

NOTICE  
OF  
MEETING



**CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL**

will meet on

**THURSDAY, 22ND SEPTEMBER, 2016**

at

**6.30 pm**

in the

**COUNCIL CHAMBER - TOWN HALL,**

TO: MEMBERS OF THE CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

COUNCILLORS EDWARD WILSON, DAVID EVANS, LYNNE JONES, ROSS MCWILLIAMS, MARION MILLS (VICE-CHAIRMAN), NICOLA PRYER AND EILEEN QUICK (CHAIRMAN).

VACANCY (OXFORD DIOCESE), MR MOSS (PORTSMOUTH DIOCESE), TANYA WHITE (SECONDARY HEADTEACHER REPRESENTATIVE), VACANCY (PRIMARY HEADTEACHER REPRESENTATIVE), MR LOUDEN (SECONDARY GOVERNORS REPRESENTATIVE), MARGARET BROWN (SECONDARY GOVERNORS REPRESENTATIVE), MARTIN POST (REGIONAL SCHOOLS COMMISSIONER).

Karen Shepherd - Democratic Services Manager  
Issued: Wednesday, 14 September 2016

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

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## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u>  To receive apologies for absence.	-
2.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest.	5 - 6
3.	<u>MINUTES</u>  To consider the Part I minutes of the meeting held on 19 <sup>th</sup> July 2016.	7 - 12
4.	<u>BUSINESS PLAN</u>  To consider the Business Plan.	13 - 42
5.	<u>FINANCIAL UPDATE</u>  To comment on the Cabinet report.	43 - 62
6.	<u>INITIAL SAVINGS IN RESPECT OF 2017-18 BUDGET</u>  To comment on the Cabinet report.	63 - 72
7.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PRESS AND PUBLIC</u>  To consider passing the following resolution:-  "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1- 7 of part I of Schedule 12A of the Act"	-

**PARTII**

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<u>FINANCE UPDATE</u>  To note the Part II appendix.  <b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b>	73 - 74
9.	<u>DELIVERY OF CHILDREN'S SERVICES</u>  To comment on the Cabinet report.  <b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b>	75 - 144



## 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

## CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

TUESDAY, 19 JULY 2016

PRESENT: Councillors Edward Wilson, Marion Mills, Nicola Pryer and Eileen Quick and Lynne Jones

CO-OPTED MEMBERS: Mrs Brown and Mr Louden

Also in attendance: Cllr Mrs Airey

Officers: Edmund Bradley, Kevin McDaniel, David Cook, Alison Alexander, Hilary Hall and Andy Carswell

### ELECTION OF CHAIRMAN AND VICE CHAIRMAN

Cllr E Wilson proposed Cllr Quick as chairman of the Panel. The motion was seconded by Cllr Mills and passed unanimously.

Cllr E Wilson proposed Cllr Mills as vice chairman of the Panel. The motion was seconded by Cllr Pryer and passed unanimously.

### APOLOGIES FOR ABSENCE

Apologies for absence were received by Cllr D Evans and Cllr McWilliams.

### DECLARATIONS OF INTEREST

Councillor E Wilson declared a personal interest in item 6 as his wife worked at St Edwards First School. As this was not a Disclosable Pecuniary Interest he stayed and considered the item.

Mr Louden declared a personal interest in item 6 as he was a School Governor. As this was not a Disclosable Pecuniary Interest he stayed and considered the item.

### MINUTES

The Part I minutes of the meeting held on Tuesday, 19 April 2016 were approved as a true and correct record.

### CHILD SEXUAL EXPLOITATION - UPDATE ON PROGRESS

Members were reminded that last year Cabinet agreed an action plan relating to tackling child sexual exploitation. A sustainable action plan relating to data monitoring and raising awareness continues to be developed by the Council.

The Head of Commissioning for Adults, Children and Health informed that a recent multi agency conference involving Council Officers had been very successful. She said one was not being held this year, although another was being planned for the following year.

Cllr E Wilson said that the diagram relating to governance of child sexual exploitation on page 12 of the report did not state what the outputs were, or who the responsible Council Members were. The Head of Commissioning for Adults, Children and Health said that this would be rectified in future reports and comments would be passed on to the Safeguarding Board.

The Director of Children's Services said that the meetings involved in the governance of child sexual exploitation were all operational and Council Members were welcome to attend meetings or request minutes.

Cllr Jones asked how it could be ascertained that the MASH was working effectively. The Director of Children's Services said that the number of cases that had been tracked from first contact through to a referral had increased significantly since the MASH was set up, thereby safeguarding an increased number of children.

The Chairman said Officers who had helped set up the MASH should be congratulated for its success, adding she hoped more local authorities would implement a similar system.

The Cabinet Member for Children's Services said creating the MASH had been a high priority for the Council, as monitoring exploitation cases had hitherto been difficult. She said the new body helped to pull together all the parts of any investigation.

Panel Members commented that they would have liked to have received the Supplementary Agenda several days in advance of the meeting. Cllr E Wilson stated the lack of available papers in advance of the meeting did not allow proper scrutiny and the chance to give sufficient feedback to Cabinet. The Director of Children's Services apologised for the delay, telling Members that Officers were waiting for financial figures to be given to them before the report was compiled. The Chairman commented that the report could have been circulated earlier, with a reminder that financial information was to follow.

**Resolved Unanimously: That the Children's Services O&S Panel considered the report and fully endorsed the recommendations to Cabinet.**

## EXPANSION OF SECONDARY SECTOR PROVISION

The Panel considered the Cabinet report detailing the revised costs of the secondary school expansion programme.

The Head of Schools and Educational Services informed the cost of providing additional secondary school places had increased significantly from the initial £20.5million estimate. The proposals in the report had come following six months of negotiations with the schools in the Borough.

The Head of Schools and Educational Services said three levels of solution had been suggested. The technical minimum, which was the cheapest, was not appropriate to four of the schools consulted on and was therefore not being considered in relationship to them.

The practical minimum, which would meet the needs of the schools being consulted, would cost an estimated £23.6million, with an additional £3million contingency being set aside. The cost of the recommended schemes would cost £29.6million, which includes a £3.7million contingency provision. The third option was 'sufficient for excellent education' which also included support for vulnerable children.

The Head of Schools and Educational Services told members that £13.3million of the money needed for the project will come from a grant from the Government, and £6.5million of local money would be used. This results in a £7.8million shortfall; however the Head of Schools and Educational Services said this scheme would be one of the first to benefit from money the Council receives from the sale of Maidenhead Golf Club.

The Chairman noted that the recommended sums for Windsor Boys and Windsor Girls Schools were the minimum amounts. The Head of Schools and Educational Services said this was because only classrooms were being constructed as part of the expansion projects at those schools.



Cllr Jones asked if any of the schools could accommodate more places in their Sixth Forms. The Head of Schools and Educational Services said that in principle they could, and that all of the schools had recognised that running a Sixth Form was important.

Cllr E Wilson questioned why the report did not make any reference to Primary expansion or Pupil Premium. He also raised concern that we were spending tax payers money expanding academies where there were schools such as Desborough College and Churchmead School having places available for pupils, and said more should be done by the Council to fill them. Mrs Brown reported that Desborough College was near to capacity with only 10 spare places. The Director of Children's Services said the recommendations in the report were the result of a series of discussions at Cabinet, which would hold further discussions in the future to determine which schools would be expanded in the future.

The Director of Children's Services stated further that the purpose of the report was to outline which schools the Council would focus on expanding. Officers had been working on the assumption that every school place in the Borough would be filled.

