.
- 2.19. In addition to delivering improved, more resilient services for residents, the new operating model overall will deliver approximately £400,000 financial saving, generated through a combination of reduced contracted costs and optimisation of the remaining service.
- 2.20. Projected savings from the Operations & Customer Services Directorate Delivering Differently programme previously reported to Cabinet amounted to £500,000 in 2017/18. The new contracts will generate £90,000 of savings. An additional £310,000 can be achieved by optimising the remaining service.
- 2.21. It is recognised that the new operating model represents a significant change from the current way we do business with a number of officers working for third party providers. Background information on the new recommended providers and scenarios for Member/ resident communications is set out in section 17.

2.22. In summary, the new operating model protects and enhances resident services meeting customer need while delivering financial efficiencies. Therefore, it is recommended that Cabinet approves the new operating model and awards the contracts as detailed.

Option	Comments
Retain the existing service configuration and do not let any of the three contract lots and extend existing arrangements. This is not a recommended option	The no change option would not deliver the identified savings or realise the benefits for residents and other improvements identified.
Let contract lots 1 and 3 then review and restructure the remaining unit to form a client & commissioning function. Lot 2 not awarded at this time. Recommended option	Based on the qualitative assessment of the tenders together with the prices this option delivers a more robust and efficient service for residents and meets the target in the medium term financial plan.
Note: a further option exists to award the Lot 1 contract with or without the optional tree inspection service – Members are invited to consider this option.	
Let lot 1 only This is not a recommended option	Whilst lot 1 independently provides a saving but by letting only lot 1 a number of staff remain employed by RBWM. This would reduce the proposal to form a Client & Commissioning Team and reduce the overall saving opportunity and service improvements for residents.
Let lot 3 only This is not a recommended option	Lot 3 does not independently make a significant saving but by letting only lot 3 not only is the saving not made but a number of staff remain employed by RBWM. This would reduce the proposal to form a Client & Commissioning Team and reduce the overall saving opportunity and service improvements for residents.
Retain professional staff and retender works and operations elements of the contracts This is not a recommended option	This may deliver contract savings but a number of staff remain employed by RBWM. This would reduce the proposal to form a Client & Commissioning Team and reduce the overall saving opportunity and service improvements for residents.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be deliver by
New Contracts in Place	Beyond 02/05/17	By 01/0517	By 01/04/17	N/A	01/05/17

Financial savings (2017/18)	< £390k	£390k to £400k	£400k – 450k	➤ £450k	31/03/18
Resident satisfaction improves (RBWM ranking as measured through the National Highways & Transport Benchmarking Survey*)	Below 38%	35 – 38%	30 – 34%	➤ 30%	30/11/17 (*Survey results published in November 2017)

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 **Revenue:** This workstream within the Operations & Customer Services Directorate – Delivering Differently programme is projected to contribute £500,000 in 2017/18 – these contract awards will deliver £90,000 of that saving with a total of £400,000 being achieved by optimising the remaining service area. The rates in lot 1 are fixed for the first two years and subject to RPI from year 3 onward. The rates in lot 3 are fixed for the term.

	2016/17	2017/18	2018/19
	Revenue	Revenue	Revenue
Addition	£0	£0	£0
Reduction	£0	£400,000	£0

- 4.2 **Capital:** The existing rates for engineering works have been in place since 2012 and would no longer apply as the term contract has expired. Although the rates in lot 1 generally provide good value compared to current market rates they do represent an increase on a number of rates we currently pay. This could have an impact on individual capital schemes where the estimate and budget were based on existing rates.

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

- 4.3 In addition, contract Lot 1 includes an option to undertake highway tree inspections which is priced at £198k in year one (2017/18). Members are invited to consider this option which assists in dealing with the backlog of inspections on the 80,000 highway trees.

5. LEGAL

- 5.1 The Council is open to challenge should it not follow re-procurement in line with EU Directives, the Public Contracts Regulations 2015 and the Council's Contract Rules. The recommended option removes the risk and offers additional opportunities to the Council and residents.
 - 5.2 The Council is enabled, by section 111 of the Local Government Act 1972, to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The Council therefore has a general power to enter into contracts for the discharge of any of its functions; including the proposed contracts set out in this report.
 - 5.3 Some of the services provided by the directorate are statutory and as such there is a need to consider the implication of Delivering Differently models on our statutory obligations. To assist this, a 'vires audit' has been commissioned so that all statutory obligations, functions and requirements are fully understood. This audit has identified no specific implications for this proposal.
- 6. VALUE FOR MONEY** - set out in the body of the report.
- 7. SUSTAINABILITY IMPACT APPRAISAL**

All sustainability requirements currently in place will continue with the new suppliers under the new operating model.

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
The proposals contained in this report do not deliver expected improvements in service delivery	No improvement in service levels or customer satisfaction	A robust business case has been developed based on extensive research and scenario testing. Each stage of the process has been scrutinised fully	Medium
The proposals contained in this report do not deliver expected financial efficiencies.	Savings targets linked to delivery of the Medium Term Financial Plan not achieved	A robust business case has been developed based on extensive research and scenario testing. Each stage of the process has been scrutinised fully. Alternative savings will be identified within the Directorate to achieve the overall level of savings	Medium
Negative impact on staff morale during the transition to the new operating model	Adverse affect on delivering of services short term	Open and regular communication in place through a variety of channels	Medium
Lack of resource capacity to deliver the new operating model to mobilise the new contracts and develop the Client & Commissioning function	Delay in achieving customer improvements and achievement of financial efficiencies Potential impact of other Transformation workstreams across the authority	Resource capacity and capability closely monitored Short-term, task specific secondments in place Specialist support commissioned as required	Medium
The new contracts are not in place for April 2017	Ad-hoc arrangements would have to be used giving less control over cost and quality	This is mitigated by the endorsement of this report and the award of replacement contracts	Medium

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 The Council's corporate strategy seeks to improve customer satisfaction and deliver lower cost services.
- 9.2 Successfully delivering the outcomes of the new operating model will directly support the Council to deliver against these ambitions for residents.
- 9.3 In addition, a range of commitments within the manifesto are supported or delivered through the delivery of the new operating model which are set out in Appendix C.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION - N/A

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

- 11.1 A list of staff eligible for TUPE was provided by RBWM and our incumbent contractors Amey LG Ltd, Veolia ES (UK) Ltd and Jacobs U.K and was included in the tender documents for the relevant contract lot. 31 RBWM employees are identified in lots 1 and 3 and final details of staff to be transferred under TUPE will be subject to further discussion between RBWM, the incumbent and new contractors.
- 11.2 23 RBWM employees are identified to transfer to the Highways Management & Maintenance contract (Volkers). 8 RBWM employees are identified to transfer to the Highway & Transport Professional Services (Project Centre). 1RBWM employee was identified to transfer to the Traffic Management and ancillary services (Lot 2 but will be retained by RBWM at this point).
- 11.3 In some cases RBWM and existing contractor staff would transfer to nominated sub-contractors. For example RBWM design staff identified to transfer into lot 1 would not transfer Volker but to Project Centre who also would have staff transferred for lot 3. Veolia staff working on street cleansing would transfer directly to Urbaser. Jacobs staff delivering bridge services would transfer directly to Project Centre also.

12. PROPERTY AND ASSETS

- 12.1 The tender for lot 1 allowed for bidders to provide a price for providing their own depot facility. The cost in the tender return from Volker Highways Ltd of c£300,000 for this provision is an avoidable overhead as the Royal Borough has a depot facility in Stafferton Way, Maidenhead and a smaller facility at Priors Way, Maidenhead along with the depot at Tinkers Lane, Windsor. These are used by our existing term contractors and could be used to run the new Highways Management & Maintenance contract (lot 1) including for street cleansing (as existing) and winter service (as existing). This is our recommended approach and is reflected in the overall savings figure.

13. ANY OTHER IMPLICATIONS

- 13.1 Parish Councils and other stakeholders are already fully engaged in promoting local schemes throughout the consultation and development of the capital programme. These schemes represent the majority of work put through the current contract.

- 13.2 In order to develop this further, Parish Councils have been engaged through this tender process including input into the specification and the new contracts include provision for Parish Councils and other stakeholders to either utilise them for their own schemes or influence the way Council works are undertaken in their areas thus supporting the localism agenda. In addition Parish Councils will be involved in ongoing high level management of the contracts. This would enable them to be better informed and to take a bigger role in future decision making.
- 13.3 More specifically, they could commission us to have work undertaken on their behalf or use the Participatory Budget process to seek additional funding for highway and footway work to be carried out through the contract.
- 13.4 Winter Service provision in the new contract will continue to build on links with Parish Councils, schools and other local stakeholders to support community involvement (e.g. local grit bins).
- 13.5 Provision was made in the contract specification for tree inspections at the request of Members to gauge the market price for this activity. The tendered price from Volker for this service would be £198,000 each year. There is currently no budget allocated to this therefore additional financial provision would need to be agreed by Members if RBWM were to take up this service.

14. CONSULTATION

- 14.1 Staff impacted by this proposal will be formally consulted in line with HR policy and procedures.
- 14.2 The timing of the TUPE process will be crucial. This needs to commence straight after the call in period in the New Year. This is essential if the 1 May deadline is to be achieved. If any part of the TUPE process is delayed the RBWM staff will not be able to transfer until a later date.
- 14.3 In parallel to the mobilisation of the contracts, the remaining unit structure will be reviewed. Any implications will be presented to Employment Panel at a later date.
- 14.4 This report will be considered by the Highways, Transport & Environment Overview & Scrutiny Panel with comments reported to Cabinet for consideration.
- 14.5 Parish Council representatives have been consulted as part of the proposals.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
March 2016	Delivering Differently discussion paper
June 2016	Service specific proposals approval in principle by Cabinet to develop detailed operating model.
August to October 2016	Contracts out to market place
November/ December 2016	Tenders evaluated / recommendation prepared
December 2016	Report to Cabinet seeking approval to award contracts, commence review of the remaining service and move to implementation phase
January to April 2017	Mobilise contracts
January to May 2017	Employment Panel, staff consultation/ TUPE

Date	Details
	lead in
1 April 2017	New contracts commence. Contractor staff TUPE transfer
1 May 2017	RBWM staff TUPE transfer and new operating model commences in full

16. APPENDICES

Appendix A - Service Proposals (considered by Cabinet – June 2016)

Appendix B – Manifesto Commitments

Appendix C – Cost Analysis and Comparison

Appendix D (Part II) – New operating model for Highways & Transport

17. BACKGROUND INFORMATION

17.1 New Provider Proposed Service Provision:

17.2 Volker Highways Ltd

Volker are a well known large engineering contractor with a head office in Hoddesdon, Hertfordshire. They have experience of local authority term maintenance contracts including the Central London CVU partnership, West Berkshire and Medway. They would operate out of RBWM existing depot facilities in Tinkers Lane and Stafferton Way and would hot desk with the RBWM client and other contractors to deliver the service with a focus on residents.

Their design partner Project Centre, will provide design services and RBWM design staff in lot 1 would TUPE transfer to them directly and work from a combination of their office in Slough (alongside lot 3 staff) at the depot with Volker and hot desk with the RBWM client. They will be working nearby and available to work collaboratively on this contract.

Their street cleansing partner, Urbaser will also collocate at our depot to facilitate a fully integrated service.

17.3 Project Centre

Project Centre is an experienced transport consultancy, with around 95% of their client work focused on Local Authorities. At the Royal Borough of Kensington & Chelsea, Project Centre has been delivering Highways and Transportation services with a fully embedded seconded team since 1992.

Project Centre has knowledge of the local area – including a number of team members living in the Borough itself or neighbouring areas.

As of December 2016, their parent company (NSL Services) head office will be based in Slough and Project Centre will have a highways and transport team based at this office. This would be the main base for RBWM staff that TUPE transfer to Project Centre. That said, the intention is clearly that staff regularly collocate and hot desk with the RBWM client and other contractors to deliver the service with a focus on residents.

17.4 Example scenarios for stakeholder communications

a. The Lead Member liaises with the Head of Service or senior officers regarding key matters for service delivery such as budgets, meeting targets and

delivering the manifesto. In the new operating model this would still be via the Head of Service and now the Client Commissioning team.

- b. A Member liaises with RBWM engineers regarding the design or progress of a scheme normally via the Head of Service or team leaders. In the new operating model this would be via the Head of Service or Client Commissioning team who can arrange for engineers from the provider to liaise directly with Members.
- c. A resident contacts the CSC who obtains a response from officers to relay to the resident. In the new operating model the CSC would go straight to the providers staff for a response in exactly the same way.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Phillip Bicknell	Lead Member for Highways and Transport	16/11/16	17/11/16	No further comments
		29/11/16 (Revised draft)	01/12/16	Approved
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	16/11/16	17/11/16	Throughout the report (finance; trees and new structure)
		29/11/16 (Revised draft)		
Russell O'Keefe	Strategic Director of Corporate & Community Services	16/11/16		
		29/11/16 (Revised draft)		
Rob Stubbs	Head of Finance & Dep Director of Corporate & Community Service	16/11/16	17/11/16	2.21
		29/11/16 (Revised draft)	01/12/16	Finance clarifications
Simon Fletcher	Strategic Director Operations & Customer Services	16/11/16	16/11/16	Throughout the report Report approved
		29/11/16 (Revised draft)		
Anna Trott	Strategy & Performance Manager	16/11/16	17/11/16	No comments
Ben Smith	Head of Highways & Transport Services	15/11/16	16/11/16	Throughout the report
Lyn Hitchinson	Procurement Manager	16/11/16	17/11/16	Report Summary
Mark Lampard	Finance Partner (Operations)	16/11/16	17/11/16	2.21
Michelle Dear	HR Partner (Operations)	16/11/16	17/11/16	Report Summary and Section 11
Terry Baldwin	Head of HR	16/11/16		
		29/11/16 (Revised draft)		

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Shared Legal Solutions	Legal Partner	16/11/16	17/11/16	Section 1 (iv) and Section 5
		29/11/16 (Revised draft)	30/11/16	Part I / Part II elements reviewed - agreed

REPORT HISTORY

Decision type:	Urgency item?
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Full name of report author	Job title	Full contact no:
Simon Fletcher	Strategic Director	01628 796484

Appendix A - Service Proposals (considered by Cabinet – June 2016)

Proposal 5		Highways & Streetcare Services	
Proposal	<p>Outsource</p> <p>Here the Council wants a third party to provide the service to it but seeks no surplus share - simply the maintenance of service quality, management of the service and the delivery of savings.</p>		
Rationale	<p>Outsourcing this function to a professional service orientated organisation that has good experience in the local government sector is a well established and traditional approach that a number of authorities have taken.</p> <p>This is a competitive market place and moving to a professional service-oriented organisation would potentially drive up service standards and is likely to deliver significant cost savings, particularly due to being a “first time” outsource.</p>		
Current structure /	61 FTE		
Current costs	16/17 Gross Expenditure £7,231,000 (excluding Parking)		
Saving identified	2017/18	£500k	
	2018/19	£0k	
	2019/20	£0k	
	Total	£500k	
Questions			
What opportunities does this change create?	<p>This option will ensure that service provision to residents will be maintained whilst achieving the identified saving requirements. It is possible that service standards may be enhanced through the use of a well established and experienced service provider to the local authority sector.</p> <p>This solution will result in a transfer of risk associated with the design, build and cost of highways schemes and projects being transferred from the council as is current to the contractor implementing the actual schemes etc.</p>		
Why not retain the service area in house?	Nothing would change with this option and the current cost of service delivery would remain with no contribution would be made to the required savings.		
Could we retain services but optimise by restructuring?	<p>Yes, but the council could not deliver the required level of savings through this route and ultimately would have to reduce service levels in other areas or Directorates as a result.</p> <p>Alternatively, driving out savings through retention of the service would require a reduction in the quality / range of services available.</p>		
Is there an opportunity to share services with others?	Shared services have been considered by the Berkshire Chief Executives group and relevant teams previously but no appetite has been identified to combine resources in this area.		
Will the council lose flexibility through this option?	<p>The council currently enjoys a high level of flexibility in this service area, particularly in respect of scheme development. This is a high cost arrangement. Complete outsourcing could change this to a level that is more proportionate to schemes that can have long lead in times.</p> <p>This would be incorporated into the contract specification to ensure service standards are maintained for residents and the council is not subject to contract change charges for service enhancements and developments.</p>		
How will the council control service delivery by a third party?	It is proposed that the council retains a small expert team to operate as an intelligent client function monitoring the delivery of the contract. This would ensure value for money and that services meet both residents and the council's needs.		

Is the council in a position to trade services to others?	The market place for this service area is highly competitive with a significant number of large well established companies trading in this space. The council is not well placed to successfully win bids for new business and contracts against such providers and as such this option is not considered viable.
What impact will this change have on residents?	No change to service accessibility or provision to residents.
What impact will this have on staff in the service?	<p>A number of the council's officers will be eligible for TUPE transfer to the third party provider and will continue to provide services to the council.</p> <p>As with most service change and the delivery of more efficient services there will unfortunately be some redundancy. This will avoided where possible with reductions sought through natural turnover and voluntary redundancy in the first instance.</p>
What risks are the associated with this?	<ul style="list-style-type: none"> • Potential change in current levels of flexibility in respect of scheme development; • Potential cost implications for service change or enhancement if specification is not robust; • Possible staff morale issues associated with change.
How will we procure this change? / How do we get from today's service to this new model?	<ul style="list-style-type: none"> • Assessment of the market place indicates that a single procurement exercise incorporating two lots would be the most favourable approach. • Lot 1 would comprise the term contractor type services e.g. design and build functions (the implementation of roads and significant repairs), street inspections & repair and street cleansing. • Lot 2 would comprise professional highway services e.g. Traffic & Road Safety, Flood Risk/Drainage/SUDS and Scheme PR & Consultation
What is the timeframe for implementing this change?	Cabinet has previously given authority to undertake a competitive procurement process for the Highways & Transport service. This contract will be let within year and prior to 31 March 2017.