Cllr E Wilson said that the issue surrounding a potential new school should have been addressed in the report. The Director of Children's Services said that the Council would be the body responsible for a new school, and the Council would be expected to fund a new Free School even if it asked the Government for one. She said that at the moment the Council is seeking to expand its basic provision, as it is anticipated there will be insufficient school places for the 2017/18 academic year unless expansion work takes place now. Whilst there remained basic need any expansion programmes would have to be funded locally and thus academies would not be eligible for Government funding.

The Chairman questioned whether the Council was making it clear enough to parents to select more than one school choice during the admissions process, as it would make it easier for a place to be allocated. The Head of Schools and Educational Services said parents were encouraged to select more than one option, but said it had been suggested that information perhaps wasn't as clear as it should be and this would be reviewed.

The Chairman also questioned if there were contingency plans in place if one of the Windsor upper schools wished to adopt a two tier system. The Director of Children's Services said that if an Upper School wanted to take in year seven pupils it would have to formally apply to the Secretary of State, giving the Council time to reconsider its approach to secondary school places.

The Cabinet Member for Children's Services reiterated that the report was only being reconsidered by Cabinet because the costs had been increased from the initial £20.5million estimate. There had already been lots of debate, consultation and negotiation of the expansion programme and thus report was requesting the increased funding as the expansion programme moved forward.

Cllr Mills mentioned that the charts in the presentation had been very useful in explaining why the proposals were being made for each school.

Cllr Jones said she did not agree with the wording of part i of the recommendation and said the national average of £18,554 should be used instead of the £10k figure relating to the Holyport College project as it was more logical and Holyport had been costed as a new build and not an expansion project. Cllr Wilson said the figure in the recommendation related to the last big schools project made in the Borough, with the Chairman adding that the figure showed how good value it was. Cllr Jones said she agreed with the report's proposals in principle, but wanted her comments on its wording noted as she felt that the national average should be used and not the cost associated with Holyport College. The Director of Children's Services said that the Leader of the Opposition's comments would be passed to Cabinet.

**Resolved Unanimously: That the Children's Services O&S Panel considered the report and endorsed the recommendations to Cabinet, subject to it being noted that Cllr Jones had raised objection to the use of Holyport College average price per place rather than the national average.**

## FINANCE UPDATE

The Finance Partner told the Panel that part I of the report summary was incorrect and should instead state that the non-service variances are projected to have a £70k underspend, meaning there is a projected £41k overspend on the General Fund. The Finance Partner apologised for the error, adding that the appendices to the report were correct.

The Finance Partner said the Council had received a lower DfE condition grant than had been anticipated for Children's Services when the budget was set, resulting in a £532k reduction to the capital programme. He said some of the lower priority Children's Services capital schemes would be postponed until 2017/18 and form part of the Capital Programme's budget setting process.

The Finance Partner said most of the £155k projected revenue overspend within the Adult Children's and Health Directorate related to Adult Services. Children's Services overspending was predominantly on the costs of temporary agency staff, particularly with regards to safeguarding. However, these overspends are being compensated for by underspends elsewhere. The Finance Partner said there are plans in place to cover most of the spending and it is anticipated the Council will come in on budget.

Mrs Brown asked why the Council used so many agency staff. The Director of Children's Services said it was due to a shortfall in social workers, this a national issue and proposals had just been put the Council's Employment Panel.

Cllr Jones questioned if the additional agency costs were being offset by increasing case loads. The Panel were informed that increased case loads was part of the temporary solution along with savings such as managed vacancies in other areas of the Directorate.

**Resolved Unanimously: That the Children's Services O&S Panel considered the report and fully endorsed the recommendations to Cabinet.**

## FORWARD PLAN

The Chairman asked for a presentation before full Council reminding Members of their responsibilities as Corporate Parents, in light of there being so many new Members. She said permission would need to be sought from the Mayor first.

The Chairman added the Panel had an update on the Family Support Programme, which should go on the Forward Plan.

Cllr E Wilson asked for a paper from officers outlining the responsibilities of Academy Trusts. He said he wanted this to clarify concerns and confusion amongst residents who were questioning why the Council was financially supporting Academies, when it does not have any administrative control over them.

Cllr Jones said she wanted an update on the progress being made by Children's Centres.

## LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

It was **RESOLVED** that the public be excluded from the remainder of the meeting.

The meeting, which began at 6:30pm, finished at 8:20pm.

CHAIRMAN.....

DATE.....

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## **Adult, Children and Health Services Directorate Business Plan 2016-2017**

**July 2016**

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

**Our vision is underpinned by four principles:**

*Putting residents first*

*Delivering value for money*

*Delivering together with our partners*

*Equipping ourselves for the future*

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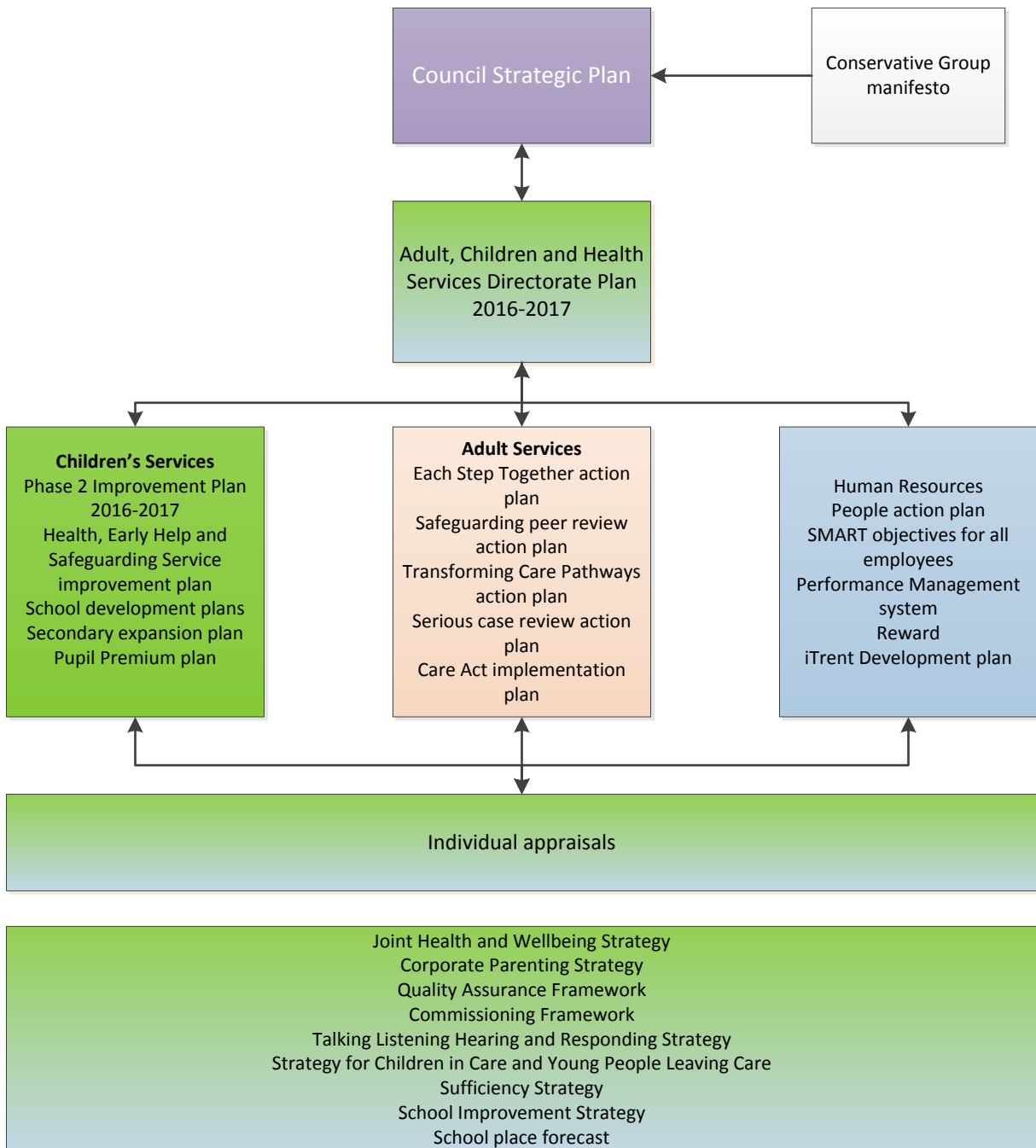
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### Commonly used acronyms