Appendix B – Manifesto Commitments (Highways & Transport)

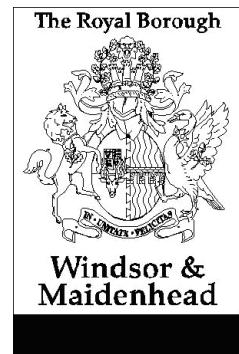
Ref.	Commitment	Expected Outcome	Supplementary notes
2.1	Maintain increases in locally funded spending on roads and pavements	10% increase in locally funded spending on roads and pavements by April 2019 (2011-2015 spend as baseline).	Need to demonstrate that local taxpayer capital contributions to the roads and pavements improvement programme have been maintained. This doesn't necessarily include national grant funding.
2.2	Develop and maintain cycle routes	Minimum 3 new cycle routes opened / extended by April 2017.	Existing cycle routes should be well maintained and new cycle routes should be explored and delivered where they are achievable / desirable. The Cycle Forum should play a part in this prioritisation within budgets.
2.3	Seek improvements (e.g. extensions and frequency of services) to bus routes across the Borough	Improvements to 3 bus routes by April 2018 5% increase in satisfaction levels with bus services by April 2019	The council needs to work in conjunction with local bus operators to improve the existing bus network. This can be through increasing the frequency of bus services or by extending routes to go further than current destinations amongst others.
2.5	Work with utility companies to improve the quality of road and pavement repairs	Reduced over running road works by 10% and reduce the number of complaints relating to the quality of utility company repairs by 10%	Cabinet paper on streetworks permit scheme being presented March 2016
2.6	Continue to review and reduce unnecessary traffic lights	4 unnecessary traffic signals removed by April 2019.	Further work is needed to find and implement new measures to remove further unnecessary traffic lights in the borough to improve traffic flow. This also includes a more conscious effort to avoid the use of traffic lights wherever possible in new schemes in favour of mini roundabouts / other measures.
2.7	Continue to improve bus stops and work for accurate real time arrival information	45 bus shelters supplied with real time information displays by April 2017. Bus information accessible on 2 additional platforms by April 2019.	Following on from the work last year to replace the bus shelters, this manifesto pledge seeks to make further improvements for instance by providing additional shelters / seating where appropriate. The importance of working with local bus providers to ensure that buses have trackers is critical. Moving from simplistic electronic timetable information to providing real-time arrival information is a priority.
2.8	Work with schools to keep them open during adverse weather	100% of Borough schools (who have requested them) supplied with grit bins by October 2016	As in the previous manifesto, working closely with Headteachers and Governing bodies to ensure that schools remain open during adverse weather events is crucial. Children and parents both suffer

			when schools choose to close rather than make every effort to stay open and the borough should assist schools to achieve this.
2.9	Ensure flood schemes and maintenance are delivered on time to better protect homes and highways	95% of flood schemes and maintenance delivered on time	More robust project planning is required to ensure that flood/drainage schemes are implemented to timetable and not slipped from year to year.
4.11	Work with communities to manage flood risk	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.	On-going partnership working with Parishes to develop local flood plan.
6.8	Promote closer working with Parish councils, devolving powers by mutual agreement	A wide range of service devolved to Parish Councils by April 2017 via a range of incentivised opportunities.	Delivering differently project complete. Action plan to be agreed with Parish Councils.
10.13	Improve access into the town centre for pedestrians	10% increase in Maidenhead town centre footfall by April 2019 (compared to April 2015 baseline)	Whether this is from the station, or from the north of the A4, walking to and from the town centre should be made easier and attractive. Where barriers exist innovative ways should be found to overcoming them.
12.5	Build a roundabout at the junction of the A329 and B383	Roundabout constructed by April 2018	Self explanatory. To be incorporated into the Infrastructure Delivery Plan
12.6	Consult and consider traffic calming measures in the area e.g. in Sunningdale at Chobham Road	Traffic calming measures consulted on and installed (if requested) by April 2017.	Working up options to assist with traffic in Sunningdale in consultation with the ward councillors and residents and the wider community eg. Parish council etc.

Appendix C – Cost Analysis and Comparison

	Current budget	Note	Tender cost (adjusted)	Difference	Note
	£		£	£	
LOT1	4,015,000		3,925,000	- 90,000	SMALL MARGIN - ACCEPT
LOT2	250,000	to be finalised	790,968	540,968	TOO EXPENSIVE = HOLD
LOT3	520,000	to be finalised	518,664	- 1,336	BROADLY SIMILAR - ACCEPT

Report for: ACTION



Contains Confidential or Exempt Information	Yes – Appendix 1 only - Not for publication by virtue of paragraph 2 of Part 1 of Schedule 12A of the Local Government Act 1972.
Title	Delivery of Adult Services
Responsible Officer(s)	Alison Alexander, Managing Director/Strategic Director Adults, Children and Health Services
Contact officer, job title and phone number	Hilary Hall. Head of Commissioning – Adults, Children and Health
Member reporting	Cllr David Coppinger, Lead Member for Adult Services, Health and Sustainability
For Consideration By	Cabinet
Date to be Considered	15 December 2016
Implementation date if not called In	29 December 2016
Affected Wards	All

<p>REPORT SUMMARY</p> <ol style="list-style-type: none"> 1. Following Cabinet approval in October 2016, a full business case for the delivery of the Royal Borough’s Adult Services in partnership with Wokingham Borough Council through Optalis Limited, has been developed, see appendix 1. 2. This report summarises the business case, the progress on implementation and the identification of the level of support services functions that should transfer to Optalis by April 2018.
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If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates residents can expect to notice a difference
Residents should receive a higher quality service with few delays, delivered for the same investment.	April 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. **Notes the content of the full business case and implementation timelines to enable safe transfer of adult social care services to Optalis Limited on 1 April 2017.**
- ii. **Approves the Council representatives on the Optalis Holding Limited Board as Cllr Quick, Cllr Saunders and Cllr Story.**
- iii. **Notes the progress on identification of the level of resource required for support functions to support Adult Services within Optalis Limited.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Background

- 2.1 In October 2016, Cabinet approved the Royal Borough becoming an owner and shareholder in Optalis with an initial 45% ownership share at a cost of £771,302. Providing the partnership proves successful, the Shareholder Reference Group will broker a move towards an equal 50% shareholding within two years.

Business case and implementation

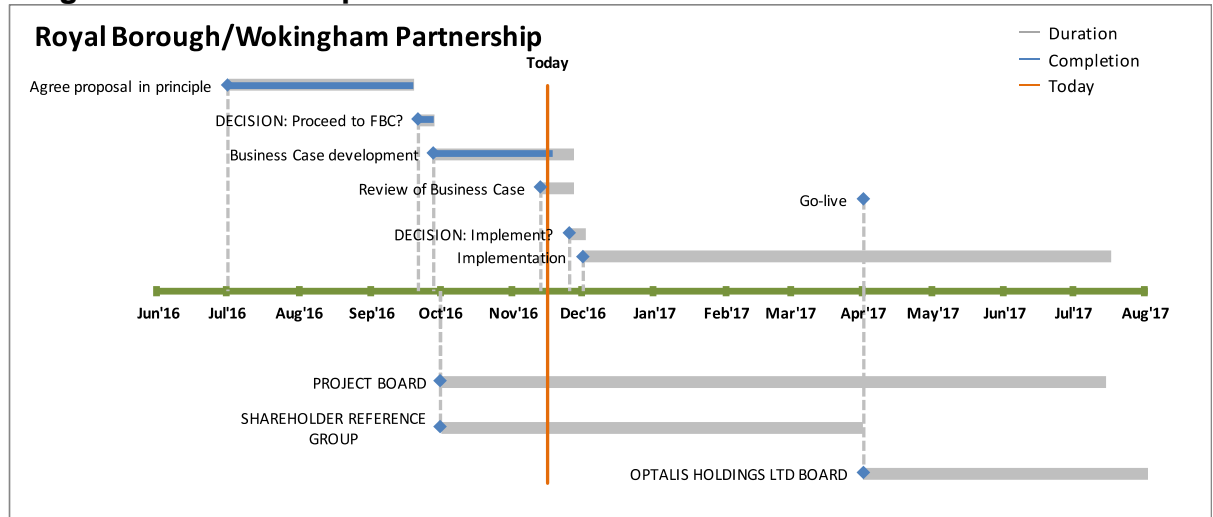
- 2.2 The full business case has been drawn up in partnership with Wokingham Borough Council, see Appendix 1. It will be implemented between December 2016 and April 2017 with the transfer completed by the end of the first quarter of 2017-2018. The business case covers:
- Strategic rationale.
 - The Optalis Partnership.
 - Governance.
 - Financial appraisal.
 - Due diligence.
 - Future business opportunities.
 - Risks and risk management.
 - Implementation.

Partnership and implementation process

- 2.3 The timeline for the formation of the partnership and implementation is October 2016 and continues beyond April 2017, see diagram 1. The partnership is governed by the Shareholder Reference Group comprising Members and officers from both councils who have knowledge and experience in adult social care and finance. The Group are and will continue to drive implementation, provide guidance and advice and ratify decisions on behalf of each council.
- 2.4 The Reference group is supported by an Implementation Board. The board is made up of senior officers with specialist knowledge in adult social care, finance, human resources and governance, together with the Lead Member for Adult Services, Health and Sustainability. It meets regularly and is responsible for the successful delivery of the partnership and the enlarged Optalis.
- 2.5 The implementation board is supported through a workstream projects. The workstreams are lead by officers undertaking the work required for the safe and

successful implementation of the partnership. The workstreams leads meet together regularly to inform of progress, risks, interdependencies and highlight decisions requiring ratification, they are responsible to the Implementation Board and ultimately the Shareholder Reference Group.

Diagram 1: Partnership timeline



Governance

- 2.6 The Royal Borough services will be transferred to Optalis Ltd under the Teckal exemption rules. The rules require a significant degree of control by the owning authorities. This will be exercised through a Group Holding Board structure. The Optalis Holding Ltd company, the holding company, will be owned by the two Councils in the agreed proportions of 45/55 on go-live, moving towards 50/50 ownership within two years or when another partner joins. Each council will have three Members on the holding company Board as directors and it is proposed that Cllrs Quick, Saunders and Story are the Royal Borough’s representatives.
- 2.7 Accountable to the holding company, Optalis Public Limited governance board will be made up of Independent Chair, Managing Director, Finance Director, HR Director, Operations Director and Non Executive Director. The Royal Borough will suggest that the Independent Chair consider employee representation at this board.

Progress on identification of the level of resource required for support functions to support Adult Services in Optalis.

- 2.8 Heads of Service for support functions have applied the methodology developed by the Head of Finance, Section 151 Officer. The methodology identifies time spent by officers supporting Children’s Services and the associated cost, see section 11.
- 2.9 Optalis has requested to buy back some support services for a period of up to 12 months, including parts of finance and human resources; therefore TUPE transfers for these services will not be fully implemented until April 2018.

Table 1: Options

Option	Comments
Note the business case and progress on support	The business case builds on the merger model provided in October 2016 and further details the

Option	Comments
staff resource being identified for transfer. RECOMMENDED	governance, operational and strategic elements of the partnership with Wokingham Borough Council for delivering the Royal Borough's Adult services through Optalis Limited.
Not to support the business case.	Without the business case, the transfer to Optalis cannot take place.

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
Full implementation complete	July 2017	30 June 2017	31 May 2017	N/A	30 June 2017

4. FINANCIAL DETAILS

Financial impact of the recommendations on the budget

4.1 There are no specific financial implications attached to this report.

Efficiencies

4.2 The Council has identified a required to reduce spend in the wider adult services by £2m over the next three years, 2017-2020, which will need to be met regardless of the delivery model. Indicative saving areas for the next three years have been identified and discussed and agreed with Wokingham Borough Council and Optalis. The savings areas for the next two years are set out in the business case. Optalis 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.

5. LEGAL IMPLICATIONS

5.1. The recommendations in this report are in line with The Care Act 2014 which sets out how:

- People's care and support needs should be met.
- The right to an assessment for anyone, including carers and self-funders, in need of support.
- Eligibility for services will be the same across England.
- The 'wellbeing principle' puts a duty on local authorities to ensure people's wellbeing is at the centre of all it does. The focus of service has to be on residents' outcomes and helping people to connect with their local community.

- 5.2. Section 79 of the Care Act 2014 enables councils to delegate and contract out any Care and Support care functions in Part 1 of the Act and the degree of delegation. Any action delegated to Optalis will be treated to be the action of the Royal Borough as if the Borough had performed that action. . This means that the Borough isn't absolved from ultimate responsibility for ensuring the function is carried out properly and in accordance with its obligations. This does not prevent the Borough from performing that action itself.
- 5.3. Local authority trading companies must be 'Teckal' compliant which allows councils to transfer services to the company without having to comply with the Public Contract Rules (PCR) 2015. The Contract Rules state that a council must exercise control over the local authority trading company which is similar to that which they exercise over their own departments: more than 80% of activities must be supplied to the Council, or jointly to one or more councils, and there must not be any private sector involvement that exerts any influence or control on the company. Control means influence over the strategic and significant decisions.
- 5.4. There is no requirement to comply with procurement regulations, other than Regulation 12 of the PCR, where services are commissioned through a local authority trading company. It is a flexible method of delivering services and the structure and governance arrangements can be tailored to suit the council. The company is governed by normal company law and must pay tax in usual way. The Council must produce a business case before setting up a local authority trading company (under Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009).
- 5.5. The cost of providing any services to the local authority trading company by the Council, such as accommodation, staff etc., must be recovered in full.
- 5.6. 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 requirement is concerned with residents having an opportunity to comment on the services they use, want or need.

Director of Adult Social Services

- 5.7. Guidance issued by the Department for Health in 2006 makes it clear that the Director of Adult Social Services is accountable for the delivery of the local authority's social services functions, as listed in Schedule 1 of the Local Authority Social Services Act 1970 (other than those for which the Director of Children's Services is responsible). The guidance also provides that the Director of Adult Social Services should be directly accountable to the Chief Executive of the Local Authority.
- 5.8. Where the delivery of adult social care services is to be undertaken through a local authority trading company, the Director of Adult Social Services must remain an employee of a local authority for the full range of social services responsibilities. This is because the local authority needs to be able to discharge its statutory duty as a 'provider of last resort', and to do so needs to retain effective control over key adult social care provider services.

6. VALUE FOR MONEY

- 6.1. The full business case has used best value considerations to ensure the partnership secures the 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 3.

Table 3: Risks and controls

Risks	Uncontrolled Risk	Controls	Controlled Risk
Decline in service performance and resident outcomes during phases 2 and 3.	Medium	Focus of senior managers on service performance and support of dedicated project team 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 agreement.	Low
Loss of staff during the implementation.	High	Robust communications and engagement plan involving Royal Borough managers and Optalis. 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 another borough 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 within adult services directly affected by the proposal are around 270 headcount (230FTE). In addition a total of 50fte support staff are affected by this and the children's services proposal. A formal programme of staff

engagement has commenced and will continue through to April 2017 and beyond.

- 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 Adult services.

Box 1: Staff employed in a support function, not within Adult Services:

Those staff employed in a central support function and not directly within Adult 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 Adult 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. Accordingly, dependent on the scope of activity/duties of each employee within support function, will determine whether the employee would transfer to the company. Where TUPE does not apply, then an equivalent budget transfer could occur or transfer can occur with agreement of the parties. Principles have been developed on qualifying criteria for TUPE transfers and Employment Panel will consider on 29 November 2016. The principles are:
- Do they spend the majority of their time (75% or more) carrying out the work or supporting the work that will be transferring and are they organised in such a way that they are deliberately assigned to the grouping of employees carrying out the work for that service? If yes, they are in scope, subject to final confirmation from the Head of Service and HR.
 - Where a number of employees spend some of their time (less than 75%) carrying out the work or supporting work that will be transferring volunteers will be sought to combine duties to make up the required FTE to transfer. Transfer will be subject to agreement with the receiving organisation and final confirmation from the Head of Service and HR.
 - If suitable arrangements cannot be agreed the equivalent budget will be transferred and the remaining team reduced accordingly which may result in redundancies although every effort will be made to keep these to a minimum.
- 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.

- Negotiation of lease agreements with Optalis on existing council properties where Adult Services are currently delivered.

13. ANY OTHER IMPLICATIONS

13.1. None.

14. CONSULTATION

14.1. Consultation has taken place with:

- The Lead Member for Adult Services, Health and Sustainability weekly.
- The working group comprising senior managers in Adult, Children and Health Services, finance, HR with meetings held fortnightly Wednesday since May 2016.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
December to March 2016	Implementation
1 April 2017	Adult Services delivered through Optalis
30 June 2017	Full implementation completed

16. APPENDICES

- Appendix 1: Optalis/RBWM Business Case

17. BACKGROUND INFORMATION

- Delivery of Improved Adult Services, RBWM Cabinet Paper, May 2016 (Part II)
- Delivery of Improved Adult Services, RBWM Cabinet Paper, October 2016 (Part II)

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	Comments
Internal				
Cllr Coppinger	Lead Member for Adult services, Health and Sustainability	16/11/16	17/11/16	Comments throughout
Russell O'Keefe	Strategic Director Corporate and Community Services	16/11/16		
Alison Alexander	Managing Director/ Strategic Director	16/11/16	17/11/16	Comments throughout

Name of consultee	Post held and Department	Date sent	Date received	Comments
	Adults, Children and Health services			
Simon Fletcher	Strategic Director Operations and Customer Services	16/11/16		
Sean O'Connor	Shared Legal Solutions	16/11/16	17/11/16	Section 5
Terry Baldwin	Head of HR	16/11/16	17/11/16	Point 11.3
Rob Stubbs	Head of Finance	16/11/16	17/11/16	Comments throughout
External				
Andy Couldrick	Chief Executive, Wokingham Borough Council	17/11/16		

REPORT HISTORY

Decision type:	Urgency item
Key decision 26 October 2016	No

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

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Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Adoption of the Indoor Sport & Leisure Strategy and the Playing Pitch Strategy
Responsible Officer(s)	Russell O'Keefe, Strategic Director of Corporate and Community Services
Contact officer, job title and phone number	Kevin Mist, Head of Community & Economic Development, 01628 796443
Member reporting	Cllr Samantha Rayner, Lead Member for Culture and Communities
For Consideration By	Cabinet
Date to be Considered	15 December 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. This report recommends approval for the adoption of the Indoor Sport and Leisure Facility Strategy (ISLFS) [Appendix 1] and Playing Pitch Strategy (PPS) [Appendix 2] as documents which in planning terms form part of the evidence base for the Borough Local Plan.
2. These 5 year strategies will support decisions in the prioritisation of allocation of CIL (Community Infrastructure Levy) receipts and meet the minimum requirements for applications for Sport England capital funding by the Council, local sports clubs and schools.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. The strategy will contribute to an enhanced offer of sporting activities through improvements to existing facilities and greater partnerships with users, clubs, schools, NGBs, Sport England.	March 2021

2. The strategy will contribute to a co-ordinated approach to indoor and outdoor facilities will continue to be delivered.	March 2021
3. The strategy will assist in attracting external funding for new facilities offering additional opportunities for residents to participate in physical activity	March 2021

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

i. Adopt the Indoor Sport and Leisure Facility Strategy 2016-2021.

ii. Adopt the Playing Pitch Strategy 2016-2021.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 This report recommends approval for the adoption of the Indoor Sport and Leisure Facility Strategy (ISLFS) [Appendix 1] and Playing Pitch Strategy (PPS) [Appendix 2] as documents which in planning terms form part of the evidence base for the Borough Local Plan.
- 2.2 These 5 year strategies will support decisions in the prioritisation of allocation of CIL (Community Infrastructure Levy) receipts and meet the minimum requirements for applications for Sport England capital funding by the Council, local sports clubs and schools.
- 2.3 Both strategies replace existing strategies which were adopted by Cabinet in 2007. They have been produced by KKP Leisure Consultancy following Sport England guidelines and follow site inspections, written and verbal consultations with clubs, schools, council officers and National Governing Bodies (NGB) of Sports and Sport England.
- 2.4 The new strategies take note of the changes in funding arrangements that have taken place over the past 9 years and account for the changes in operating models for the Council's indoor leisure stock which were contracted out in 2015.
- 2.5 The ISLFS identifies 8 priorities including continued investment in Windsor Leisure Centre, working closer with all local schools to enhance community access, confirms the need to replace the Magnet Leisure Centre, supports work to assist local sports clubs in re-providing their existing facilities i.e. SportsAble.
- 2.6 The PPS identifies 8 priorities including the protection of existing playing pitches, improving community use of all school sites, improving the quality of grass pitches, increase the amount of land available for playing pitches in the borough.
- 2.7 The strategies will help to:
- increase the number of people in the borough taking part in sport and activity and decrease the number of people who are physically inactive.
 - increase the proportion of young people and adults who have a positive attitude to sport and being active.
 - make sure more local facilities are used fully and effectively to get maximum use by communities.

- explore new ways of working locally by investing with partners to initiate new joined up approaches to getting people active.

Option	Comments
Adopt both strategies Recommended option	New and existing residents will be assured that there will be a continued good and increasing level of sporting, recreational and wellbeing activities in the borough. The strategies will help ensure that sufficient facilities can be delivered to support new development and meet existing demands
Do not adopt the strategies	Opportunities to improve the local formal Indoor Sport and formal grass pitch sport offer will not be realised and the borough could see a shortfall and reduction in value of its offer.

3 KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Increase participation in Active Lives survey	1% or below	2-3%	4-5%	5%	1 January 2019/2020

- 3.1 This would be an increase in physical activity measured by the new Sport England Active Lives Survey measuring participation for adults 14 plus which takes over from the Sport England Active People Survey. The base line data is 47.1% of adults achieving at least 30 minute of physical activity per week (RBWM is currently 7th highest in England).

4 FINANCIAL DETAILS

Financial impact on the budget

- 4.1 There is no capital or revenue impact directly resulting from the adoption of these strategies. Existing capital and revenue funding of parks and indoor sports facilities is sufficient to maintain current arrangements.
- 4.2 C.I.L. and s106 agreements resulting from developments can be linked to the strategies to fund additional provision of facilities.
- 4.3 Individual projects developed over the 5 year period requiring RBWM funding will be the subject of lottery or other funding bids and/or the subject of capital bids following the usual bidding process.
- 4.4 Adopting the strategies supports bids to Sport England, NGBs, charities etc for non RBWM funding.

- 4.5 Facilitating access to and improvement of existing non RBWM sports pitches will increase supply at no additional cost.

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

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

5. LEGAL IMPLICATIONS

- 5.1 The strategies will form part of the evidence base for the emerging Borough Local Plan.

6. VALUE FOR MONEY

- 6.1 Adopting the strategies assists local clubs, NGB's and RBWM in achieving successful lottery and other funding bids to build new facilities and upgrade existing pitches, buildings and facilities, and a provides work programme for the council's leisure team .

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 There is no sustainability impact from adopting these two strategies.

8. RISK MANAGEMENT

- 8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Not adopting the strategies will reduce focus and plans for increasing physical activity	High	Adopt the Strategies	Low

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 Through the adoption of these two strategies the Council putting its residents first and encouraging healthy people and lifestyles and equipping itself for the future by giving residents the best opportunities for sport, recreation and wellbeing.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 There will be through these strategies enhancement of equalities, human rights and community cohesion through our partnership working to achieve the recommendations.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None.

12. PROPERTY AND ASSETS

12.1 RBWM remains the owner of all leisure centre stock and are the owners of 56 areas of public open space.

13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

14.1 The strategies were written following consultation with

- Communities & Culture Overview & Scrutiny Panel (30 March 2016)
- Sport England
- National Governing Bodies for sports
- Local Clubs
- Schools
- Schools accommodation team
- Legacy Leisure
- Planning policy
- Parks team
- County Sports Partnership – Get Berkshire Active
- School Sports Partnerships (Ascot & Maidenhead and Windsor)

14.2 The strategies were scrutinised at the Corporate & Community Overview & Scrutiny Panel on 15 November 2016.

15. TIMETABLE FOR IMPLEMENTATION

15.1 The strategy is viable for a 5 year period subject to review and its recommendations will be used to drive the work of leisure and open spaces teams up to 2021 through working in partnership as both need is identified and funding secured.

16. APPENDICES

- Appendix 1 – Indoor Sport and Leisure Strategy
- Appendix 2 – Playing Pitch Strategy

17. BACKGROUND INFORMATION

17.1 None

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Samantha Rayner	Lead Member	5 Oct 2016		
Russell O'Keefe	Strategic Director Corporate and Community Services	17 November 2016	17 November 20	Comments throughout
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health			
Simon Fletcher	Strategic Director Operations and Customer Services			
Rob Stubbs	Head of Finance	17 November		
External				

REPORT HISTORY

Decision type:	Urgency item?
Non Key Decision	No

Full name of report author	Job title	Full contact no:
Kevin Mist	Head of Community & Economic Development	01628 796443

Report for: ACTION



Contains Confidential or Exempt Information	No – Part I
Title	Delivering Differently in Operations & Customer Services – Civil Enforcement Officer & Community Warden Services
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations, 01628 796484
Contact officer, job title and phone number	Craig Miller, Head of Community Protection & Enforcement, 01628 683598
Member reporting	Cllr Cox, Lead Member for Environmental Services & Parking
For Consideration By	Cabinet
Date to be Considered	15 December 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All
Key Words	CEO's, CW's, Community Warden, Parking Officer

REPORT SUMMARY

1. A review and soft market testing exercise for Civil Enforcement & Community Warden services has been undertaken in order to test the viability of combining the services and using a private sector provider to deliver them for the Council. This work has highlighted that the combination of these services will not offer the opportunities to enhance service provision for residents as previously expected. The paper sets out an amendment to the original proposal approved by Cabinet in order to allow third party service provision to be considered for Civil Enforcement services.
2. A competitive procurement process will be undertaken to test the market and a further report will be submitted to Cabinet in April 2017 seeking where appropriate authority to award a contract to the preferred bidder.

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.
Effective Civil Enforcement services are provided across the Royal Borough that	September 2017

effectively reflect and meet the parking enforcement needs of the area.	
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1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Agrees the amendment of the ‘in principle’ approval given by Cabinet on June 30, 2016, removing Community Warden services from the scope of the proposal and that third party service providers now be considered for Civil Enforcement services only**
- ii. Delegates authority to the Strategic Director of Operations & Customer Services in conjunction with the Lead Member for Environmental Services to conclude a competitive procurement process for the provision of Civil Enforcement services within the Royal Borough.**
- iii. Requests a further report be submitted to Cabinet in April 2017 detailing the outcome of the competitive procurement process and if appropriate seeking authority to award a contract to the preferred bidder**

2. REASON FOR RECOMMENDATION AND OPTIONS CONSIDERED

- 2.1. On 30 June 2016, Cabinet approved in principle a proposal to consider the use of a private sector provider for the delivery of Civil Enforcement and Community Warden Services on behalf of the Council.
- 2.2. The original proposal had been built on intelligence gathered from the market place that suggested there was a positive appetite for a portfolio of this nature and opportunities to enhance service provision and shape more effective and efficient functions. Information was also gathered from other local authorities that had utilised third party providers in this way. Westminster City Council was the primary reference site and in particular the Westminster Marshal Service that discharges the civil enforcement function. The Marshals were described as officers who undertake parking enforcement tasks as well as community roles.
- 2.3. This intelligence indicated that a similar approach and model could align well with the objectives of both the Civil Enforcement and Community Warden functions at Windsor & Maidenhead.
- 2.4. Cabinet was advised that feedback received through the overview and scrutiny process and broader consultation with Lead and Principal members had highlighted some concerns about the proposal. In particular, the potential erosion of the community relationship and value that each individual Community Warden provides to their parish/ward area should they be aligned with parking functions that are purely enforcement focussed. Equally, concern was raised in respect of the impact on the Royal Borough Community Warden brand and potential loss of local knowledge should a third party provider be employed. Reassurance was given that these matters would be considered

within a detailed options appraisal and all risks and impacts positive or negative would be reported to members.

- 2.5. Cabinet requested that further research be undertaken on this work stream and a detailed proposal be brought back setting out the options considered and a recommendation for the future configuration of this service area.
- 2.6. Since June, Officers and the Lead Member for Environmental Services have undertaken further soft market testing and intelligence gathering. This has incorporated visits to Westminster City Council and the commencement of a pilot utilising third party resource to deliver Civil Enforcement services within a defined area of the Borough. Further details are set out below:

Westminster City Council

- 2.7. Two visits were undertaken to Westminster to meet with Lead Member and Senior Officer counterparts in order to better understand their Westminster Marshal function. Unfortunately, this identified that the marshal function was not as originally described and did not fully align with the Royal Borough's expectation of what an enhanced and expanded Community Warden Service would be.
- 2.8. The visits did however highlight a different service that was considered to be more closely aligned to a model that would fit with the Council's thinking to enhance the Community Warden role and expand its scope to have greater involvement in some enforcement functions e.g. environmental crime.
- 2.9. Westminster deploy City Inspectors to undertake a combination of community functions and some low level environmental enforcement functions e.g. littering, graffiti and dog fouling. The inspectors also work in conjunction with the council's regulatory services teams to assist with their investigations e.g. environmental protection initial information or evidence gathering.

Civil Enforcement Pilot

- 2.10. The Lead Member for Environmental Services communicated with Members on August 10, to advise that he had approved the implementation of a pilot to use a third party provider to discharge civil enforcement services within a discrete area of the Borough. The purpose of the pilot was to test the concept of using an alternative service provider and to gain robust intelligence that would be more realistic and representative than data from case studies or third party service delivery by Local Authorities in other areas of the country.
- 2.11. The pilot has been in operation since August 15, 2016 and encompasses four officers operating in a defined area of the Borough incorporating part of Maidenhead Town Centre, Ray Mead Road (A4094), Lower Cookham Road (A4094), Cookham Village and part of Cookham Rise. Maps of the pilot area are at Appendix 1.
- 2.12. The pilot is being operated in accordance with the Council's existing policies and procedures and the officers are uniformed in the same style as the in-house resource. The council resource that usually patrols the pilot areas has been deployed to other parts of the Borough for this period meaning there is no reduction in service provision.

- 2.13. Monitoring of the pilot to date indicates that services are being deployed effectively thus far and feedback suggests that there has been a positive impact. A small number of complaints have also been received.
- 2.14. The council has received complimentary feedback citing resolution of some issues that have been a problem for some time and examples of excellent customer interaction. Positive impacts have also been reported on parking behaviours around Claires Court School during peak drop off and pickup times due to a visible presence of the pilot resource.
- 2.15. Five complaints have been received in respect of the pilot since August. Investigation of each case has determined that four of these would not be upheld with some seemingly relating to circumstances where the council's in house resource may not have previously enforced parking restrictions or schemes as intended in certain town centre locations.
- 2.16. Officers and the Lead Member for Environmental Services have reflected on the further intelligence gathered to date and have listened to the feedback received from members and interested parties in respect of the value that is placed on the Community Warden service. Both are now of the view that third party provision of Community Warden and Civil Enforcement services together is no longer appropriate for the Royal Borough.
- 2.17. The current internal resource arrangements do not adequately cover the full parking enforcement need of the Borough, particularly in non town centre locations and during major events. However, utilising a third party provider to deliver Civil Enforcement services alone is considered likely to provide potential opportunities to enhance service provision, achieve better, more visible coverage across the Borough enabling improved responsiveness to our customers needs.
- 2.18. The Council will want to ensure a balanced approach to future parking enforcement that maintains a sensible level of control over off and on street parking provision. Any future parking enforcement services will be delivered in accordance with the Council's recently approved Parking Enforcement strategy. This specifies that enforcement service will be delivered in a firm but fair manner and will improve consistency of application across the Borough. This document and the principles of it will be embodied in contract specification documents should the Council choose to employ the services of a third party provider in the future.
- 2.19. In view of the above, approval is sought to amend the original Cabinet decision to authorise officers to conclude a competitive procurement exercise for Civil Enforcement services alone. If appropriate, a contract will be awarded following suitable due diligence to the preferred third party bidder.
- 2.20. Since June, the Council has received expressions of interest from two neighbouring local authorities to access civil enforcement services through any arrangement that the Council may decide to enter into with a third party provider. The Council could develop an arrangement in such a way so as to enable a framework approach facilitating named authorities to access services from the provider. This could offer opportunities to generate an income

through for example a management fee etc. Officers will ensure that this option is incorporated in any contractual arrangement should this be pursued.

- 2.21. It is proposed that Community Warden services are now considered alongside the council's regulatory and enforcement functions in the second phase of the Delivering Differently in Operations & Customer Services project during 2017/18. These service areas will be reviewed as part of an Innovation Partnership looking at different delivery models for the broad range of functions and where appropriate drawing on service design expertise from the private sector. Specific focus will be placed on delivering the administrations manifesto commitment to increase the number of Community Wardens from 18 to 36.

Option	Comments
a) Conclude a competitive procurement process for Civil Enforcement services This option is recommended	This will provide potential opportunities to deliver service enhancements, better more visible services with the flexibility to better meet residents parking enforcement needs. Cabinet will be able to make an informed decision based on actual responses from the market. This service configuration responds to and respects feedback provided by elected members and key parties in respect of combined Civil Enforcement & Community Warden services.
b) Do nothing. This option is not recommended	The council will not realise opportunities to enhance services and better meet the Borough's parking enforcement need.
c) Conclude a competitive procurement exercise for Civil Enforcement and Community Warden services This option is not recommended	Market intelligence has indicated that existing models for this service configuration do not align with the Council's expectations and aspirations for the Community Warden service.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Competitive procurement process concluded	31/03/17	10/03/17	03/03/17	27/02/17	10/03/17

Future CEO service arrangements implemented	31/09/17	01/09/17	14/08/17	01/08/17	01/09/17
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4. FINANCIAL DETAILS

The use of a third party provider could enable future efficiency savings through alternative staffing and/or operational models. The financial implications of any third party provision will of course be considered as part of the competitive procurement process and reported back to Cabinet in April 2017.

4.1. Financial impact on the budget Revenue Funding

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

4.2. Capital Funding

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

5. LEGAL IMPLICATIONS

- 5.1. Local authorities by way of section 72 Traffic Management Act 2004 (**TMA 2004**) can be tasked with parking enforcement. Section 73 TMA 2004 establishes those parking/road traffic conventions which are subject to civil enforcement, including parking contraventions and the removal of vehicles under section 102 of the Road Traffic Regulation Act 1984. Section 76 TMA 2004 establishes the creation of Civil Enforcement Officers who can be tasked with the enforcement of road traffic contraventions. This individual can be an employee of the Council or, under section 76(2)(b) may be any person employed to act as a Civil Enforcement Officer by way of the Council making arrangements with a person for the provision of such a service. In short the TMA 2004 envisages the outsourcing of the role of Civil Enforcement Officers, posing little vires risk.

6. VALUE FOR MONEY

- 6.1 The recommended option will provide potential opportunities to enhance service provision, achieve better, more visible coverage across the Borough enabling improved responsiveness to our customers needs.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 Effective and robust parking enforcement arrangements will support highway networks and parking provision operating as designed and used as expected.