DSG	Dedicated Schools Grant
FTE	Full time equivalent
RBWM	Royal Borough of Windsor and Maidenhead

**Diagram 1: The Golden Thread**





## FORWARD FROM THE STRATEGIC DIRECTOR

I am immensely proud to hold the roles of Managing Director, Strategic Director of Adult Services and Strategic Director of Children's Services in the Royal Borough of Windsor and Maidenhead. This directorate and the people we employ deliver services that make a tangible difference to the lives of our residents – whether it is supporting older, vulnerable residents to live independently, enabling young people to achieve a good education which sets them up for adult life, providing protection and care for children and young people at risk, promoting health and wellbeing or skilling up our workforce to deliver the services our residents need.

I am aware that you all know and see the Royal Borough's strategic principles: Putting residents first, Delivering value for money, Delivering together with our partners and Equipping ourselves for the future. These principles are the DNA of our directorate.

Our primary purpose is to **serve our residents** – this is only possible through having intelligence on who our residents are, what they want and need and then striving to deliver the right services, in the right place and at the right time. Colleagues in the directorate who have little direct contact with residents in their work might wonder how they do that. The answer is simple: they enable and support us to do what we do.

The service provided to residents comes through **working together**. Sometimes I feel these words, working together, are often overused and insufficiently delivered. Working together is crucial to enabling our residents to achieve and succeed – the whole is definitely bigger than the sum of the parts. In a world of decreasing financial resources, working together effectively is crucial to us delivering more for less.

I want us to serve residents through **equipping ourselves for the future**. We need to constantly focus on how we work with an eye on the future to be the best we can.

Finally – as you would expect – we serve residents through our focus on **value for money**. Our focus on value for money as an organisation has placed us in this position today so we have to resource to meet needs. Without doubt, we have slightly less resource than we had before but because of our approach, we also have a slightly smaller financial challenge going forward than some other authorities.

This brings me to our most important aspect, our leadership and political control. Political leadership has changed recently. The new political leadership is ambitious for us to continue serving residents well and they are listening to us as directors. So for example, the budget setting for the next three years will not be a straight proportionate cut in budgets across the three directorates – but instead given the work of this directorate in supporting vulnerable residents, our budget reduction is less than that for the other two directorates. This is a relevant difference and it affirms the value of our work for residents.

I look forward to the challenges of 2016-2017 and working with you all to deliver them.

**Alison Alexander**  
**Managing Director/Strategic Director of Adult, Children and Health Services**

## 1 INTRODUCTION

- 1.1 The Adult, Children and Health Services’ workforce aims to provide a truly outstanding service for each and every resident it serves.
- 1.2 This Business Plan, which stems from the Council’s Strategic Plan, describes the operating context, vision, values and aims and objectives of the directorate for 2016-2017. It summarises our commitment to our workforce and shows how finances are used to effect change. It outlines the achievements the workforce achieved in 2015-2016. The plan is part of the “golden thread” of plans and strategies which underpin the work of the directorate and its employees, see diagram 1.
- 1.3 This plan is reviewed and updated on an annual basis, with internal quarterly performance monitoring and external oversight by Lead Members and Overview and Scrutiny Panels, see table 1.

**Table 1: Lead Members and Overview and Scrutiny Panels**

<b>Lead Member</b>	<b>Overview and Scrutiny Panel</b>
Leader of the Council and Lead Member for Housing	Planning and Housing
Lead Member Adults, Health and Sustainability Deputy Lead Member Public Health and Communications	Adult Services and Health
Lead Member Children’s Services Deputy Lead Member School Improvement	Children’s Services
Principal Member for Legal Services and HR	Corporate Services Employment Panel

- 1.4 The directorate’s annual resource equates to £57m, excluding Dedicated Schools Funding, which is sufficient to meet current levels of demand. The directorate’s business is delivered through five service areas:
- Health and Adult Social Care.
  - Health, Early Help and Safeguarding.
  - Schools and Educational Services.
  - Commissioning – Adults, Children and Health.
  - Human Resources.

## 2 VISION AND BUSINESS

- 2.1 The directorate’s vision is that:

***Residents’ needs are met as early as possible by highly skilled professionals and our residents are given every opportunity to be successful.***

- 2.2 Our ambition for our residents is high. The directorate management team’s activities are focussed on supporting the workforce to work successfully with all those who need our services. This includes:
- Ensuring that basic standards of service delivery are met for every service user.

- Raising practice standards, so that every team becomes a pocket of excellence and service users are genuinely at the centre of their business.
- Strengthening effective partnerships to increase the level of service available.
- Creating a healthy working environment, where staff are respected, enjoy their work and experience inspirational leadership.

2.3 The directorate's core business is structured around: education, prevention and safeguarding, underpinned by robust commissioning and a skilled workforce.

#### **Education**

2.4 In terms of education provision, attainment levels of the Royal Borough's pupils remain higher than the national average at all key stages except for Key Stage 5. However, it is important to recognise that whilst performance is good overall, one third of young people leave the compulsory years of education without the requisite qualifications to compete successfully in today's economy. The Royal Borough is working with education leaders to improve standards in this area.

2.5 The quality of the borough's schools is endorsed by Ofsted with 81% of them currently judged as either 'Good' or 'Outstanding'. Targeted work continues with all schools to raise performance so that all children and young people in the borough can benefit from attending a 'Good' or 'Outstanding' school.

#### **Prevention**

2.6 The directorate delivers a number of services to help our residents and prevent their needs escalating to specialist services. For instance: the Short Term Support and Rehabilitation team provides intensive support to residents coming out of hospital to enable them to continue living in their own homes; domiciliary care is delivered on the basis of outcomes and independence plans; children's centres have high levels of usage and the Council remains committed to delivering Youth Services that are accessible to all younger residents.

#### **Safeguarding**

2.7 Whilst large numbers of the Borough's residents do not require safeguarding services, the systems are in place for those who need protection from abuse and harm. There is a commitment, across the borough and the wider services, to ensure that all agencies work together in a purposeful and timely fashion to maintain the safety of residents in the Borough.

### **3 DESCRIPTION OF SERVICES PROVIDED**

3.1 Each of the five service areas in the directorate delivers a range of services for the benefit of residents as innovatively as possible to ensure that services are fit for purpose for the future.

#### **Health and Adult Social Care**

Under the Care Act, local authorities must ensure that local residents receive services that prevent their care needs from becoming more serious and they have a range of high quality, appropriate services to choose from. The Royal Borough discharges this duty through a number of services including services for around 1400 older people and those with a physical disability, including a hospital team and a short term support and rehabilitation team; an integrated service with Berkshire

Healthcare Foundation Trust providing services for around 350 people with a learning disability or difficulty; an integrated mental health service for around 700 residents and a safeguarding adults service managing around 700 safeguarding alerts each year.