8. RISK MANAGEMENT

Risk	Uncontrolled Risk	Controls	Controlled Risk
Potential reputational issues associated with the use of a commercial company to provide enforcement services.	Medium	Service specifications do not contain performance targets or income requirements. Services will be delivered in accordance with the Council's Parking Enforcement Strategy.	Low

9. LINKS TO STRATEGIC OBJECTIVES

9.1 One of the key strands of the “Residents First” strategic objective in the corporate strategy is to improve the environment, economy and transport. Effective parking enforcement functions are an important part of ensuring the road networks, thoroughfares and parking provision is used and operates effectively.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 The Council’s parking enforcement service will be delivered in a consistent and proportionate manner in accordance with the recently approved Parking Strategy

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1. TUPE transfer processes will be applicable to affected employees should Cabinet be minded to award a contract to a third party provider in the future.

12. PROPERTY AND ASSETS

12.1 None

13. ANY OTHER IMPLICATIONS

13.1. None

14. CONSULTATION

14.1. The report will be considered at the Crime & Disorder and Highways & Transport Overview & Scrutiny Panels with comments reported to Cabinet for consideration.

15. TIMETABLE FOR IMPLEMENTATION

December 2016	Cabinet consider report
Dec 16/Jan 17	Procurement exercise conducted and options report developed
April 2017	Future service provision arrangements determined and if appropriate, contract awarded
September 2017	New service arrangements implemented

16. APPENDICES

Appendix 1 – Civil Enforcement Pilot Maps

17. BACKGROUND INFORMATION

None

18. CONSULTATION (MANDATORY)

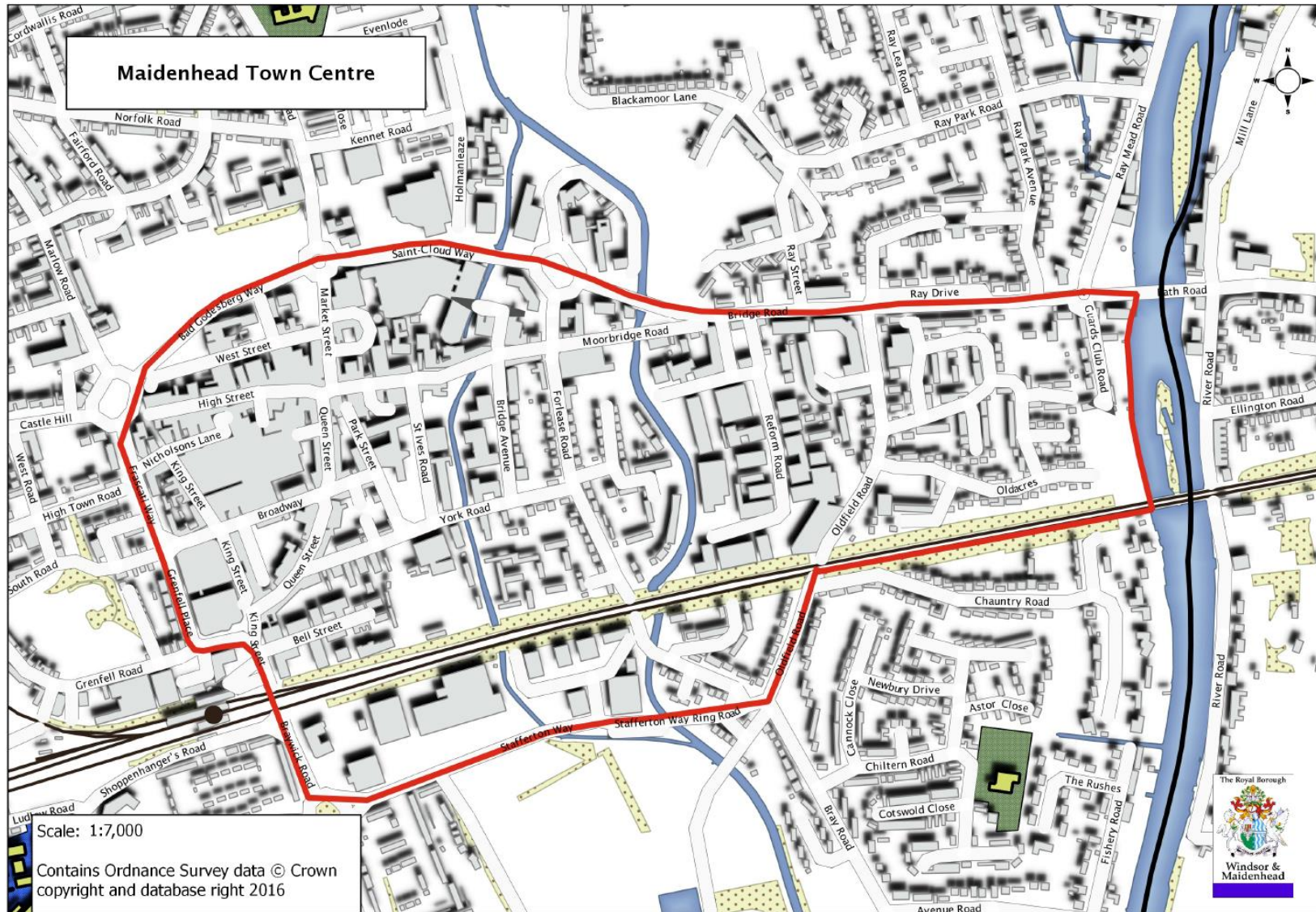
Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Cox	Cabinet Member for Environmental Services (including Parking)	16/11/16	17/11/16 & 31/11/16	.
Simon Fletcher	Strategic Director of Operations	16/11/16	17/11/16 & 31/11/16	Recommendations and through body of report.
Alison Alexander	Managing Director	17/11/16	17/11/16 & 01/12/16	Recommendations & through body of report.
Russell O'Keefe	Strategic Director Corporate and Community Services	17/11/16		
Elaine Browne	Shared Legal Services	16/11/16	17/11/16	
Mark Lampard	Finance Partner	16/11/16	17/11/16	
Lyn Hitchinson	Procurement Manager	16/11/16	16/11/16	
Neil Walter	Parking Principal	16/11/16		
Terry Baldwin	Head of Human Resources	17/11/16		
Michelle Dear	HR Business Partner	16/11/16	17/11/16	
Steve Johnson	Enforcement Principal	16/11/16	17/11/16	

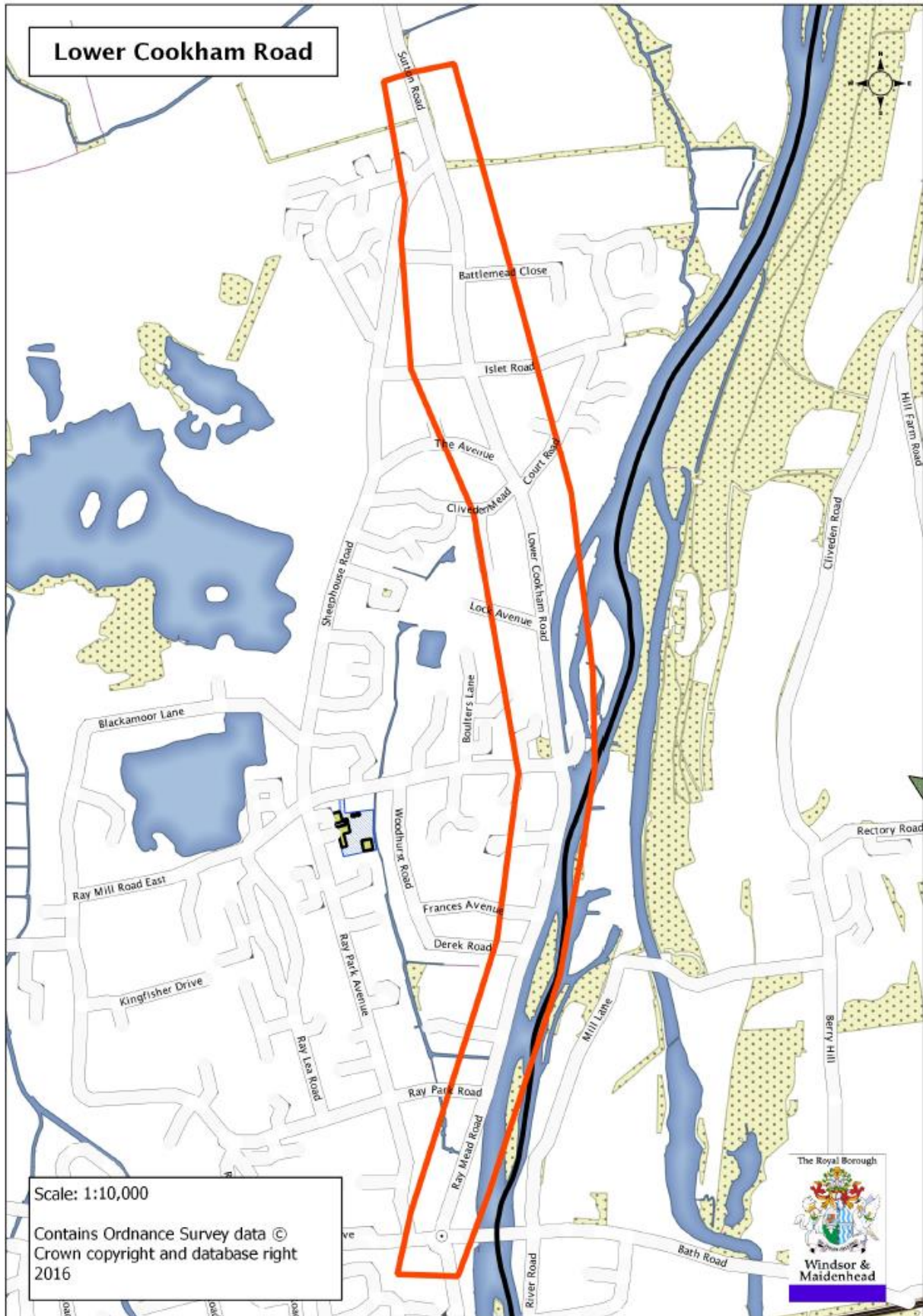
Steph James	Town Centre Manager Maidenhead	16/11/16	17/11/16	
Paul Roach	Town Centre Manager Windsor	16/11/16	17/11/16	

REPORT HISTORY

Decision type:	Urgency item?	
For information	No	
Report author		Full contact no:
Craig Miller	Head of Community Protection & Enforcement	01628 683598

Appendix 1 –Civil Enforcement Pilot Maps

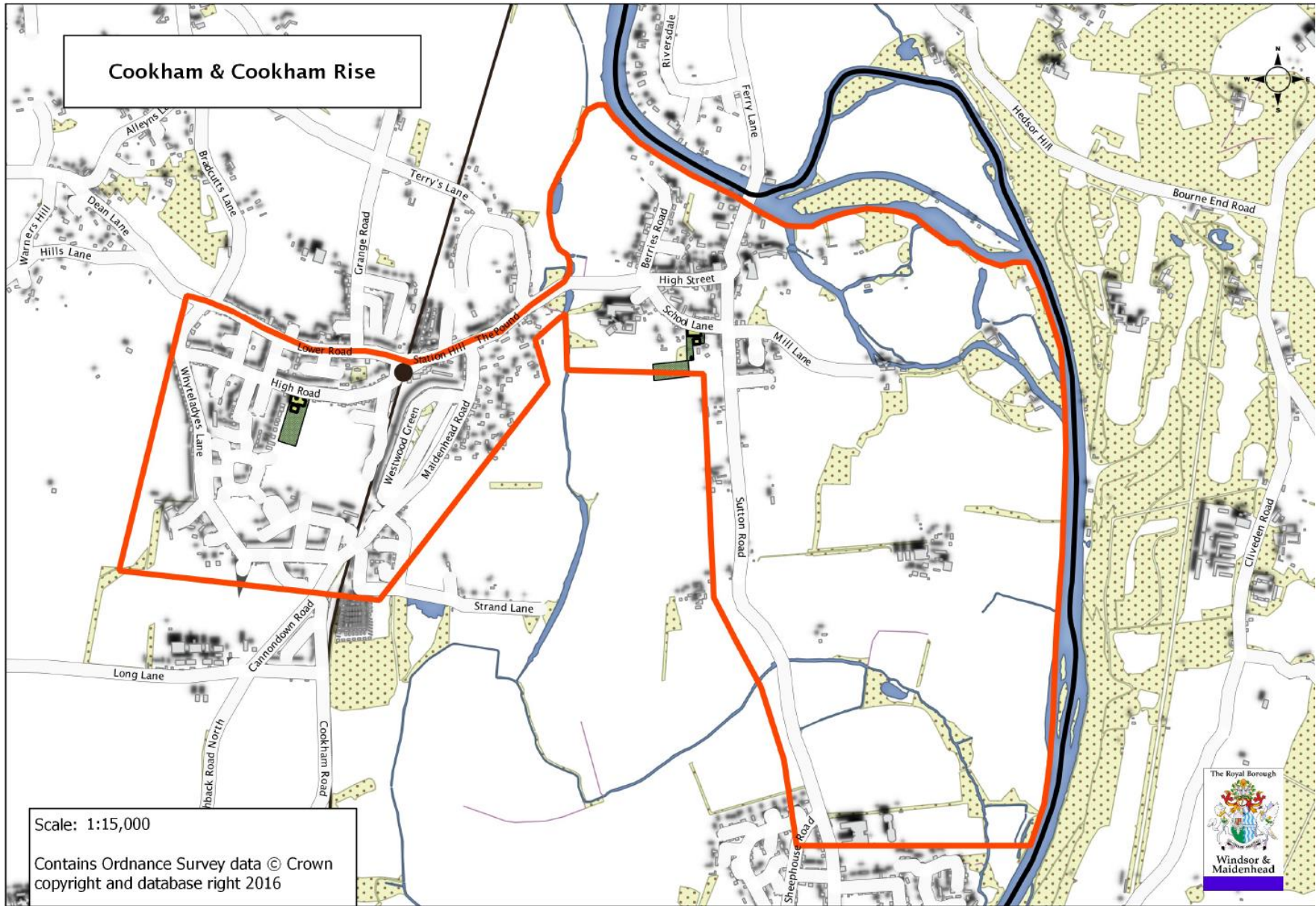




Lower Cookham Road

Scale: 1:10,000
 Contains Ordnance Survey data ©
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 2016





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Report for: ACTION



Contains Confidential or Exempt Information	No - Part I
Title	Providing Safer Routes to Charters School
Responsible Officer(s)	Ben Smith, Head of Highways and Transport
Contact officer, job title and phone number	Gordon Oliver, Principal Transport Policy Officer, 01628 796097
Member reporting	Cllr Phillip Bicknell, Cabinet Member for Highways and Transport
For Consideration By	Cabinet
Date to be Considered	15 December 2016
Implementation Date if Not Called In	Immediately
Affected Wards	Ascot and Cheapside, Sunningdale, Sunninghill and South Ascot

REPORT SUMMARY

1. This report responds to requests from pupils of Charters School to consider how walking and cycling to school safely can be improved.
2. The report proposes that four actions are implemented, at a cost of £120,000, to improve walking and cycle routes.
3. These recommendations will be over a two year period.

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 will benefit from safer walking routes to Charters School.	31 March 2019
2. Safer routes will encourage more pupils to walk to school and will therefore help to reduce traffic levels.	31 March 2019

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Approves through the Local Transport Plan capital programme:
 - Installation of traffic signals at Dry Arch Road rail bridge incorporating a pedestrian phase.
 - Construction of a new footbridge on the western side of Devenish Road to the north of Elm Park.
 - Discussion with Heathermount School to explore options for improving the narrow footway across their frontage.
 - Seek to secure a strip of land to the rear of the existing footway across the front of properties on Devenish Road that come forward for planning permission.
- ii. Approves allocation of £50,000 from the 2017/18 Safer Routes to Schools budget and £70,000 from the 2018/19 budget for the four pieces of work.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 On 29 September Cabinet considered a number of questions relating to walking, cycling and road safety on roads around Charters School, including:
 - The narrowness of the footways on roads around the school.
 - The need for a safe cycle route from Sunninghill to the school.
 - The need to protect pupils walking along Dry Arch Road.
 - Excessive traffic speed on Charters Road.
- 2.2 The Lead Member again to consider the pupils' questions and make proposals to Cabinet to address the issues of speed, pedestrian and cycle access.
- 2.3 **Background** Charters School is located in Sunningdale near the junction between A330 Devenish Road and Charters Road. The school is a secondary academy serving students aged 11-18. It is the largest school in the borough, with around 1,750 pupils on roll and employs nearly 300 members of staff. The school catchment area includes all of the main settlements in the south of the borough together with parts of Bracknell Forest.
- 2.4 The council has been actively working with the school and other stakeholders to review options for managing travel to and from the site. The school travel plan is regularly updated and sets out a comprehensive approach for promoting travel by sustainable forms of transport. The council, in supporting the school, has introduced a number of infrastructure improvements including:
 - 30 mph speed limit on Charters Road and Devenish Road.
 - Advisory 20mph speed limit on Charters Road and Devenish Road at the start and end of the school day.
 - Zebra crossing on Charters Road to the school playing fields and car park.
 - Zebra crossing at the Bagshot Road / Devenish Road roundabout.
- 2.5 In addition, speed indicators are regularly deployed at sites around the school to help ensure compliance with the speed limits, while community wardens and civil

enforcement officers regularly visit the school to liaise with parents and pupils and ensure that parking restrictions and school keep clear markings are enforced.

2.6 A range of options have been considered, see table1.

Table 1: Option	Comments
1. Install traffic signals at Dry Arch Road rail bridge with a pedestrian facility triggered via a push button unit similar to a Puffin crossing.	This would improve the walking route from Sunninghill. It may require Department for Transport dispensation, since it is not a standard design. Recommended option.
2. Construct a new footbridge on the western side of Devenish Road to the north of Elm Park.	This would fill a missing link in the eastern footway and can be constructed without any requirement for land purchase. Recommended option.
3. Approach Heathermount School to discuss options for improving the narrow footway across their frontage.	If the route can be improved, this would address one of the narrowest sections of footway on the approaches to Charters School. Recommended option.
4. Seek to secure a strip of land to the rear of the existing footway across the front of properties on Devenish Road that come forward for planning permission.	This would provide a long-term strategy for widening the footway. It should be noted that there is no obligation on landowners to do this, and not all properties will come forward for planning permission. Also there may still be an issue with protected trees. Recommended option.
5. Remove the western footway on Devenish Road to the north of Charters Road, move the carriageway across and widen the eastern footway.	This would allow the eastern footway to be widened into the carriageway. However, protecting / diverting utility companies' equipment on the western side would be extremely costly. Not recommended.
6. Remove the trees covered by Tree Preservation Orders from the highway verge on the eastern side of Devenish Road between Heathermount School and Hancocks Mount, and widen the footway into the verge.	This would permit widening of the footway and would improve the safety of students walking to school. However, progressing this as an isolated scheme would deliver minimal benefit, while having a significant adverse impact on the character of the area and adjacent properties. Not recommended.
7. Remove the mature tree near the junction of Jersey Place and Devenish Road.	This would tackle the worst pinch point on Devenish Road and would improve visibility for motorists exiting Jersey Place. However, there are other pinch points on the route, so removing one tree would be of limited benefit. Not recommended
8. Widen the footway into the verge on the eastern side of Devenish Road between Hancocks Mount and Bagshot Road.	This would provide up to 0.5m of additional width, but it would be within the root protection area for trees in private property that are covered by a area-wide Tree Preservation Order.

Table 1: Option	Comments
	Not recommended.
9. Convert Sunningdale Public Footpath 13 to a cycle track.	This would provide a cycle link to Sunningdale Station. However, the path is too narrow at the station end and cannot be widened without taking land from the front gardens of the adjacent properties. Not recommended.
10. Construct a cycle route between Dry Arch Road and Sunninghill via a path alongside the railway line.	This would provide a traffic-free route to Sunninghill. However, Sunningdale Public Footpath 13 is too narrow at its western end and there is no potential to extend the route westwards without compulsory purchase of private land and construction of a ramp up a steep railway embankment. Not recommended.
11. Construct a cycle route from Sunninghill via Kings Road and Rise Road.	This would provide a traffic-free route to Sunninghill. However, there is insufficient width for an on-carriageway solution and there are too many private accesses with high hedges or walls, which would lead to conflict between cyclists and vehicles. Not recommended.
12. Construct a cycle route from Sunninghill via Bridge Road, the gasholder development site and around the Charters estate.	This would provide a traffic-free route to Sunninghill.. However, the owners of the Charters development have indicated that they would not be prepared to allow such a route to be constructed, since residents of the development are concerned about the impact on their privacy. Not recommended.
13. Introduce traffic calming on Charters Road.	This would address residents' concerns about traffic speeds on Charters Road. However, existing traffic speeds around the school are low at the start and end of the school day, so traffic calming is not considered necessary. Not recommended.

3. KEY IMPLICATIONS

- 3.1 If the recommended schemes are delivered, then there should be an increase in the percentage of pupils walking to school.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Increase the percentage of pupils walking to school from	2% or below	3-5%	6-9%	10% or above	1 April 2019
			106		

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
a baseline of 19.1% in 2015 by					

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 There would be a small increase in on-going revenue expenditure due to increased maintenance liabilities after the schemes are constructed, but this would be funded from existing highway maintenance budgets.
- 4.2 The capital construction cost of the schemes could be funded from prospective 2017/18 and 2018/19 Safer Routes to School budgets (CB002173, £75,000). It is proposed to construct the bridge in 2017/18, construct the signal scheme in 2018/19. This will utilise most of the available budget for Safer Routes to School for the next two years. However, Charters is the largest school in the borough and student numbers are set to expand from 2017, making this a priority for expenditure.

	2017/18	2018/19	2019/20
	Revenue £	Revenue £	Revenue £
Addition	£0	£0	£0
Reduction	£0	£0	£0

	2017/18	2018/19	2019/20
	Capital £	Capital £	Capital £
Addition	£50,000	£70,000	£0
Reduction	£0	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 The Royal Borough is the local Highway Authority as defined in the Highways Act 1980. As such, the council can carry out, in relation to a highway maintainable at the public expense by them, work for the improvement of that highway. All recommended options can be carried out within existing public highway.
- 5.2 The new bridge proposed for Devenish Road crosses a small watercourse. This is not classified as a 'main river', so Environment Agency approval is not required.
- 5.3 The Town and Country Planning (Tree Preservation) (England) Regulations 2012 introduced a single set of procedures for all trees covered by tree preservation orders. Any footway widening in the vicinity of trees covered by an existing Tree Preservation Order would require a formal application to the local planning authority before works could be carried out.

6. VALUE FOR MONEY

- 6.1 Works would be undertaken under the new term contracts. These will be let upon the conclusion of a competitive tendering exercise carried out in 2016/17.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 The proposed schemes will help encourage more students to walk to Charters School rather than travel by car. This will help reduce congestion and associated air pollution and noise, as well as helping to reduce reliance on fossil fuels.

8. RISK MANAGEMENT

- 8.1 Risks associated with the recommendation are shown below:

Risks	Uncontrolled Risk	Controls	Controlled Risk
The Dry Arch Road traffic signals do not receive DfT approval	Medium	Early engagement of DfT representatives	Low
Construction costs are higher than the estimate	Medium	The cost estimate includes a contingency to cover unforeseen items.	Low
Additional congestion caused by works	Medium	Works will be programmed to take place during off-peak periods and during school holidays where appropriate.	Low
Safety risk to road users due to a lack of a safe alternative route.	Medium	Works will be programmed to take place during off-peak periods and during school holidays where appropriate.	Low

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 If adopted, the recommended schemes would support the council's strategic objectives of: putting residents' first; value for money; and equipping ourselves for the future. The schemes would improve safety for residents, while delivering value for money through competitive tendering and supporting the future expansion of Charters School and the associated Leisure Centre.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

- 10.1 All highway construction and improvement schemes are designed in accordance with government guidance and regulations and with reference to industry best

practice. Any departures from standards are agreed with the Department for Transport. As such, provision is made for all users, including people with mobility and / or sensory impairments.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None

12. PROPERTY AND ASSETS

12.1 In many places, the existing footways are constructed up to the maximum extent of the highway boundary. Therefore, widening could only be achieved with the benefit of private land. If the recommendations are adopted, the council will seek to secure additional land for footway widening as planning applications come forward for development of individual properties. This would become public highway maintainable at the public expense.

13. ANY OTHER IMPLICATIONS

13.1 None

14. CONSULTATION

14.1 Consultation has taken place with:

- The Cabinet Member for Highways and Transport
- Affected local ward members
- Charters School

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
2017/18	Design and construct pedestrian footbridge on Devenish Road.
2018/19	Design and construct the traffic signal scheme on Dry Arch Road.

16. APPENDICES

- Appendix 1 – Map of Tree Preservation Orders
- Appendix 2 – Photographs
- Appendix 3 – Map of Options for Safer Routes to Charters School

17. BACKGROUND INFORMATION

Road Safety and Travel to School

17.1 An analysis of road traffic casualty records show that there has been one slight casualty, no serious casualties and no fatalities involving Charters pupils on roads around the school (approximately 0.5 mile radius) in the three year period to 31/08/2016, which is the latest period for which data is available.

- 17.2 The only recorded incident occurred on Devenish Road close to the junction with Hancocks Mount and involved a student stepping out from between queuing traffic into the path of an oncoming vehicle.
- 17.3 There is some evidence of other crashes involving students in preceding years, mostly focused on Devenish Road between Bagshot Road and Devenish Road. There is also anecdotal evidence from the school of additional minor incidents and near misses.
- 17.4 The roads around the school are narrow (5.0 - 5.5m wide), with significant traffic volumes (circa 4,200 vehicles per day on Devenish Road). The roads in the immediate vicinity of the school are covered by a 30 mph speed limit with an advisory 20mph speed limit at the start and end of the school day.
- 17.5 Around 19% of students walk to school, while an additional 1% walk from Sunningdale train station, located approximately 1 mile to the east. Although most roads have footways, these are typically 1.0-1.2m wide, which is significantly below the 2m standard width. This means that:
- There is insufficient capacity to accommodate the number of students using the footways at the start and end of the school day, particularly on paths closest to the school and students are frequently observed to spill over onto the carriageway; and
 - Students are forced to walk near the edge of the footway and are therefore at risk of being clipped by passing vehicles.
- 17.6 There are no designated cycle routes in the area. The narrowness of the roads and level of traffic makes for hostile traffic conditions. As a result, just 0.5% of students currently cycle to school. However, Charters is one of the first schools in the borough to be offered Level 3 Bikeability training, and the school has recently introduced a new cycle shelter.
- 17.7 Just over 20% of students travel by school bus. The school is served by two public bus services – White Buses provide a route from Windsor and Old Windsor, while Dicksons Travel provides a service from Camberley, Lightwater and Windlesham.
- 17.8 Approximately 56% of pupils always or usually travel by car. This adds significantly to the traffic problems around the school. Approximately 5% regularly car share.

Safer Routes to School Options

- 17.9 The council has looked at a number of options for improving walking and cycling routes to and from the school. Options considered include:
- Addressing missing links in the existing network
 - Widening existing footways
 - Constructing new / improved walking and cycling routes
- The council has also looked at options for reducing traffic speeds on Charters Road, including Traffic calming
- 17.10 **Missing links** - There are two missing links that have been identified on walking routes to the school.

- 17.11 On Dry Arch Road, the carriageway narrows to a single lane under the railway bridge and the footway is discontinuous. This creates conflict between pedestrians and motor vehicles. The road is a popular walking route for students who live in Sunninghill and northern parts of Sunningdale. It also serves Sunningdale School and a number of residential properties and is a popular through-route for vehicles.
- 17.12 One option proposed was to close the road to through traffic, but this was discounted due to the impact on the local community and the fact that it would be difficult for vehicles to turn round, particularly refuse vehicles.
- 17.13 An alternative solution would be to introduce traffic signals with push button units to trigger a pedestrian phase that would present a red signal to traffic on both approaches while permitting pedestrians to walk from one side to the other. Although this would incur additional delays for motor vehicles, it would create a safe route for pedestrians. It should be noted that this layout is not prescribed in existing highway design guidance and so it is possible that special dispensation may be required from the Department for Transport. It is estimated that the scheme would cost around £70,000.
- 17.14 There is also a missing section of footway on both sides of A330 Devenish Road near the junction with Elm Park. This could be addressed by constructing a pedestrian bridge alongside the existing vehicular bridge on the west side of Devenish Road. The bridge could be constructed without the need for additional land purchase. The cost of constructing a fibre reinforced plastic bridge is estimated to be around £50,000.
- 17.15 **Footway widening** – The option of widening existing footways into the adjacent carriageways was quickly discounted, since the carriageways are already narrow and this would result in insufficient space for safe, two-way movement of vehicles.
- 17.16 For the section of Devenish Road to the north of Charters Road, the option of removing the western footway was considered in order to allow the widening of the eastern footway into the carriageway. However, this was discounted as the costs associated with protecting / diverting utility companies' apparatus would be prohibitive.
- 17.17 Widening footways to the rear is also challenging. The footways on Devenish Road are constructed up to the boundaries of adjacent private properties, so it is not possible to undertake widening without securing additional land.
- 17.18 Between Jersey Place and Hancocks Mount, an existing highway verge could potentially be utilised for footway widening. This verge contains six mature trees and one immature oak. Removal of the trees would be required in order to widen the path from circa 1.1m to 2.0m, but these trees are covered by an existing Tree Preservation Order.
- 17.19 The trees have been assessed by the council's Arboricultural Coordinator, who has advised that any widening of the footway would be within the root protection area of the trees, and the works would be likely to sever primary roots, rendering the trees unstable, so they would probably need to be removed entirely. The replacement value of the trees has been estimated at £120,000.

- 17.20 There are no trees in the front garden of Charters Mount, so loss of the highway trees would open up views of this property. This would also alter the character and appearance of this section of the road. Trees are a key feature of this area, which is described in the Council's Townscape Assessment as 'Villas in a woodland setting'. Also, damage to the trees or their removal would be contrary to adopted policy contained in the Council's 'Tree and Woodland Strategy 2010-2020'.
- 17.21 It is recommended that this option should only be considered if it is to be delivered as part of a wider scheme, since otherwise it would only improve an isolated section of the route and so the benefits would be minimal. The cost of this scheme is estimated to be in the region of £20,000 to £25,000.
- 17.22 There would be some road safety benefit from removing the single, large oak tree near the junction with Jersey Place. This reduces the footway width to less than 700mm, which is insufficient for a single wheelchair, mobility scooter or even some pushchairs. It is also obscuring the sight line for vehicles exiting Jersey Place. However, it is not the only pinch point along the route and so the benefit gained by losing the tree would be relatively minor. It is estimated that removing the tree would cost in the region of £2,500, since it would involve a road closure.
- 17.23 There is potential to widen the eastern path between Hancocks Mount and Bagshot Road, since there is an existing verge to the rear. However, this would be in the root protection area for trees within the established area-wide Tree Preservation Order, but this time affecting trees on private property rather than in the highway verge. Therefore this option is not recommended. A cost estimate for the scheme cannot be prepared without being able to access the properties to undertake a survey.
- 17.24 It has been proposed that key landowners such as Heathermount School be approached to explore options for improving the narrow footway across their frontage, which is between 0.9 m and 1.2 m wide. Again, the site is covered by an area-wide Tree Preservation Order.
- 17.25 Where properties on Devenish Road have come up for planning permission, members of the development control panel have asked landowners to dedicate a strip of land to the rear of the existing footway as public highway. This gives the option for the council to widen the footway at a later date, should they get a continuous strip. However, there is no obligation on landowners to do this, and not all properties will come forward for planning permission. Also, even where land is secured for this purpose, there are often trees covered by Tree Preservation Orders that would be affected. Nevertheless, this is a low-risk strategy and a possible long-term option for improving walking routes to the school. Landowners could even be approached without waiting for them to come forward for planning.
- 17.26 **New / improved routes** - A number of options have been considered for new and improved walking and cycling routes, including improved links to Sunningdale Station and to Sunninghill.

- 17.27 Sunningdale public footpath 13 runs parallel to the railway line and connects Sunningdale station to Dry Arch Road. It has been investigated as a potential cycle route to Charters School. However, the width at the station end is insufficient for it to become a cycle route and there is no scope for widening, since it would require land from the front gardens of the adjacent properties. Routeing cyclists through the station would not be viable, since it would bring them into conflict with passengers.
- 17.28 Public footpath 13 runs west from Dry Arch Road towards Sunninghill, but terminates at Beech Hill Road. It gets very narrow at the western end and there is no potential to extend the route westwards without compulsory purchase of private land and construction of a ramp up a steep railway embankment. A cost estimate cannot be prepared, since council officers are unable to access railway land.
- 17.29 Officers have looked at trying to construct a cycle route to Sunninghill along Kings Road and Rise Road, but there is insufficient width for an on-carriageway solution and there are too many private accesses with high hedges or walls, which would lead to conflict between cyclists and vehicles. Therefore, this is not recommended.
- 17.30 Alternative routes have been considered, including construction of a new route via Bridge Road, through the proposed gasholder development site, and around the edge of the Charters development between Kings Corner and the Charters School playing fields. However, the owners of the Charters development have indicated that they would not be prepared to allow such a route to be constructed, since residents of the development are concerned about the impact on their privacy.
- 17.31 No viable cycle route to Charters school has been identified.
- 17.32 **Traffic calming** – A number of schemes have already been put in place to reduce traffic speed on Charters Road and Devenish Road. The speed limit has been reduced to 30 mph with an advisory 20 mph speed limit on Charters Road and Devenish Road in the vicinity of the school. This applies at the start and end of the school day and electronic signs are used to highlight the reduced speed limit to passing motorists.
- 17.33 Speed surveys undertaken on Charters Road suggest that further reductions in the speed limit would require physical traffic calming with associated signing and lining to ensure compliance at all times of day. This would have a detrimental impact on the visual appearance of the area. The geographical layout of the road, the presence of on-street parking around the school and the volume of traffic at the start and end of the school day all act to keep traffic speeds low. It is therefore considered that traffic calming is not necessary at this location
- 17.34 **Background papers** – The following background papers are relevant to this report:
- Cabinet Minutes, September 2016
 - Charters School Travel Plan

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Cllr Phill Bicknell	Lead Member	16/11/16	17/11/16	Recommendation, table in Section 2, 17.24
Russell O'Keefe	Strategic Director Corporate and Community Services	16/11/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	16/11/16	1/12/16	Comments
Terry Baldwin	Head of HR	16/11/16	28/11/16	Section 2
Simon Fletcher	Strategic Director Operations and Customer Services	15/11/16	16/11/16	-
Anna Trott	Strategy and Performance Manager	16/11/16	17/11/16	Section 17
Mark Lampard	Finance Partner	10/11/16	17/11/16	Summary, Recommendation, Section 4, 17.13, 17.14
Karen Shepherd	Cabinet Policy Officer			
Jenifer Jackson	Borough Planning Manager	16/11/16		
Ben Smith	Head of Highways and Transport	09/11/16	10/11/16	Summary, Recommendation, 2.7, 2.11, 2.16, 2.28, Section 3, Section 4, 14.1
Tony Carr	Traffic Management and Road Safety Team Leader	07/11/16	08/11/16	2.34
Anthony Hurst	Countryside and Parks Team Leader	07/11/16	09/11/16	-
Helen Leonard	Arboriculture Coordinator	07/11/16	08/11/16	2.26
Lynne Penn	Access and	114 07/11/16	09/11/16	-

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
	Transport Team Leader			
Russell Bell	Principal Traffic Engineer	07/11/16	09/11/16	Summary, 2.20, 2.32, 2.35, 4.2, 8.1