### **Health, Early Help and Safeguarding**

The Children Act 1989 places a duty on Local Authorities to promote and safeguard the welfare of children in need within their area. The Royal Borough discharges this duty through a number of services, including early help, youth service and youth offending team, children's centres, support for schools, including educational psychology, education welfare and school nurses, safeguarding and child protection, children with disabilities, fostering and adoption.

### **Schools and Educational Services**

The Royal Borough provides services for planning, accessing and improving the quality of educational places in early years and schools as well as championing the education of children in care and those excluded from school. It supports the educational standards for around 20,000 pupils in 66 schools within the borough and the childcare work of 80 private nurseries and 200 childminders. Its statutory duties include ensuring that there are sufficient school places and commissioning new capacity as required.

### **Commissioning – Adults, Children and Health**

The Commissioning service area enables and supports the directorate to deliver its services. It commissions around £30m of services for adults and children; delivers £3.5m of public health services; provides independent overview for around 140 children/young people with a child protection plan and around 100 children/young people in care; delivers annual reviews of the Borough's 46 foster carers; manages the care governance framework for the 46 care homes in the Borough; provides independent information, advice and support for around 100 parents who have children with disabilities; supports over 800 users of the social care case management system; delivers systems support to the Borough's schools and provides administrative support to all teams in adults and children's services.

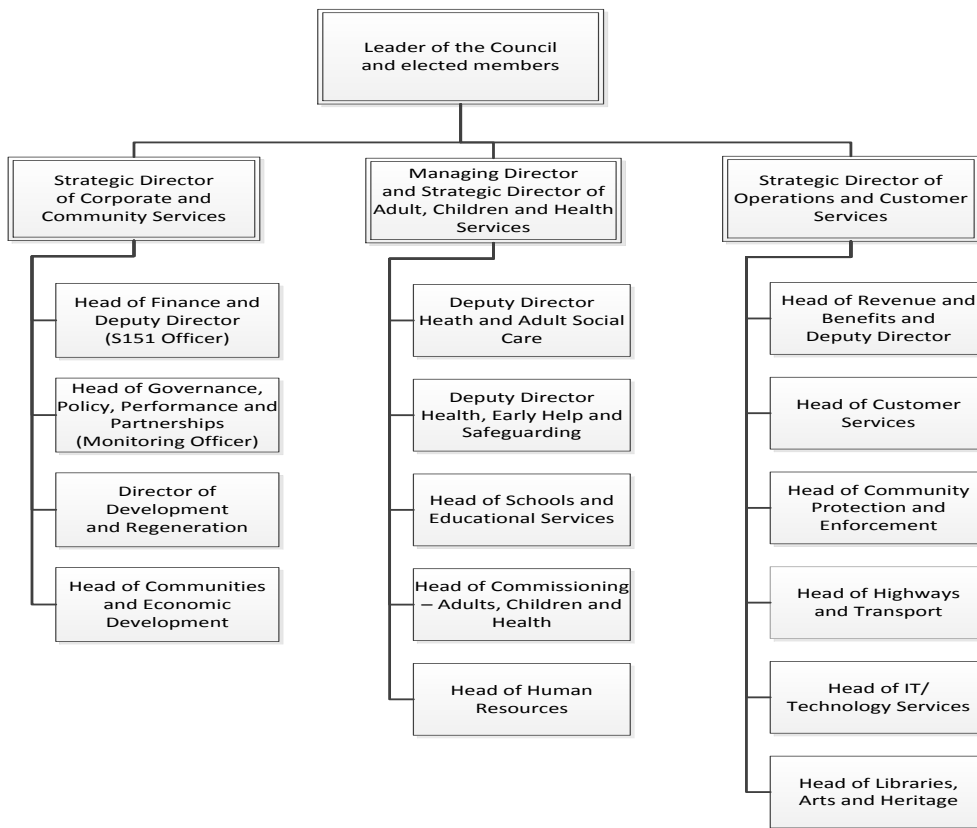
### **Human Resources**

Human Resources supports the Royal Borough by matching resources (people) to future needs, training, developing our staff and retaining talent within the organisation, supporting and leading change initiatives, ensuring compliance with employment legislation and at an organisation level, championing our culture and values. It supports managers with grievances, disciplinary cases and employment tribunals. It correctly pays over 4,000 employees each month and ensures all associated pension, tax and national insurance contributions are made. Advice and guidance on health and safety matters for managers and schools, including academies, is also provided.

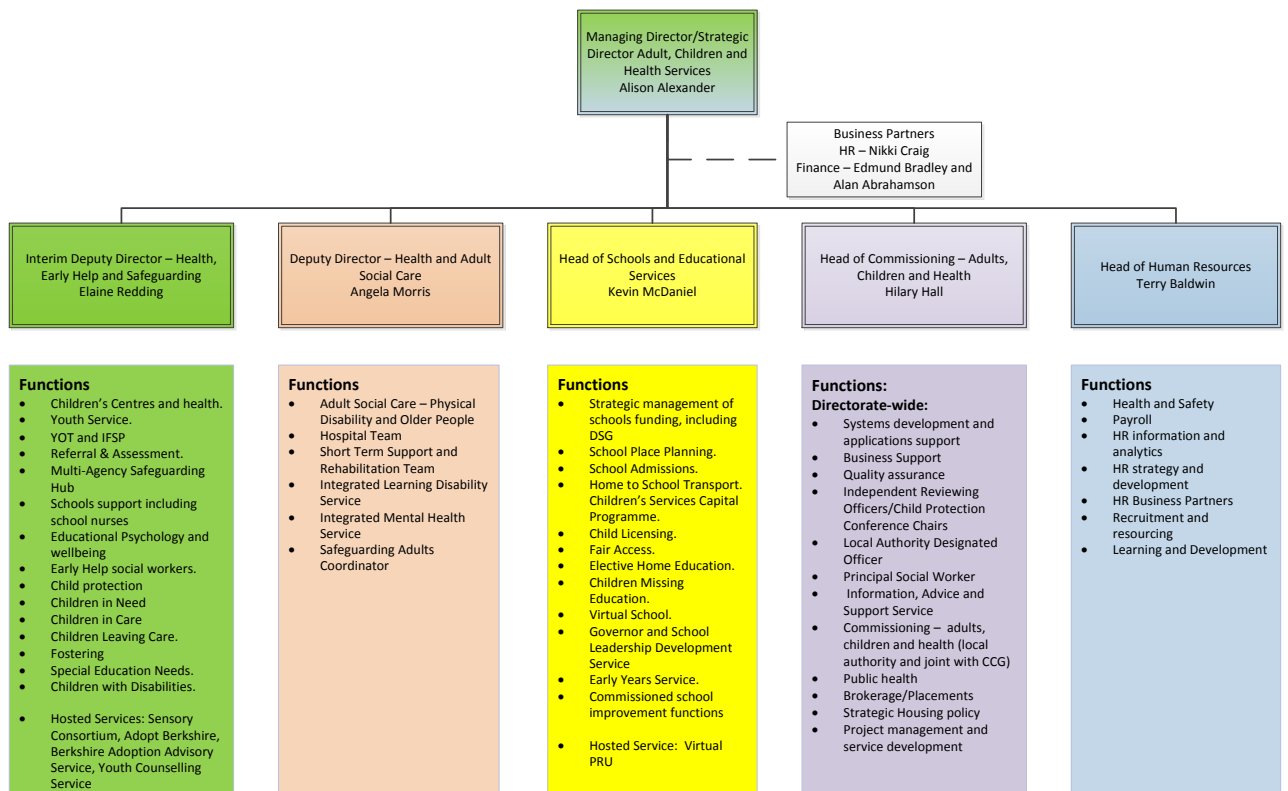
## **4 WORKFORCE**

- 4.1 The Royal Borough of Windsor and Maidenhead is structured through three directorates, see diagram 2, and the Adult, Children and Health Services directorate is structured through five service areas, see diagram 3. In addition, there are some hosted workforce services detailed in point 4.3.

**Diagram 2: Council structure**



**Diagram 3: Adult, Children and Health Services Structure**



4.2 The Adult, Children and Health Services Directorate has 513.3FTE, see table 2. Its sickness levels are higher than the targeted six sickness absence days lost per FTE.

Data for the end of 2015/16 show an actual of 11.43 days lost per FTE. Individual service areas, in particular in Health and Adult Social Care and Commissioning, will have specific targeted work to support in reducing higher levels of long term sickness and staff exceeding the Bradford factor trigger of 120.

**Table 2: Adult, Children and Health Services employees (headcount)**

2013-2014	2014-2015	2015-2016	2016-2017	Staff turnover 2015-2016
679.9	595.63	513.3	600*	37%

\* Increase in number of staff in the directorate due to new teams moving into the directorate following restructure in January 2016

### **Hosted Services**

- 4.3 The Sensory Consortium Service is hosted within Children and Young People Disabilities Service and provides teaching and support to children and young people with hearing and visual impairments. The Berkshire Adoption Advisory Service is hosted for all the Berkshire authorities and Adopt Thames Valley is hosted for four Berkshire authorities, with Swindon and Oxfordshire likely to join the service in the next 12 months.

### **Workforce development**

- 4.4 The People Action Plan, see appendix 1, details the current focus of the organisation in relation to staff and how it aligns with organisational development strategy. Results from the staff survey have identified a number of work-streams with particular focus being given to:
- Improved communication.
  - Increased access to the Senior Leadership Team and Elected Members.
  - Leadership development.
  - Improved wellbeing for a workforce.
- 4.5 A number of initiatives including Senior Leadership Team 'Back To The Floor' will be put in place throughout 2016/17 with an overall intention of improving the staff satisfaction score. This is also being targeted in Senior Leadership Team objectives.
- 4.6 Recruitment and retention for hard to fill posts continues to be business critical. The over reliance on interim and agency workers in particular in senior posts of Team Managers and Service Leaders in Children's Services means that organisational history is not always known and knowledge is lost. Alternative recruitment strategies are being utilised including search and selection at senior levels and possibly international recruitment for social workers. Whilst these methods can traditionally be more costly, securing a permanent workforce will have a long term positive effect in reducing overall staff costs.
- 4.7 The alternative recruitment methods will be used alongside the continued development of our current workforce, whereby those who have the required competence and interest in promotional opportunities are actively encouraged to make applications. For those who require further development first, as identified through appraisals and ongoing 1-1s and supervisions, this will be given and, where required, funded through the £269,000 agreed in the directorate's training needs analysis.

## 5 FINANCE SUMMARY

- 5.1 The directorate's gross expenditure budget for 2016/17, including the Dedicated Schools Grant (DSG) spend, is £148m. The directorate budgets to receive £65m DSG grant income from the Department for Education and to receive £26m income from fees and charges and other grant income. The net budget is £57m, see table 3. These budgets are controllable budgets, therefore they exclude recharges from other council directorates, capital financing costs and notional pension costs, including these costs would add a further £13m to the gross budget sum.
- 5.2 The net budget for 2016/17 is £2.9m greater than that for 2015/16. The increase is due to a £4.5m allocation for service growth including demographic growth, £0.5m for inflation, and £0.4m for other changes offset by £2.5m of budget savings.

**Table 3: Adult, Children and Health Services Directorate revenue budget 2016/17**

	2014/15	2015/16	2016/17
	Actual	Budget	Budget
<b>Adult, Children and Health Services</b>			
Health and Adult Social Care	30,225	29,504	32,407
Health, Early Help and Safeguarding	10,710	10,944	10,411
Schools and Educational Services	2,942	2,752	2,913
Adult, Children's & Health Commissioning	7,980	7,548	7,844
Human Resources	1,171	1,155	1,165
A,C&H Management	843	811	832
<b>Total Adult, Children &amp; Health</b>	<b>53,871</b>	<b>52,714</b>	<b>55,572</b>
<b>Better Care Fund</b>			
Better Care Fund-Expenditure	2,302	9,911	9,916
Better Care Fund-Income	(1,229)	(8,527)	(8,485)
<b>Total Better Care Fund</b>	<b>1,073</b>	<b>1,384</b>	<b>1,431</b>
<b>School Budgets (DSG)</b>			
Maintained schools	54,514	53,544	42,127
Early years education and childcare provision	6,066	7,351	7,154
Admissions and pupils growth	293	673	545
Support Services for schools and early years	1,621	1,618	1,714
High Needs and Alternative Provision	12,630	12,796	13,430
Dedicated Schools Grant	(75,124)	(75,982)	(64,970)
<b>Total School Budgets (DSG)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Adult, Children and Health Services</b>	<b>54,944</b>	<b>54,098</b>	<b>57,003</b>

## 6 REVIEW OF PERFORMANCE 2015-2016

- 6.1 There are a myriad of performance measures across the directorate, including manifesto commitments, IPMR measures, peer reviews and Cabinet outcomes.
- 6.2 The performance of the directorate in 2015/2016 is set out in table 4.

**Table 4: Performance 2015-2016**

<b>Service</b>	<b>Performance</b>
Health and Adult Social Care	<ul style="list-style-type: none"> <li>• Services were delivered to 2,246 service users, a rate of 200 adults per 10,000 in the borough.</li> <li>• 2,958 contacts were received, of which 86% progressed to a referral and 14% resulted in no further action.</li> <li>• Of the referrals which required adult social care intervention, 67% were allocated to long term care teams.</li> <li>• Of the long term care service users, 60% were living in the community, 26% were in residential care and 14% were in nursing care.</li> <li>• 2,308 support plans were completed, a rate of 206 per 10,000 adults in the borough.</li> <li>• 652 safeguarding alerts were received, a rate of 58 per 10,000 adults.</li> </ul>
Health, Early Help and Safeguarding	<ul style="list-style-type: none"> <li>• 3,471 contacts were received, of which 27% progressed to referral. 19.2% of these referrals were repeat referrals.</li> <li>• 78.7% of assessments were completed in the 45 day timescale.</li> <li>• As at 31 March 2016, there were 143 children on a child protection plan and 89 children in care.</li> <li>• 94% of care leavers were in suitable accommodation and 61% were in employment, education and training.</li> </ul>
Schools and Educational Services	<ul style="list-style-type: none"> <li>• 79% of Royal Borough schools were rated Good or Outstanding. (Note the reference to 81% in 2.5 relates to current 16/17 performance)</li> <li>• 80% of pupils achieved a Good Level of Development at the Early Years Foundation Stage.</li> <li>• 82% of pupils achieved Level 4+ in Reading, Writing and Mathematics at Key Stage 2.</li> <li>• 61% of pupils achieved 5 or more A*-C GCSEs.</li> </ul>
Commissioning – Adults, Children and Health	<ul style="list-style-type: none"> <li>• 100% of children in care reviews were delivered in timescale.</li> <li>• 84.7% of initial child protection conferences were held within 15 working days of the initial strategy discussion which is significantly better than the previous year, 76.6%.</li> <li>• All child protection review conferences were held, 98.7% of them were within timescale, a similar picture to 2014-2015 when it was 98.6%.</li> <li>• £25m of services for adults and £2.1m for children were commissioned.</li> <li>• £3.5m of public health services were delivered.</li> </ul>



Service	Performance
Human Resources	<ul style="list-style-type: none"> <li>• 9.63 working days lost per FTE across the Council.</li> <li>• 112 agency staff employed at a total cost of £1.4m.</li> <li>• Voluntary turnover was 17.48%.</li> <li>• 7.8% of the workforce had a Bradford Factor of more than 120.</li> </ul>

6.3 Ofsted undertook the single inspection of services for children in need of help and protection, children in care and care leavers between 3 and 25 March 2015 and published their report on 16 May 2015. The Borough was judged as Requiring Improvement, see table 5. Ofsted identified 16 recommendations for action and the improvement plan against these recommendations was delivered by March 2016. The Phase 2 improvement plan is now in place which is designed to take the service to Good and Outstanding.