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:
Gordon Oliver	Principal Transport Policy Officer	01628 796097

Appendix 1: Map of Tree Preservation Orders



Map of Tree preservation Orders on Devenish Road Near Charters School

Legend

- ★ TPO Points
- TPO Areas

Appendix 2: Photographs



Figure A2.3 – Charters Road



Figure A2.4 – Devenish Road Outside Heathermount School

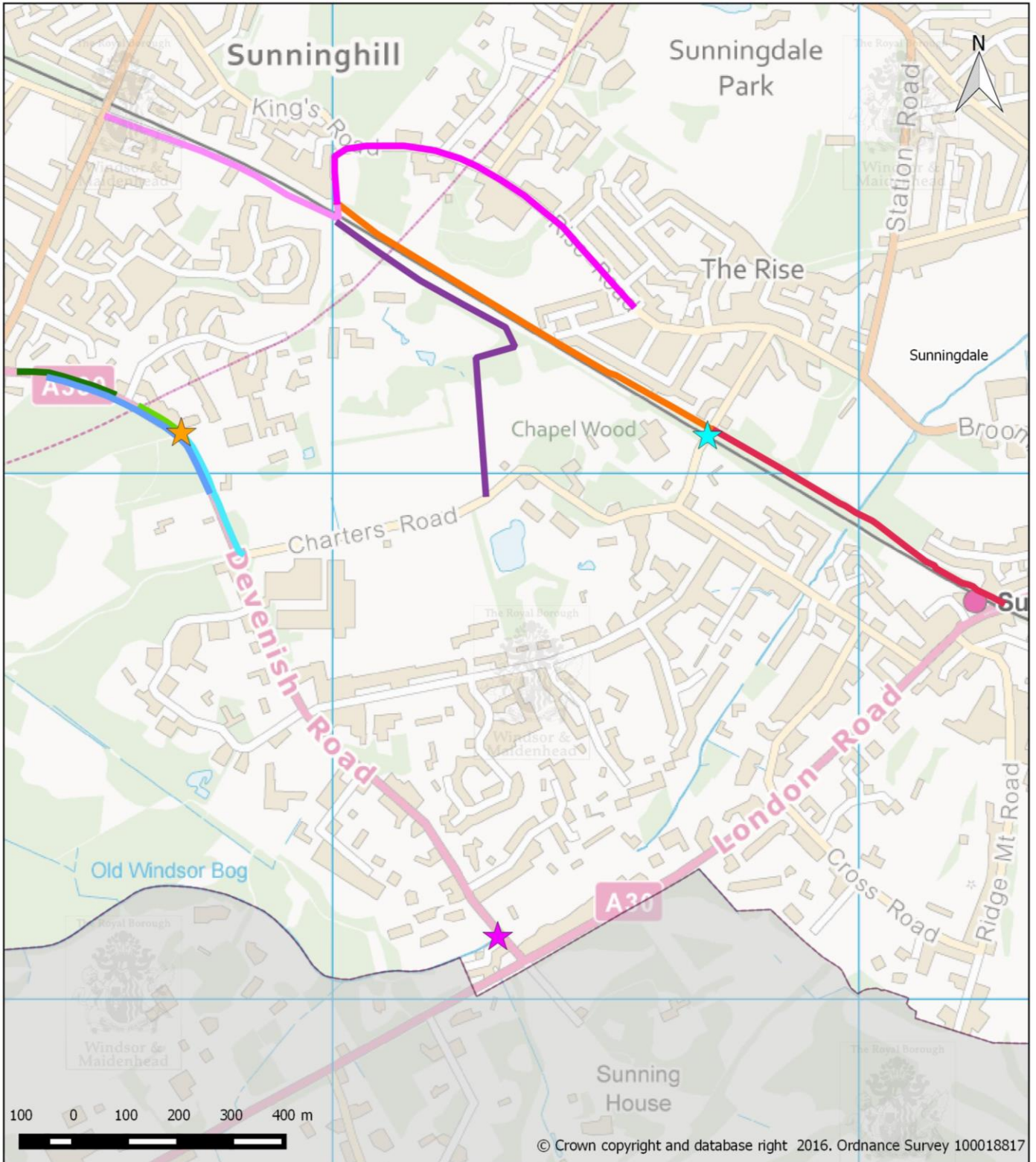


Figure A2.5 – Pinch Point Caused by Mature Oak Tree at Jersey Place



Figure A2.6 – Devenish Road Between Jersey Place & Hancock's Mount

Appendix 3: Plan of Options Considered



Map of Options for Safer Routes to Charters School

Legend

- | | | | |
|----------|--------------------------------|---|--|
| Feature: | Proposed Safer Route to School | — | Cycle route to Sunningdale Station |
| ★ | Bridge at Elm Park | — | Cycle route alongside rail line |
| ★ | Dry Arch Rd Crossing | — | Cycle route via gas holder site |
| ★ | Removal of oak tree | — | Cycle route via Rise Rd / Kings Rd |
| | — | — | Cycle route via Charters development |
| | — | — | Footway widening Hancocks Mt to Bagshot Rd |
| | — | — | Footway widening Jersey Pl to Hancocks Mt |
| | — | — | Footway widening at Heathermount School |
| | — | — | Removal of western footway on Devenish Rd |

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Report for: ACTION



Contains Confidential or Exempt Information	NO – Part I
Title	Schools Capital Programme 2017-18
Responsible Officer(s)	Russell O’Keefe, Strategic Director of Corporate and Community Services
Contact officer, job title and phone number	Rob Stubbs, Head of Finance, Kevin McDaniel, Head of Schools and Educational Services,
Member reporting	Councillor Saunders, Councillor Airey
For Consideration By	Cabinet
Date to be Considered	15 December 2016
Implementation Date if Not Called In	30 December 2016
Affected Wards	All
Keywords/Index	Schools; Capital Programme
Report Summary	
<ol style="list-style-type: none"> 1. Children’s Services 2017/18 capital programme is submitted to Cabinet, ahead of the February budget setting, for provisional approval. This enables the approved schemes to be planned and tendered to enable the work to be undertaken during the summer holidays – the key period for carrying out capital works on school sites. 2. The Local Authority has a duty to ensure there are sufficient school places in the borough and to ensure buildings are maintained. The Local Authority receives an annual Basic Need grant from the Department for Education. The grant is awarded in December of each year. 3. This reports sets out the schemes in schools to be funded through the ‘Basic Need’ grant in 2017/18, see Appendix A. 	

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
That the general condition of Community and Voluntary Controlled school buildings is maintained and improved.	On completion of the programme, in the main by September 2017.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet approves:

- i. **The Children’s Services 2017-18 capital bids, including them in the overall 2017-18 capital programme, subject to any changes that may be required to the Condition list of schemes following the grant allocation announcement and final approval at Council.**
- ii. **The listed schemes being put out to tender.**
- iii. **Variations to the list of condition schemes based on DfE grant allocation and requests the final allocation and schemes are reported to Cabinet in February 2017.**
- iv. **£60,000 for feasibility work on schemes.**

2. REASON FOR DECISION AND OPTIONS CONSIDERED

Option	Comments
Approve the Children’s Services Capital Programme as appended in this report. Recommended	
Not approve a modified Capital Programme for Children’s Services. Not Recommended	Local authority does not meet its statutory duty.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered
Agreed schemes delivered by	1-4-2017	31-3-2017	31-1-2017 to 30-3-2017	30-1-2017	31-3-2018
Programme budget (under) / overspend	>+0.5%	+0.5% to -2%	-2% to -6%	< -6%	31-3-2018

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

- 3.2 The Schools Condition Grant is based on a national formula which is revised annually according to actual pupil numbers. The actual amount RBWM receives reduces according to the number of schools that have converted to academy status. The allocation is only for use at Community and Voluntary Controlled schools and for 2016-17 was £941,000. The 2017-18 allocation will not be announced until Spring 2017. Appendix A sets out the schemes to be approved in order of priority.
- 3.3 The condition schemes in Appendix A total £1,194,000 – a little more than the likely grant available. Once the grant allocation is confirmed, scheme proposals will need to be tailored according to what can be afforded. Schemes that slip below the affordable budget line will become the first call for subsequent years' funding.
- 3.4 In order to begin preparing the schemes, some budget is required for feasibility work in 2016-17. A budget of £60,000 should be sufficient.
- 3.5 This report has been presented to Cabinet early in order to design and tender early, to achieve better prices from contractors and to enable works to be carried out in the school holiday period. This is particularly relevant to maintenance work, where it is evident that several local authorities are approaching a similar range of contractors to carry out works within a relatively small window (school summer holidays). Early approval of this programme will enable the procurement process to start in good time so that tenders attract more competitive bids.
- 3.6 In February, Cabinet will consider two further years provisional programmes, for 2018-20 alongside a three year corporate capital programme.
- 3.7 The Basic Need Grant can be used to fund approved expansion work at any state funded RBWM school, including Community, Voluntary Controlled, Voluntary Aided, Academy, and Free schools. Basic Need Allocations are based on a national formula including a factor for RBWM pupil forecasting information. The allocation for 2017-18 is £2,348,000, but subsequent years have not been announced yet.
- 3.8 As most work needs to be completed during the summer break when school sites are less occupied, the preparation of schemes needs to begin as soon as possible. This will help ensure that tenders come in lower than if invited at the last minute. Waiting to approve the programme until allocations are known will be too late for many of the schemes.

4. FINANCIAL DETAILS

- 4.1 Cabinet approved, subject to final proposals being approved by Council, a programme of expansions for schools in July 2016. This totalled £29,600,000 over the period 2016-17 to 2018-19. Assuming that Basic Need allocation continues at a similar level, it is estimated that £10,100,000 of this will come from Basic Need Grant, with the remaining £19,500,000 being funded from Council funding, including S106 contributions which are continuing to increase.

Calls on Borough funding will only be made once sources of available grant and S106 funding are exhausted. The bids also include £1,200,000 needed for the expansion of primary schools in Ascot, starting with Cheapside Primary school in 2017-18.

- 4.2 The report identifies school condition schemes estimated to cost £1,194,000. As these are normally fully funded by grant, the list will need to be adjusted according to available funding once the confirmed grant allocation is known. This is expected to be about £1,000,000. This means there are likely to be fewer schemes achievable than currently shown in the in draft 2017-18 programme with unaffordable schemes at the bottom of the list being postponed to later years.

5. LEGAL

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

6. VALUE FOR MONEY

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

7. SUSTAINABILITY IMPACT APPRAISAL

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

8. RISK MANAGEMENT

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

9. LINKS TO STRATEGIC OBJECTIVES

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

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

None.

12. PROPERTY AND ASSETS IMPLICATIONS:

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

13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

14.1 Children's Services O&SP have seen this report prior to the Cabinet meeting.

15. TIMETABLE FOR IMPLEMENTATION

15.1 This section is not applicable.

16. APPENDICES

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

17. Background Information**18. Consultation (Mandatory)**

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph
Internal				
Chief Executive's Management Team (CMT)	All Strategic Directors, Heads of Legal Services and Policy & Performance.	14/11/16	16/11/16	Comments
Cllr Saunders	Lead Member for Finance	14/11/2016	15/11/2016	Comments
Cllr Airey	Lead Member for Children's Services			

19. Report History

Decision type:	Urgency item?
For information	No

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

Capital Bids 2017/18 - Schools schemes

Ref no	Scheme Name	Directorate	Rank	Ward	Description	Proposed Costs(£k)	S106	Devolved Formula Capital	School Condition Grant	Basic Need Grant	NET	Cumulative Net Expenditure
						Total (£k)	Income(£k)	Income(£k)	Income(£k)	Income(£k)	(£k)	(£k)
Expansion schemes previously approved by Cabinet subject to final proposals being approved by Council												
CB002441	The Windsor Boys School expansion	Adult, Children & Health Services	1	Old Windsor	Project Costs for expansion	1,120.0	370.0			750.0	0.0	0.0
CB002440	Windsor Girls' school expansion	Adult, Children & Health Services	2	Castle Without/ Clewer East	Expansion of school by one form of entry - 30 places per year.	1,800.0	75.0			1,725.0	0.0	0.0
CB002304	Charters School Expansion	Adult, Children & Health Services	3	Sunningdale	Expansion of Charters school to provide 30 places	3,420.0	952.0			2,000.0	468.0	468.0
CB002305	Cox Green School expansion	Adult, Children & Health Services	4	Cox Green	Expansion of Cox Green to provide 30 places	3,780.0	127.0			2,000.0	1,653.0	2,121.0
CB002312	Furze Platt Senior school expansion	Adult, Children & Health Services	5	Furze Platt	Expansion to provide 60 spaces	6,750.0	212.0			2,000.0	4,538.0	6,659.0
CB002314	Dedworth Middle school expansion	Adult, Children & Health Services	6	Clewer North	Expansion of school to provide 60 spaces	3,780.0	81.0			2,000.0	1,699.0	8,358.0
CB002317	Newlands Girls' school	Adult, Children & Health Services	7	Pinkneys Green	Additional classrooms and dining area	770.0	770.0			0.0	0.0	8,358.0
Schemes to be approved												
	Schools Devolved Formula Capital	Adult, Children & Health Services	8		Schools Devolved Formula Capital 2017-18 for the general maintenance of community schools (final figure TBC)	223.0	0.0	223.0		0.0	0.0	0.0
CB002315	Ascot primary school expansion	Adult, Children & Health Services	9	Ascot & Cheapside	Expansion to provide additional primary school places in the Ascot area including at Cheapside Primary school.	1,200.0	200.0			1,000.0	0.0	0.0
CB002316	Secondary Expansions risk contingency	Adult, Children & Health Services	10	Clewer North/ Cox Green/ Furze Platt/ Sunningdale	Sum to be used for design risk contingency across the whole secondary expansion programme.	4,100.0	0.0			1,068.0	3,032.0	3,032.0
CB002364	Feasibility and scheme preparation	Adult, Children & Health Services	11	All Wards	Programme feasibility and scheme preparation work.	180.0	0.0		90.0	90.0	0.0	3,032.0
CB002318	Furze Platt Infant school boiler replacement	Adult, Children & Health Services	12	Furze Platt	Renew boiler system	85.0	0.0		85.0	0.0	0.0	3,032.0
CB002369	School Kitchen Refurbishments	Adult, Children & Health Services	13	Old Windsor	Kitchen refurbishments, including replacement of life-expired equipment, to ensure continuing delivery of Universal Free School Meals and providing a quality meal to children during the school day. King's Court and a rolling programme of others require upgrades to meet current standards and regulations.	25.0	0.0		25.0	0.0	0.0	3,032.0
CB002349	Urgent Safety works various schools	Adult, Children & Health Services	14	All Wards	Continuing programme of works to reduce safety risks, such as fire / asbestos.	60.0	0.0		60.0	0.0	0.0	3,032.0
CB002368	Wessex Primary gutters and soffits	Adult, Children & Health Services	15	Cox Green	Replacement soffits and rainwater goods to prevent damp penetration into the supporting walls. Possible asbestos removal.	35.0	0.0		35.0	0.0	0.0	3,032.0

Capital Bids 2017/18 - Schools schemes

Ref no	Scheme Name	Directorate	Rank	Ward	Description	Proposed Costs(£k)	S106	Devolved Formula Capital	School Condition Grant	Basic Need Grant	NET	Cumulative Net Expenditure
						Total (£k)	Income(£k)	Income(£k)	Income(£k)	Income(£k)	(£k)	(£k)
CB002348	Furze Platt Junior School hall extension	Adult, Children & Health Services	16	Furze Platt	Extension to the school hall, including replacement of poor condition windows. Hall size links to previous expansion of the school. The school only has one hall space, with no separate dining area. This scheme can be funded partially by S.106 monies that can be spent at this school or that can be allocated to this scheme from the north West Maidenhead Sub-Area Pot.	150.0	86.0		64.0	0.0	0.0	3,032.0
CB002330	Bisham House refurbishment	Adult, Children & Health Services	17	Bisham & Cookham	Repairs and redecoration works internally and externally, to hand the building back to the trustees, if the lease from them is not to be renewed, or if we wish to renew the lease and continue to use the property. Works to be agreed with trustees, so budget only indicative.	75.0	0.0		75.0	0.0	0.0	3,032.0
CB002334	Maidenhead Nursery School structural improvements	Adult, Children & Health Services	18	Furze Platt	Structural repairs to the building to ensure integrity of the walls. Risk of exceptional weather conditions causing a dangerous situation.	40.0	0.0		40.0	0.0	0.0	3,032.0
CB002372	Larchfield Nursery Refurbishment	Adult, Children & Health Services	19	Oldfield	Refurbishment of Larchfield Nursery toilets and flooring.	35.0	0.0		35.0	0.0	0.0	3,032.0
CB002320	Education Capital Emergency Fund	Adult, Children & Health Services	20	All Wards	Budget in case of emergencies or unexpected accessibility needs arise - only to be used if essential.	50.0	0.0		50.0	0.0	0.0	3,032.0
CB002360	Roofing replacement at various schools	Adult, Children & Health Services	21	All Wards	Programme of roof replacements / major repairs. Locations to be confirmed following further professional checks and recommendations.	300.0	0.0		300.0	0.0	0.0	3,032.0
CB002378	Waltham St Lawrence window replacement	Adult, Children & Health Services	22	Hurley & Walthams	Further window replacements, some of which are large and specialised.	50.0	0.0		50.0	0.0	0.0	3,032.0
CB002319	All Saints Junior school boiler replacement	Adult, Children & Health Services	23	Boyn Hill	Replacement of boiler and pipework to ensure heating during the winter and to prevent a potential school closure.	85.0	0.0		85.0	0.0	0.0	3,032.0
CB002373	King's Court School heating system	Adult, Children & Health Services	24	Old Windsor	Replace radiators.	35.0	0.0		35.0	0.0	0.0	3,032.0
CB002377	Wessex Primary School heating	Adult, Children & Health Services	25	Cox Green	Replacement of external heating mains.	68.0	0.0		68.0	0.0	0.0	3,032.0
CB002376	Eton Wick School boiler and heating replacement	Adult, Children & Health Services	26	Eton Wick	Replace boiler and associated equipment and pipework.	97.0	0.0		97.0	0.0	0.0	3,032.0

**

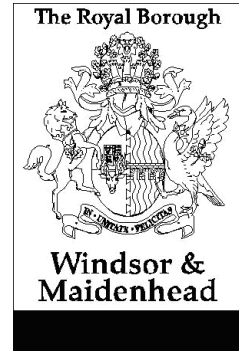
Previously approved by Cabinet subject to final proposals being approved by Council Schemes Subject to Approval
Total

21,420.0	2,587.0	0.0	0.0	10,475.0	8,358.0
6,893.0	286.0	223.0	1,194.0	2,158.0	3,032.0
28,313.0	2,873.0	223.0	1,194.0	12,633.0	11,390.0

** £10.1m of Basic Need grant funding is confirmed, the balance is subject to DFE confirmation.

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Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Council Tax Base 2017-18
Responsible Officer(s)	Russell O'Keefe, Strategic Director of Corporate and Community Services, 01628 796521
Contact officer, job title and phone number	Rob Stubbs, Head of Finance, 01628 796341
Member reporting	Councillor Saunders, Lead Member for Finance
For Consideration By	Cabinet
Date to be Considered	15 December 2016
Implementation Date if Not Called In	February 2017
Affected Wards	All

REPORT SUMMARY

1. This report deals with the statutory requirement to set the Council's tax base for Council Tax for 2017-18. The tax base is used by Thames Valley Police, Berkshire Fire & Rescue Authority, local Parish Councils as well as the Borough for setting precepts and Council Tax next year.
2. The tax base is in line with the level anticipated in the Councils Medium Term Financial Plan and has increased since last year for two main reasons:
 - The number of properties being built.
 - Reduced number of households claiming Local Council Tax Support Discount.