**Table 5: Ofsted judgements, May 2015**

<b>The overall judgement is that children's services require improvement</b>
The authority is not yet delivering good protection and help and care for children, young people and families. It is Ofsted's expectation that, as a minimum, all children and young people receive good help, care and protection.

The judgements on areas of the service that contribute to overall effectiveness are:	
<b>1. Children who need help and protection</b>	<b>Requires Improvement</b>
<b>2. Children in care and achieving permanence</b>	<b>Requires Improvement</b>
2.1 Adoption performance	<b>Requires Improvement</b>
2.2 Experiences and progress of care leavers	<b>Requires Improvement</b>
<b>3. Leadership, management and governance</b>	<b>Requires Improvement</b>

6.4 A regional peer review of adult safeguarding was also undertaken in October 2015. A number of recommendations were made primarily around processes and systems to support 'Making Safeguarding Personal' and there is a comprehensive action plan in place to address the recommendations.

6.5 The Care Quality Commission undertook an inspection of the Short Term Support and Reablement Team in February 2016 and published the report on 9 April 2016. The service was judged as Good, see table 6.

**Table 6: Care Quality Commission judgements, April 2016**

<b>Overall rating for this service</b>	<b>Good</b>
Is the service safe?	Good
Is the service effective?	Good
Is the service caring?	Good
Is the service responsive?	Good
Is the service well-led?	Good

## 7 ENVIRONMENTAL CHANGES

7.1 There are a range of changes in legislation and demography which will impact on the delivery of the directorate's services during 2016-2017. These include:

- The borough's population is ageing with the number of people aged 65 and over increasing by 9.2% (2500 individuals) in the next five years to 2020 and by 20.1% (5500 individuals) in the next 10 years to 2025. This represents a significant and growing challenge in terms of health and social care services because the need for care services increases significantly over the age of 85. Reablement, out of hospital care services and residential care services are all likely to experience increases in demand as the population ages with the number of individuals requiring crisis care, such as stroke, heart attack, falls and hip fracture, rises.
- The borough has the largest number of care homes per population size in England, 46, for which the Royal Borough has the safeguarding duty and which consumes a lot of resource in managing the risk.
- Approximately 13,125 people have identified themselves as carers in RBWM in the 2011 Census, and this is likely to be an underestimate of the true numbers of people caring. This number has increased by 15.1% since 2001 – which is much faster than the rise in the overall population (8.2%). Carers make up 9.2% of the total population in the borough. 27.4% of carers provide care for more than 20 hours per week, 16.6% for more than 50 hours per week. The peak age for caring is between 50 and 64 years. As the caring role gets more intensive, the proportion of older carers increases.
- The requirement from government for a local health and social care integration plan to be agreed in 2017 that will deliver integration of health and social care by 2019-20.
- The Sustainability and Transformation Plan for the Frimley Health and Care System.
- The Government has pledged to take 3000 unaccompanied child refugees from Syria and other war-torn countries who are currently stranded in Europe. To this end, the Government has requested that all local authorities consider entering into a scheme whereby they accept a number of these children. It is likely that this policy will be introduced within 2016-17.
- Within the Queens Speech for 2016-17, eight new pieces of legislation were outlined. The Children and Social Work Bill focuses on children in care and care leavers, adoption, the regulation of social workers and safeguarding. It is too early to say how this Bill will impact on additional duties.
- The education policy landscape continues to change at an increasing rate. The major changes which will impact the business in 2016-17 will be the continued migration of schools from local authority maintained to Academy status. This change will see a further reduction in the Royal Borough's statutory duties for school improvement.
- The growing demand for school places, driven by housing growth, will continue to put pressure on the admissions service to meet the in year demands of those arriving in the borough.
- As a result of employment legislation, gender pay gap reporting will be introduced by April 2018 and first 'snap shot' reports for employers with more than 250 employees are due in April 2017. From July 2016, exit payments will have to be repaid for those earning £100k or more who return to the same sector within 12 months of exit and the national living wage increases each April. From April

2017, the apprenticeship levy will be implemented as will changes to tax and national insurance payments for contractors/consultants.

## **8 OBJECTIVES 2016-2017**

- 8.1 The objectives for the Adult, Children and Health Services Directorate for 2016-2017 have been set. They represent the priorities for the directorate for the year linked to the corporate objectives and the manifesto commitments. The day to day business of the directorate is monitored through detailed action plans and management arrangements.

<b>Service objective/service area:</b>	Health and Adult Social Care
<b>Contributes to manifesto commitment(s):</b>	<ul style="list-style-type: none"> <li>• Ensure residents who receive council care are covered by a care plan</li> <li>• Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse</li> </ul>
<b>Contributes to corporate objective(s):</b>	Residents First, Delivering Together, Equipping Ourselves for the Future

No:	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1	Deliver a more agile and rapid response to residents which is based on having different conversations with residents maximising community support, enhancing the residents abilities and independence.	Not available	Jan 2017		
2	Deliver the action plan for the 2015 safeguarding peer review.	Not applicable	September 2016		
3	Deliver the action plan arising from the 2015 serious case review.	Not applicable	December 2016		
4	Deliver the Transforming Care Pathway action plan.	Not applicable	Remodelled inpatient and support services for people with learning disabilities, autism and challenging behaviour in place, meeting RBWM's priorities	Reduced hospital admissions and strengthened community support meeting RBWM's needs	Reduced hospital admissions and strengthened community support meeting RBWM's needs

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<b>Service objective/service area:</b>	Health, Early Help and Safeguarding
<b>Contributes to manifesto commitment(s):</b>	<ul style="list-style-type: none"> <li>• To ensure a fully functional safeguarding hub is in operation for Borough residents</li> <li>• Continue to improve the intensive family support programme</li> <li>• Promote fostering and adoption</li> <li>• Seek increases in volunteer participation in our youth services both at the Council and outside</li> </ul>
<b>Contributes to corporate objective(s):</b>	Residents First, Delivering Together, Equipping Ourselves for the Future

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No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1.	Integrate Early Help Hub and Early Help processes, including children's centres and youth services, so that all enquirers are either signposted to external services: routed to Early Help services or escalated to appropriate safeguarding services.	N/A	70% of enquiries appropriately managed.	85% of enquiries appropriately managed.	100% of enquiries appropriately managed.
2	Review and deliver and an effective Corporate Parenting strategy.	70%	70% care leavers in employment, education and training.	80% care leavers in employment, education and training.	90% care leavers in employment, education and training.
3	Deliver effective services under the SEND Reforms as per the Inspection Framework. <a href="https://www.gov.uk/government/publications/local-area-send-inspection-framework">https://www.gov.uk/government/publications/local-area-send-inspection-framework</a>	N/A	Education Health and Care plans completed within 20 weeks	Education Health and Care plans completed within 20 weeks  All Statements transferred to Education Health and Care plans by April 2018	Education Health and Care plans completed within 20 weeks

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
4	Review the Sufficiency Strategy to ensure capacity within internal foster placements and develop robust commissioning arrangements for Independent Foster Agency (IFA) placements targeting specific need.	51 internal foster carer/ households.	Net gain of 10 internal foster carers.  Three additional specialist placements	Net gain of 12 internal foster carers.  Five additional specialist placements	Net gain of 15 internal foster carers.  Seven additional specialist placements
5.	Review permanence planning processes.	n/a	Permanence plans for 90% of children in care by their second review.	Permanence plans for 95% of children in care by their second review.	Permanence plans for 100% of children in care by their second review.

<b>Service objective/service area:</b>	Schools and Educational Services
<b>Contributes to manifesto commitment(s):</b>	<ul style="list-style-type: none"> <li>• Promote school choice.</li> <li>• Support existing schools to excellent provision.</li> <li>• Recognise teachers through a local scheme.</li> <li>• Harness volunteers to support schools.</li> <li>• Support vocational and apprenticeship opportunities.</li> <li>• Invest in expansion of schools where good and popular.</li> <li>• Work with schools to close attainment gaps for poor pupils.</li> <li>• Support teacher recruitment with key working policies.</li> </ul>
<b>Contributes to corporate objective(s):</b>	Residents First, Delivering Together, Equipping Ourselves for the Future.

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1.	Support all schools in RBWM to continue to raise attainment standards in comparison to other local authorities so that all pupils can access excellent education. (first percentile is the top ranked LA in England)	KS2 44 <sup>th</sup> percentile KS4 22 <sup>nd</sup> percentile	KS2 30 <sup>th</sup> percentile KS4 20 <sup>th</sup> percentile	KS2 25 <sup>th</sup> percentile KS4 20 <sup>th</sup> percentile	KS2 20 <sup>th</sup> percentile KS4 20 <sup>th</sup> percentile
2.	Narrow the achievement gap for FSM pupils by targeting work to champion each child eligible for FSM in RBWM to improve standards so that the borough does as well for them as is does for all pupils in comparison to other local authorities.	KS2 c60 <sup>th</sup> percentile KS4 c40 <sup>th</sup> percentile	KS2 40 <sup>th</sup> percentile KS4 30 <sup>th</sup> percentile	KS2 30 <sup>th</sup> percentile KS4 25 <sup>th</sup> percentile	KS2 20 <sup>th</sup> percentile KS4 20 <sup>th</sup> percentile
3.	Work with the currently RI schools to secure Good or Outstanding judgements while monitoring those already there to ensure they retain their high standards.	79% (50)	84% (53)	88% (56)	91% (59)
4.	Secure sufficient good school places, through capital investment, for all Royal Borough children and achieve high proportion of parents receiving a school of their preference (Any preference / First preference).	0 Pri 92/78% Sec 95/83%	0 Pri 93/80% Sec 95/84%	0 Pri 94/82% Sec 97/85%	0 Pri 95/82% Sec 97/86%

<b>Service objective/service area:</b>	Commissioning – Adults, Children and Health
<b>Contributes to manifesto commitment(s):</b>	<ul style="list-style-type: none"> <li>• Use key worker housing policies to support teacher recruitment</li> <li>• Continue to promote health checks in the Borough</li> <li>• Use the Borough’s publications to promote public health issues and awareness campaigns</li> <li>• Better deploy public health funds through objective assessment of effect and necessity</li> </ul>
<b>Contributes to corporate objective(s):</b>	Residents First, Delivering Together, Value for Money

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1	Deliver robust commissioning in order to secure sufficiency of provision for our residents and value for money.	N/A	100% budget savings. No provider complaints. No data breaches by providers.  10% increase in availability of supported accommodation provision for care leavers.	100% budget savings. No provider complaints. No data breaches by providers.  15% increase in availability of supported accommodation provision for care leavers.	100% budget savings. No provider complaints. No data breaches by providers.  20% increase in availability of supported accommodation provision for care leavers.
2	Deliver a robust performance and quality assurance framework across the directorate’s activities.	N/A	Reduction in number of care homes in standards of care framework.  90% children’s social care audits rated good or better.		
3	Ensure that the voice of residents is heard and positively influences the design, commissioning and delivery of services.	N/A	Increase in young people’s participation in service design and delivery. Increase in service users’ participation in service design and delivery. Increase in provider engagement		

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No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
4	Deliver a robust governance framework for the directorate ensuring efficiency and effectiveness	N/A	95% of deadlines for directorate processes achieved. 100% of Cabinet report deadlines achieved.		
5	Deliver efficient and effective systems and administrative support which enables the directorate to deliver its business.	N/A	No data breaches. No complaints.		
6	Enable more key worker housing for teachers and social care workers	N/A	20 new units by 2018		
7	Deliver the Joint Health and Wellbeing Strategy	N/A	All actions delivered by 2020 and targets met or exceeded each year.		

<b>Service objective/service area:</b>	Human Resources
<b>Contributes to manifesto commitment(s):</b>	<ul style="list-style-type: none"> <li>Increase multi-skilling of council officers to better enable change and diversify jobs</li> </ul>
<b>Contributes to corporate objective(s):</b>	Delivering Together, Value for Money, Equipping Ourselves for the Future

No.	Directorate level outputs	Baseline/latest figures available (2015-2016)	Target 2016-2017	Target 2017-2018	Target 2018-2019
1	Support managers to reduce sickness absence per fte across RBWM.	9.62 days per fte	7.8 days per fte	6 days per fte	6 days per fte.
2	Support managers to increase staff satisfaction across RBWM	45%	60%	80%	More than 80%
3	Reduce the volume (%) of spend on agency workers engaged 'off contract'	62%	35%	20%	10%
4	Improve recruitment and retention in the workforce and reduce the % of leavers who were rated excellent or outstanding.	20% of leavers were rated excellent or outstanding	15%	12%	10%

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## 9 RISK AND MITIGATION

9.1 The Directorate undertakes an annual analysis of risk. There are currently 14 areas of risk. All identified risks have plans for mitigation, see table 7 for a summary.

**Table 7: Risk and mitigation**

No	Risk	Mitigation
1.	Failure to meet statutory responsibility to provide educational places for all borough residents.	<ul style="list-style-type: none"> <li>• In partnership with schools, agreed phased plan for secondary, middle, upper school expansion e.g. costs, transport, data models.</li> <li>• Explore proposal and next steps for potential for a satellite grammar school in the borough</li> <li>• Annually monitor applications to ensure arrangements for providing additional school places can be made prior to formal offers.</li> <li>• Continually explore opportunities for further free school provision.</li> <li>• Use agreed and consistent demographic data sources to forecast future places and ensure this matches with planning data</li> </ul>
2.	Schools fail to complete appropriate health and safety compliance checks and consequent rectifications.	<ul style="list-style-type: none"> <li>• Carry out condition surveys in all schools as part of rolling programme.</li> <li>• Ensure the contents of the leases appropriately reflect the responsibilities of academies and landlord.</li> <li>• Carry out the planned maintenance programme.</li> <li>• Ensure headteachers are aware of their responsibilities for ensuring health and safety compliance</li> </ul>
3.	Families choose not to use borough schools. Schools judged below “good” by Ofsted .	<ul style="list-style-type: none"> <li>• Challenge underperforming schools based upon results in education data.</li> <li>• Develop KS5 delivery model with all secondary settings.</li> <li>• Broker and enable inter-school support to exploit subject expertise.</li> <li>• Deploy resources to maintain education improvement and early years strategies.</li> <li>• Develop post 16 strategy and action plan.</li> </ul>
4.	Increasing number of children’s safeguarding referrals and placements leads to increasing costs on the council.	<ul style="list-style-type: none"> <li>• Integrate early help with top end specialist statutory services.</li> <li>• Commission early help services to address needs at earliest possible opportunity.</li> <li>• Ensure sufficient reserves to accommodate spikes in demand.</li> <li>• Scrutinise every external placement application for best possible costs analysis.</li> <li>• Annual refresh of fostering and adoption strategies.</li> </ul>
5.	Systems for holding child level data are not joined up.	<ul style="list-style-type: none"> <li>• Reduce the number of different systems used across children’s services and consolidate on a maximum of four systems.</li> <li>• Complete range of performance reports by directorate/service/team/individual.</li> </ul>