If recommendations are adopted, how will residents benefit?

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

1. DETAILS OF RECOMMENDATIONS

RECOMMENDED: That Cabinet:

- (i) Approves the council tax base for the whole of the Borough area, for the year 2017-18 at 66,709.64 as detailed in this report and appendices.
- (ii) Approves a grant to Parishes to compensate them for the loss of tax base due to the delivery of Council Tax Support as a discount (see paragraph 3.2).

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Option	Comments
Accept the recommendations	Council Tax is likely to achieve planned levels.
Reduce the non-payment percentage.	There is no guarantee the Council would recover the increased Council Tax arising from this action.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered
The rate of council tax not collected	>0.55%	0.45% - 0.55%	0.45% - 0.35%	<0.35%	March 31 st 2018.

- 3.1 **Local Council Tax Support (LCTS)** The delivery of LCTS as a discount under the localisation initiative has a significant impact on the tax base with in excess of 3700 properties estimated to receive up to 100% discount, dependant on their circumstances. However indications are that the numbers of claimants across the Borough are falling. The estimated cost of the discount is lower in 2017-18 (£4,107,000) compared to 2016-17 (£4,170,000). This comes through as an increase in the tax base compared to the estimate used in 2016-17.
- 3.2 **Parish Grant.** The Borough and major precepting authorities receive compensating adjustments in the Rate Support Grant for the effect of LCTS which the Parish Councils do not have access to. Billing Authorities are encouraged by DCLG to make arrangements to compensate Parish Councils for their loss. For the last four years Cabinet has agreed to compensate parish councils for any net loss. The total payments to Parishes in 2016-17 will be £64,000 and a recommendation is included in this report that the grant is re-calculated and paid in 2017-18. It is anticipated that total payments will be similar to 2016-17.
- 3.3 **New Properties.** Provision needs to be made in the 2017-18 tax base for new properties that are likely to be occupied before the end of the next financial year. This provision is calculated by colleagues in the revenue team following conversations with planners, building control and local builders. Such has the growth been in local

housing recently that the part year effect of 850 properties will be included in the provision for 2017-18.

- 3.4 **Collection Rate.** A review of eventual collection rates has been carried out which revealed that assumptions used to calculate the 2016-17 tax base (99.5%) are adequate and no changes are proposed.
- 3.5 **Business Rates.** Under the localisation of Business Rates initiative, also enabled in the Local Government Finance Bill, the borough now has a greater financial interest in the local business rate tax base as the Borough now shares in the risks and rewards associated with growth in the local economy. Whilst the Business rate tax base can be estimated using last years returns the actual Business Rate tax base cannot be calculated until DCLG publishes the NNDR1 return in January. Information on the business rate tax base will, therefore, be included in the Budget report to February Cabinet along with other assumptions that have been made about the income that is likely to accrue.

4. FINANCIAL DETAILS

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

PARISH	Local Tax Base 2017-18 (band D equivalent properties)
Bisham	731.07
Bray	4,183.27
Cookham	2,889.38
Cox Green	3,070.64
Datchet	2,193.73
Eton	1,778.20
Horton	461.71
Hurley	997.75
Old Windsor	2,361.98
Shottesbrooke	70.66
Sunningdale	3,423.44
Sunninghill	6,333.09
Waltham St Lawrence	665.93
White Waltham	1,238.77
Wraysbury	2,142.80
UNPARISHED	
Maidenhead	20,929.40
Windsor	13,237.82
TOTAL	66,709.64

- 4.2. The Council's budget requirement divided by the tax base (above) equals the Band D council tax that is set by the Council in February 2017.
- 4.3. The tax base has increased by 1013.02 band D equivalent properties since 2016-17 which is an increase of 1.5%.
- 4.4. Band D equivalent properties are the number of band D properties in the area which would raise the same council tax as the actual number of properties in all

bands. For example, one band H property is equivalent to two band D properties, because the taxpayer in a Band H property pays twice as much council tax.

5. LEGAL IMPLICATIONS

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

6. VALUE FOR MONEY

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

9. LINKS TO STRATEGIC OBJECTIVES

9.1 Residents can be assured that the Council is providing value for money in setting the taxbase.

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 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 The budget for 2017-18 will be finalised in January 2017 with full details going to Cabinet and Council in February 2017. Residents will be advised of their Council Tax in March 2017.

16. APPENDICES

16.1 Appendix A Analysis of properties.
 Appendix B Tax base by parish by band.
 Appendix C 2017-18 tax base compared with 2016-17.

17. BACKGROUND INFORMATION

17.1 Council tax base report 17th December 2015.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Saunders	Lead Member for Finance	14 Nov. 2016	16 Nov. 2016	
Cllr Rankin	Deputy Lead Member for Finance	14 Nov. 2016	14 Nov. 2016	
Alison Alexander	Managing Director	14 Nov. 2016		
Russell O'Keefe	Strategic Director for Corporate and Community Services	14 Nov. 2016	17 Nov. 2016	
Simon Fletcher	Strategic Director for Operations and Customer Services	14 Nov. 2016		
External None				

REPORT HISTORY

Decision type:	Urgency item?
For information	No

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

Tax Base 2017/18 - Analysis of Properties

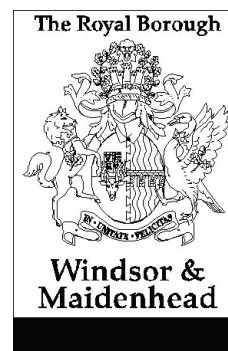
BAND		A (Entitled to Disabled Relief Reduction)	A	B	C	D	E	F	G	H	TOTAL
Number Of Properties											
Full Charge		1	731	1,159	4,785	10,582	9,217	6,234	7,638	1,431	41,778
25%Discount	25.00%	0	864	2,159	3,950	4,798	3,406	1,640	1,403	149	18,369
Empty Property Zero Discount <2Y	0.00%	0	39	77	145	261	195	109	118	57	1,001
Second Homes	0.00%	0	81	57	116	197	153	79	101	67	851
Empty Property Premium >2Y	50.00%	0	35	68	33	34	37	18	30	10	265
Statutory 50% Discounts	50.00%	0	6	2	6	7	7	12	34	14	88
Exemptions		0	152	275	214	245	128	69	101	22	1,206
Equivalent property reductions resulting from		0	-248	-830	-1,132	-1,054	-319	-107	-53	0	-3,743
MOD Properties		0	0	168	116	113	14	11	50	0	470
Total No. of Properties		1	1,660	3,134	8,233	15,183	12,837	8,065	9,422	1,750	60,285
Total Equiv No.		1.00	1,306.47	2,352.48	7,045.43	13,751.98	11,872.60	7,588.82	8,967.78	1,688.37	54,574.93
Ratio to Band D		5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	2	
BAND D EQUIVALENT		0.56	870.98	1,829.71	6,262.60	13,751.98	14,510.96	10,961.63	14,946.30	3,376.75	66,511.47

Tax Base 2017/18 - Band D Equivalents

BAND	A (Entitled to Disabled Relief Reduction)	A	B	C	D	E	F	G	H	TOTAL
Parish										
Bisham	0.00	3.17	2.53	4.44	31.98	107.43	127.82	373.45	83.92	734.74
Bray	0.00	152.06	177.81	188.24	501.52	1,018.33	753.49	1,264.48	144.00	4,199.93
Cookham	0.00	55.24	22.75	136.72	321.21	794.65	458.22	901.37	205.50	2,895.66
Cox Green	0.00	8.29	79.49	169.89	765.39	1,145.41	694.78	214.28	8.00	3,085.53
Datchet	0.00	21.08	52.83	326.41	352.31	447.08	380.44	590.43	33.00	2,203.58
Eton	0.00	5.93	52.01	167.84	562.97	503.51	194.83	223.48	74.00	1,784.57
Horton	0.00	15.80	11.95	54.07	76.86	109.95	111.38	74.52	9.50	464.03
Hurley	0.00	39.64	16.14	52.91	150.80	169.94	116.25	349.25	103.00	997.93
Old Windsor	0.00	19.13	45.25	138.04	387.86	796.63	390.87	516.25	71.50	2,365.53
Shottesbrooke	0.00	1.17	0.58	1.56	6.26	18.03	8.67	21.25	13.50	71.02
Sunningdale	0.00	29.33	29.14	106.85	413.37	459.95	468.42	855.92	940.00	3,302.98
Sunninghill	0.00	115.24	81.15	324.64	868.49	840.73	1,154.39	2,044.80	898.22	6,327.66
Waltham St Lawrence	0.00	12.68	4.47	16.59	55.88	124.26	87.89	284.17	81.00	666.94
White Waltham	0.00	32.54	56.24	88.69	298.99	286.31	124.66	305.83	44.50	1,237.76
Wraysbury	0.00	32.93	36.42	47.20	222.60	276.21	490.20	928.60	117.00	2,151.16
UNPARISHED										
Maidenhead	0.56	134.15	700.54	3,178.10	4,739.41	4,018.19	3,533.62	4,115.92	342.00	20,762.49
Windsor	0.00	192.61	460.41	1,260.42	3,996.07	3,394.36	1,865.73	1,882.30	208.10	13,260.00
	0.56	870.99	1,829.71	6,262.61	13,751.97	14,510.97	10,961.66	14,946.30	3,376.74	66,511.51
Valuation changes in year 2016/17										
		39.21	160.60	217.78	30.10	19.70	17.18	43.18	5.60	533.35
	0.56	910.20	1,990.31	6,480.39	13,782.07	14,530.67	10,978.84	14,989.48	3,382.34	67,044.86
Deduct Non-Collection Rate of .50%	0.00	4.57	9.94	32.38	68.90	72.66	54.88	74.95	16.94	335.22
COUNCIL TAX BASE	0.56	905.63	1,980.37	6,448.01	13,713.17	14,458.01	10,923.96	14,914.53	3,365.40	66,709.64

Local Tax Base 2017/18						
PARISH	Band D Equivalents	ADD Valuation Changes in 2017/18	LESS Non Collection Allowance	Local Tax Base 2017/18	Local tax Base 2016/17	Change
Bisham	734.74	-	-3.67	731.07	720.16	10.91
Bray	4,199.93	4.36	-21.02	4,183.27	4,166.73	16.54
Cookham	2,895.66	8.24	-14.52	2,889.38	2,849.36	40.02
Cox Green	3,085.53	0.54	-15.43	3,070.64	3,049.93	20.71
Datchet	2,203.58	1.17	-11.02	2,193.73	2,180.36	13.37
Eton	1,784.57	2.57	-8.94	1,778.20	1,736.21	41.99
Horton	464.03	-	-2.32	461.71	453.60	8.11
Hurley	997.93	4.83	-5.01	997.75	978.46	19.29
Old Windsor	2,365.53	8.32	-11.87	2,361.98	2,367.56	- 5.58
Shottesbrooke	71.02	-	-0.36	70.66	73.72	- 3.06
Sunningdale	3,302.98	137.66	-17.20	3,423.44	3,291.90	131.54
Sunninghill	6,327.66	37.25	-31.82	6,333.09	6,333.29	- 0.20
Waltham St Lawrence	666.94	2.34	-3.35	665.93	657.21	8.72
White Waltham	1,237.76	7.24	-6.23	1,238.77	1,186.87	51.90
Wraysbury	2,151.16	2.41	-10.77	2,142.80	2,134.75	8.05
UNPARISHED						
Maidenhead	20,762.49	272.08	-105.17	20,929.40	20,452.10	477.30
Windsor	13,260.00	44.34	-66.52	13,237.82	13,064.41	173.41
TOTALS	66,511.51	533.35	-335.22	66,709.64	65,696.62	1,013.02

Report for: INFORMATION



Contains Confidential or Exempt Information	NO - Part I
Title	Financial Update
Responsible Officer(s)	Russell O'Keefe, Strategic Director of Corporate and Community Services, 01628 796521
Contact officer, job title and phone number	Rob Stubbs, Head of Finance, 01628 796341
Member reporting	Councillor Saunders, Lead Member for Finance
For Consideration By	Cabinet
Date to be Considered	15 December 2016
Implementation Date if Not Called In	Immediate
Affected Wards	All

REPORT SUMMARY

1. This report sets out the Council's financial performance to date in 2016-17. In summary there is a projected £435,000 underspend on the General Fund (see Appendix A) which is an improvement of £5,000 from the November financial monitoring report. This is due to a net increase in the underspend forecast in a number of service budgets, see section 4 for details.
2. The Council remains in a strong financial position, with the Council's combined General Fund Reserves of £6,495,000 (7.24% of budget) in excess of the £5,270,000 (5.88% of budget) 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 reviewed regularly.	24 November 2016

1. DETAILS OF RECOMMENDATIONS

RECOMMENDED: That Cabinet:

- i) **Notes the Council's projected outturn position.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 As this is a monitoring report decisions are not normally necessary but may occasionally be required.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered
General Fund Reserves Achieved	Below £5,000,000	£5,000,000 to £5,490,000	£5,490,000 to £6,000,000	Above £6,000,000	31 May 2017

- 3.1 The General Fund Reserve is £5,291,000 and the Development Fund balance is £1,204,000, see Appendix B for a breakdown of the Development Fund. The combined reserves are £6,495,000. The 2016-17 budget report recommended a minimal reserve level of £5,270,000 to cover known risks for 18 months.

4. FINANCIAL DETAILS

- 4.1. The Strategic Director of **Adults, Children & Health Services** reports a projected outturn figure for 2016-17 of £57,397,000 against a controllable net budget of £57,200,000, an overspend of £197,000. This is an increase of £39,000 on the overspend reported to Cabinet in November. The most significant changes in the last month are:

- A reduction £25,000 in the underspend projected in the fostering and leaving care budget following two new fostering placements.
- An overspend of £30,000 due to the use of agency staff to cover for vacant posts in the family placement team.

- 4.2. Changes in forecast spend for Dedicated Schools Grant (DSG) funded budgets are:

- A reduction of £345,000 in estimated cost of meeting commitments including the funding of 'early years' support following a review of annual commitments.
- An increase of £811,000 in the estimated cost of meeting the needs of children with high needs following a review of current actual and committed placements. See paragraph below.
- The above two items contribute to a net charge of £429,000 to DSG reserves.

4.3. The increase in the cost of providing education to children and young people with high needs arises for the following reasons:

- Legislative Change – The Children & Families Act introduced a requirement for councils to continue to fund education provision from the ages 19 to 25 if relevant outcomes are identified. This was introduced in September 2014 however it is over recent months that the impact of this legislation is becoming apparent. There are now 64 young adults between 19 to 25 with Statements or Education, Health and Care Plans (EHC) receiving support, whereas in September 2015 there were 21, this represents an increase of 200%.
- Demography - The number of children under 19 with statements or EHC plans has increased 11% from 697 to 775, an increase of 78 children over the last year.
- Migration – over the past 12 months there have been 23 families with children requiring support move into the area, 9 have moved out of the area.
- Complex Placements – a small number of high cost placements have had a significant impact on the budget in the current year.

4.4. The net cost of these placements will impact upon the dedicated schools grant (DSG) reserves for the current year. The impact of high needs funding requirement is being reviewed alongside other changes in the remit of this grant. A strategy is being drawn up for the future allocation of DSG which will encompass all elements of this grant.

4.5. There remain significant pressures and savings, as reported to Cabinet in November, continuing to impact on the budget position:

- A projected overspend of £343,000 on the home to school transport budget. This is the full year effect of the increase in high needs SEN pupils in the last academic year and to the cost of new transport contracts for SEN pupils in this academic year.
- The budget for supporting residents into temporary accommodation is projecting an overspend of £470,000. This relates to funding more residents with housing benefit following the change in legislation and the introduction of the subsidy loss and the benefit cap.
- Pressures in the provision of services to those with a learning disability and mental health problems - projected overspend of £384,000. 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.
- An underspend of £597,000 in the care costs of children with disabilities, internal fostering and children leaving care mainly due to fewer than expected numbers requiring high cost support.

4.6. There are no projected variances ~~143~~ support within the HR budget.

- 4.7. In addition to the variances reported above there are a number of financial risks which will potentially impact on the budget position this year. These include: two 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 council should these cases both be decided against the council is estimated at £165,000, and the maximum saving if both cases were settled in favour of the council is estimated at £558,000 this year.
- 4.8. The Strategic Director of **Corporate and Community Services** maintains a projected underspend position for 2016-17 at £28,000, on a net budget of £4,234,000.
- 4.9. The Strategic Director of **Operations and Customer Services** reports a projected underspend of £599,000 on the directorate's 2016-17 approved budget of £21,675,000, £44,000 up on the figure reported to Cabinet in November. The improvement derives from a strengthened position on full year parking income, from car parks and enforcement, partly reduced by potential pressure on benefits subsidy.

Revenue budget movement

- 4.10. Revenue budget movements this month are shown in table 1. An expanded full year Movement Statement has been included in the report in Appendix C.

Table 1: Revenue budget movement.

Service expenditure budget reported to October Cabinet	£83,092,000
Redundancy payment	£17,000
Service expenditure budget this month	£83,109,000

Cash Balances Forecast

- 4.11. Appendix D provides details of the Borough's cash balances. There has been very little change to the cash flow forecast reported to November Cabinet. There is still an expectation of requiring a short term loan or overdraft with further borrowing being necessary later in the new financial year.

Capital Programme

- 4.12. The approved 2016-17 capital estimate is £47,039,000, see table 2. The projected outturn for the financial year is £42,250,000. This is an increase on the capital outturn in 2015-16 of £27,421,000. See appendices E and F for further details. Table 3 shows the status of schemes in the capital programme.

Table 2: capital estimates

	Exp	Inc	Net
Approved estimate	£47,039,000	(£19,499,000)	£27,540,000
Variances identified	(£647,000)	£649,000	£2,000
Slippage to 2017-18	(£4,142,000)	£300,000	(£3,842,000)
Projected Outturn 2016-17	£42,250,000	(£18,550,000)	£23,700,000

Table 3: Capital programme status

	Report Cabinet Dec 2016
Number of schemes in programme	532
Yet to Start	17%
In Progress	56%
Completed	22%
Ongoing Programmes e.g. Disabled Facilities Grant	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

5. LEGAL IMPLICATIONS

5.1 In producing and reviewing this report the Council is meeting 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 Development fund analysis
- Appendix C Revenue movement statement
- Appendix D Cash flow forecast
- Appendix E Capital budget summary
- Appendix F Capital variances

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:
Internal				
Cllr Saunders	Lead Member for Finance	15/11/2016		
Cllr Rankin	Deputy Lead Member for Finance	15/11/2016		
Alison Alexander	Managing Director	14/11/2016		Throughout
Russell O'Keefe	Strategic Director of Corporate and Community Services	15/11/2016	15/11/2016	Throughout
Simon Fletcher	Strategic Director of Operations and Customer Services	15/11/2016	15/11/2016	
External None				

REPORT HISTORY

Decision type:	Urgency item?
For information	No

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

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Adult, Children's & Health Commissioning	7,636	7,114	474
Schools and Educational Services	2,914	2,923	193
Health, Early Help & Safeguarding	10,411	10,438	(42)
Health and Adult Social Care	32,408	33,030	(389)
Human Resources	1,167	1,537	0
A,C&H Management	834	932	(39)
Total Adult, Children & Health	55,370	55,974	197
Better Care Fund-Expenditure	9,915	10,956	0
Better Care Fund-Income	(8,485)	(9,730)	0
Total Better Care Fund	1,430	1,226	0
Maintained Schools	42,127	39,553	0
Early Years Education and Childcare Provision	7,154	6,407	(27)
Admissions and Pupil Growth	545	381	0
Support Services for Schools and Early Years	1,714	1,602	(251)
High Needs and Alternative Provision	13,430	13,637	1,127
Dedicated Schools Grant	(64,970)	(61,580)	(849)
Total Schools Budget (DSG)	0	0	0
Total Adult, Children and Health Services	56,800	57,200	197
Director of Operations & Customer Services	(27)	377	0
Revenues & Benefits	816	757	49
Highways & Transport	6,125	6,378	75
Community, Protection & Enforcement Services	6,957	7,223	(590)
Customer Services	1,704	1,813	40
Technology & Change Delivery	2,915	2,687	(200)
Library, Arts & Heritage Services	2,316	2,440	27
Total Operations & Customer Services	20,806	21,675	(599)
Director of Corporate & Community Services	85	151	0
Planning, Development and Regeneration Service	(813)	(726)	(51)
Corporate Management	433	574	0
Performance	429	454	(9)
Democratic Services	1,955	1,895	14
Elections	261	263	0
Legal	104	98	(47)
Finance	2,353	2,383	0
Building Services	40	26	0
Communities and Economic Development	(801)	(884)	65
Total Corporate & Community Services	4,046	4,234	(28)
TOTAL EXPENDITURE	81,652	83,109	(430)

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	81,652	83,109	(430)
Contribution to / (from) Development Fund	1,133	555	0
Pensions deficit recovery	2,115	2,115	0
Pay reward	500	5	(5)
Transfer to/(from) Provision for the clearance of Shurlock Road		(180)	0
Transfer to/(from) Provision for Redundancy		(422)	0
Environment Agency levy	150	150	0
Capital Financing inc Interest Receipts	5,128	5,258	0
NET REQUIREMENTS	90,678	90,590	(435)
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	0	88	435
GROSS COUNCIL TAX REQUIREMENT	89,697	89,697	0
General Fund			
Opening Balance	4,681	4,768	4,856
Transfers to / (from) balances	0	88	435
	<u>4,681</u>	<u>4,856</u>	<u>5,291</u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			

Memorandum Item	
Current balance on the Development Fund	
	£000
Opening Balance	649
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	555
	<u>1,204</u>

Corporate Development Fund (AE35) £000		
Balance B/F from 2015/16		649
Transacted amounts in 2016/17		
To/From Capital Fund		0
To/From General Fund		
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	
Forest Bridge Contingency no longer required - revenue budget removed	100	
		555
		<u>1,204</u>

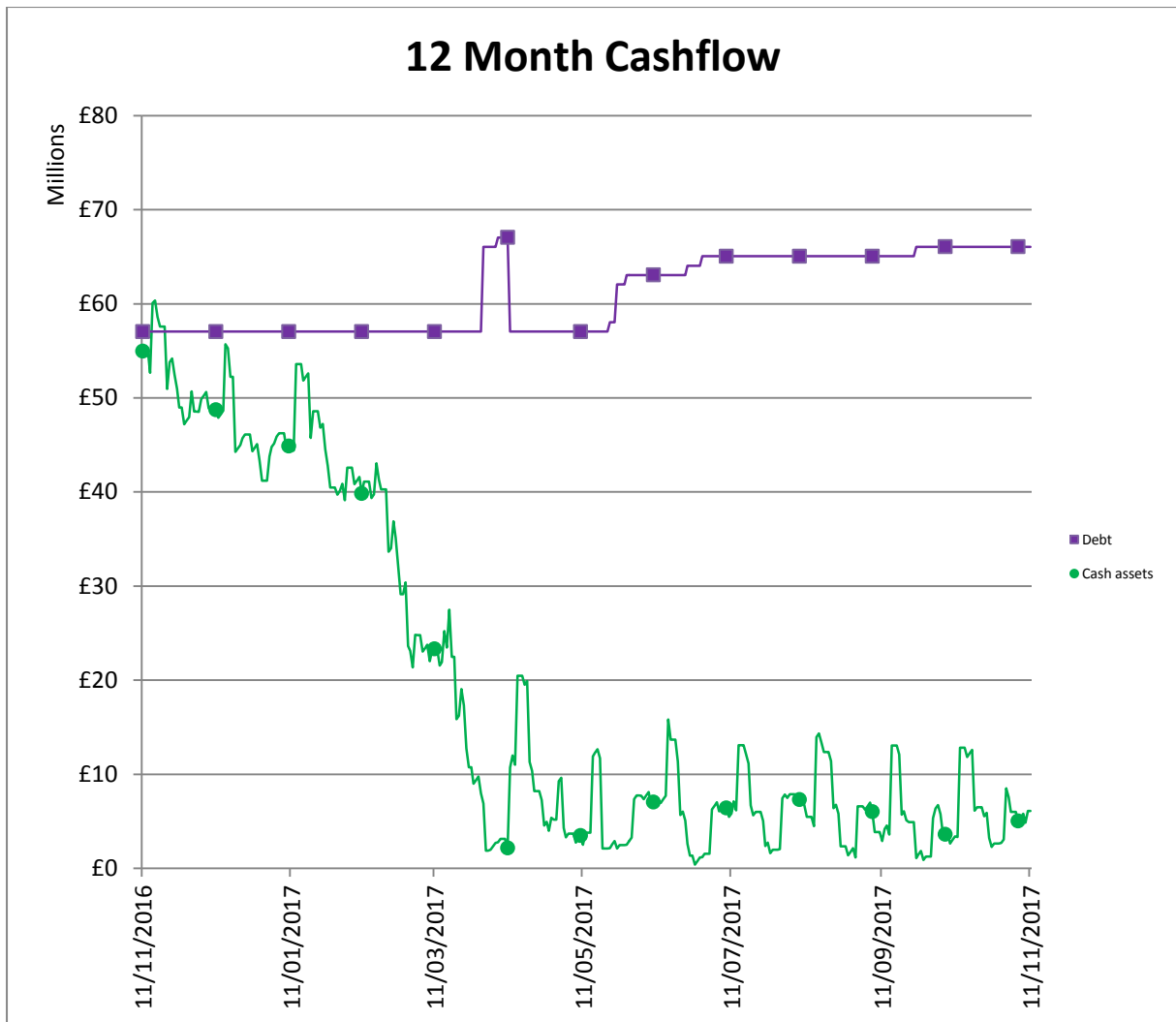
Budget Movement Statement 2016-17

	Funded by Development Fund (1)	Funded by the General Fund (2)	Funded by Provision (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
Original Budget					81,652	
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
22 Redundancy cost			18		18	Cabinet May
23 Redundancy cost			101		101	Cabinet May
24 Removal of Forest Bridge Contingency	(100)				(100)	Cabinet November
25 Redundancy cost			17		17	Cabinet May
Changes Approved	578	264	422	193	1,457	
Approved Estimate December Cabinet					83,109	

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NOTES

- 1 When additional budget is approved, a funding source is agreed with the Lead Member of Finance. Transactions in column 1 have been funded from a usable reserve (Development Fund).
- 2 If additional budget is approved but no funding is specified, the transaction would, by default, be funded from the General Fund Reserve. Transactions in column 2 are funded by the General Fund.
- 3 A provision for future redundancy costs is created every year and this is used to fund additional budget in services for the costs of redundancy they incur during the year. Transactions in column 3 are redundancy costs funded by the provision for redundancy.
- 4 Transactions in column 4 are amounts approved in the annual budget which for various reasons need to be allocated to service budgets in-year. An example would be the pay reward budget. Pay reward payments are not approved until June. The budget therefore has to be re-allocated.



Note 1 – Reduced Council Tax and Business Rates collections in February and March coupled with the commitment to pay out £20m of LEP funding in March 2017 is forecast to cause the decrease in cash balances towards the end of the financial year 2016/17.

Note 2 – An increase in borrowing by £9m is forecast in March 2017 to fund the cash shortfall created by the commitment to pay out LEP funding during the month. This is a short term requirement with the intention to repay the loan when the 2017/18 instalment of LEP funding is received in early April 2017. Further borrowing will be required later in the year with the first instalment of borrowing forecast towards the end of April 2017, coinciding with the April payroll date.

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)	(%)
Community & Corporate Services														
SMILE Leisure	428	(120)	308	1,003	(120)	883	46	(14)	32	809	240	1,049	0	0%
Community Facilities	155	0	155	355	(200)	155	17	0	17	372	0	372	0	0%
Outdoor Facilities	370	(100)	270	593	(154)	439	760	(486)	274	1052	300	1,352	(1)	0%
Property & Development	0	0	0	30	0	30	512	0	512	436	107	543	1	0%
Governance, Policy, Performance_Partnerships	588	0	588	340	0	340	406	0	406	746	0	746	0	0%
Regeneration & Economic Development	6,377	(185)	6,192	8,218	(495)	7,723	4,812	(1,075)	3,737	10,206	2,822	13,028	(2)	0%
Total Community & Corporate Services	7,918	(405)	7,513	10,539	(969)	9,570	6,553	(1,575)	4,978	13,621	3,469	17,090	(2)	(0)
Operations & Customer Services														
Technology & Change Delivery	0	0	0	0	0	0	335	(6)	329	334	0	334	(1)	
Revenues & Benefits	0	0	0	162	0	162	48	0	48	210	0	210	0	
Customer Services	0	0	0	0	0	0	276	0	276	276	0	276	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	10,519	(3,555)	6,964	2,117	(892)	1,225	11,964	673	12,637	1	0%
Community,Protection & Enforcement Services	890	(380)	510	960	(380)	580	992	(721)	271	1,953	0	1,953	1	0%
Libraries, Arts & Heritage	367	(295)	72	367	(295)	72	468	(147)	321	835	0	835	0	0%
Total Operations & Customer Services	11,209	(4,138)	7,071	12,444	(4,552)	7,892	4,505	(1,902)	2,603	16,277	673	16,950	1	0
Adult, Children & Health														
HR	0	0	0	0	0	0	0	0	0	0	0	0	0	
Adult Social Care	41	0	41	48	0	48	217	(185)	32	267	0	267	2	5%
Housing	0	0	0	0	0	0	2,397	(2,017)	380	1,897	0	1,897	(500)	
Non Schools	0	0	0	89	(89)	0	305	(233)	72	394	0	394	0	
Schools – Non Devolved	4,550	(4,190)	360	5,732	(3,767)	1,965	2,192	(2,192)	0	7,773	0	7,773	(151)	-3%
Schools – Devolved Capital	250	(250)	0	933	(933)	0	1,085	(1,085)	0	2,021	0	2,021	3	1%
Total Adult, Children & Health	4,841	(4,440)	401	6,802	(4,789)	2,013	6,196	(5,712)	484	12,352	0	12,352	(646)	(0)
Total Committed Schemes	23,968	(8,983)	14,985	29,785	(10,310)	19,475	17,254	(9,189)	8,065	42,250	4,142	46,392	(647)	0

	(£'000)	(£'000)	(£'000)
Portfolio Total	23,968	47,039	42,250
External Funding			
Government Grants	(7,890)	(12,512)	(12,363)
Developers' Contributions	(933)	(5,920)	(5,120)
Other Contributions	(160)	(1,067)	(1,067)
Total External Funding Sources	(8,983)	(19,499)	(18,550)
Total Corporate Funding	14,985	27,540	23,700

Capital Monitoring Report - November 2016-17

At 30 November 2016, the approved estimate stood at £47.039m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	47,039	(19,499)	27,540
Variances identified	(647)	649	2
Slippage to 2017/18	(4,142)	300	(3,842)
Projected Outturn 2016/17	42,250	(18,550)	23,700

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £42.250m

Variances are reported as follows.

Governance, Policy, Performance & Partnership

CY07	Challenge Prize Scheme	(10)	0	(10)	Revised Estimate
CY09	Superfast Broadband in Berkshire (2014/16)	10	0	10	Unforeseen Costs

Schools - Non Devolved

CSDW	Prep work for future expansion schemes - 2013-14	(28)	28	0	Budget no longer required
CSEU	Riverside (Ellington) Primary expansion 2014-15	(37)	37	0	Final account now agreed
CSGM	Dedworth Green Drainage Improvements-2015-16	(14)	14	0	Budget no longer required
CSGU	Holy Trinity Sunningdale Bulge Classroom	(70)	70	0	Final account agreed.
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

Adult Social Care

CT43	Courthouse Road Conversion of Garage	2	0	2	Final cost of Gas Main
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Housing

CT51	Affordable Home Ownership Capital Investment	(500)	500	0	Budget no longer required. S106 funding will be used to fund the Brill House project in 2017/18
		(647)	649	2	

Slippage is reported as follows

SMILE Leisure

CZ44	Charters L.C. Expansion	(240)	0	(240)	Scheme at design stage
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Outdoor Spaces

CZ49	P&OS - Victory Field Pavilion Centre	(300)	300	0	Project review to be undertaken by Parish
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Highways & Transport

CD15	Bridge Strengthening Scheme	(65)	0	(65)	Victoria Bridge waterproofing scheme - slipped to next financial year due to other works in area.
CD72	Preliminary Flood Risk-Assessments	(18)	0	(18)	PFRA due 2017. Awaiting government guidance.
CD42	Maidenhead Station Interchange & Car Park	(500)	0	(500)	Scheme still in feasibility stage.
CD79	A329 London Rd/B383 Roundabout-Scheme Development	(90)	0	(90)	Slippage to supplement 'scheme delivery' budget in 2017-18 (if approved)

Property & Development

CX22	St Mary's Hse-External replace/decor roof 2014-15	(64)	0	(64)	Scheme to progress in 2017/18.
CX28	Ray Mill Road Residential Development	(43)	0	(43)	Project has commenced. The remaining budget will be required next year.

Regeneration

CI29	Broadway Opportunity Area-Nicholsons CP 2015-16	(2,700)	0	(2,700)	The construction of the extended car park is currently on hold and being reviewed. The project will not commence this financial year.
CI48	Development Manager, Maidenhead Regeneration	(100)	0	(100)	Reform Road feasibility work has been paused while the JV procurement progresses.
CX20	Ross Road - repairs & redecoration	(22)	0	(22)	Project to commence during 2017/18.
		(4,142)	300	(3,842)	

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	92	17%
In Progress	296	56%
Completed	115	22%
Ongoing Programmes e.g.. Disabled Facilities Grant	28	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	532	100%

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