No	Risk	Mitigation
		<ul style="list-style-type: none"> <li>• Ensure use of NHS number and UPN to enable all records to be cross referenced.</li> </ul>
6.	Maximum caseload levels exceeded for social workers.	<ul style="list-style-type: none"> <li>• Strategy for the recruitment and retention of experienced social workers and managers.</li> <li>• Develop the workforce development strategy, to identify the need for relevant skills.</li> <li>• Monthly reports on out of date DBS.</li> <li>• Training reports for all staff dealing with children/young people.</li> </ul>
7.	Net increase in demand as service users transition from children's' to adults' services alongside lack of cost effective placements.	<ul style="list-style-type: none"> <li>• Increase collaborative working in East Berkshire.</li> <li>• Implement supportive care pathway tiers defined primarily on customer risk and need.</li> <li>• Plan services four to five years in advance in terms of commissioning and framing expectations.</li> <li>• Implement the points arising from IMR action plan re: 2014 incident.</li> <li>• Plan and manage transitions by good operational working between CTPLD and children with mental health/learning difficulties.</li> </ul>
8.	Non-achievement of non elective hospital admissions target set by NHS England for the Better Care Fund, resulting in financial penalties.	<ul style="list-style-type: none"> <li>• Ensure a strong partnership agreement in place with the CCG through S75 agreement</li> <li>• Achieve clarity on the 16/17 financial position.</li> <li>• Develop 16/17 budget with CCG deferring projects whilst acknowledging financial risks and contingencies.</li> <li>• Strong governance through Better Care Fund Board taking risk based decisions on BCF progress.</li> </ul>
9.	Delayed Transfers of Care that stop people leaving hospital when they are medically fit increase and the local authority is charged for the delay.	<ul style="list-style-type: none"> <li>• Delayed transfers of care are monitored closely by the hospital discharge and commissioning teams</li> <li>• Weekly updates are provided to the Deputy Director Health and Adult Social Care to escalate as required</li> <li>• Ongoing work with the acute trust and East Berkshire project to address delayed transfers of care.</li> </ul>
10.	Provider failure leads to significant harm/death to vulnerable people.	<ul style="list-style-type: none"> <li>• Ensure provider failure policy is in place.</li> <li>• Deploy the Provider Failure protocol.</li> </ul>
11.	Failure to meet the assessed need for additional Gypsy and Traveller accommodation	<ul style="list-style-type: none"> <li>• Commission a new gypsy and travellers' needs assessment to assess need against the new definition of Gypsy and Traveller need, supplemental to the Borough local plan.</li> <li>• Work with planning on a call for sites</li> </ul>
12.	Failure to prevent homelessness/ and for Subsidy loss on the council to be a financial pressure.	<ul style="list-style-type: none"> <li>• Develop and deliver a coherent Housing Strategy incorporating a Homelessness Strategy in conjunction with partners including developers, registered providers and the voluntary sector.</li> </ul>

No	Risk	Mitigation
		<ul style="list-style-type: none"> <li>• Ensure that the Housing Options Team is deployed to deliver prevention work and develop the market.</li> <li>• Ensure that planning provide affordable housing options from developers.</li> <li>• Monitor numbers in temporary accommodation and early alert to subsidy loss budget pressure</li> </ul>
13.	Homecare contract fails to deliver independence outcomes for residents and therefore budget efficiencies	<ul style="list-style-type: none"> <li>• Carewatch and sub contractors take 100% of referrals.</li> <li>• Robust financial processes ensure payments are accurate and timely.</li> <li>• Care governance process holds the provider to account.</li> <li>• Data enables accurate forecasting of demand and budget.</li> <li>• Independence plans and the new way of working is realised.</li> </ul>

## Appendix 1: Royal Borough of Windsor and Maidenhead – People Action Plan

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
Clear strategic direction	Staff survey	1	Strategic priorities (corporate strategy) and the council's transformation strategy to be communicated regularly to staff via direct communication and cascaded through management team meetings.	Ongoing	% of staff who have confidence in the leadership skills of the senior leadership team
		2	Bitesize eLearning on the council's strategic priorities (corporate strategy) to be produced and offered to all staff.	Jul 2016	
		3	Employees to be engaged in the development of their directorate's business plan and their team's plan so every employee understands how what they do contributes to the strategic priorities and has the opportunity to play a part in shaping the practical plans for their delivery.	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		4	Employees to be regularly encouraged to put forward ideas and options for improvements, transformation and savings to their head of service or strategic director to inform the council's ongoing transformation strategy and programme.	Ongoing	
		5	Staff roadshows to take place across all council sites where senior leadership will present the strategic priorities (corporate strategy).	Jan 2017	
Clarity in how strategy is to be executed	Staff survey	6	Senior leadership to regularly communicate aspirations and messages of members to teams to reduce the risk of conflicting messages being delivered. The Leader to also be part of the staff roadshows to talk about the strategic direction and where we are with achieving it - see action 5.	Jan 2017	% of staff who have confidence in the leadership skills of the senior leadership team
		7	Senior leadership commit to working more collaboratively with teams to determine the best way to execute corporate strategy.	Ongoing	% of staff who have confidence in the leadership skills of members
		8	Same as action 3	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		9	Performance management to be made more visible in the organisation so that all employees understand how the council is getting on in achieving the strategic priorities. This will also be part of the regular staff roadshows – see action 5.	Oct 2016	
Staff agility	Staff survey / Organisational Development Strategy	10	Learning and Development opportunities to be offered to staff, specifically around change management and resilience.	Jul 2016	% of staff who agree they would be happy to be still working at the council in 12 months
		11	Benefits of and rationale for recent change to be communicated to all staff.	Aug 2016	
		12	Skills matrix to be undertaken throughout the council to identify skills gaps and	Sep 2016	

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
			high potential talent.		time
		13	Each directorate to identify potential 'rising stars' as part of a 'grow your own approach' to develop future senior managers and fill key posts and determine a range of bespoke opportunities for each to support their future development e.g. project work, mentoring by a senior officer etc.	Sep 2016	
		14	Development plans to be mandatory part of performance management appraisals	Oct 2016	
Shared values among all staff	Staff survey / Organisational Development Strategy	15	CREATE values to be reinforced and promoted through communications to staff.	Jul 2016	% of staff who agree the senior leadership team exhibit the CREATE values  % staff who agree their manager exhibits the CREATE values the majority of the time
		16	Staff conference to take place to encourage collaborative working across the council and to promote the councils strategy and direction.	Jan 2017	% of staff who are satisfied with RBWM as their employer
		17	Cross departmental shadowing and secondment opportunities should be researched and offered to staff	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		18	Promotion of staff's good work in their roles across the organisation through effective communications, including: <ul style="list-style-type: none"> <li>• Profiles of staff and their roles included in Borough Bulletin.</li> <li>• Key achievements of teams highlighted in Borough Bulletin.</li> </ul>	Jul 2016	% of staff who are satisfied with RBWM as their employer
Suitable working environment and resources	Staff survey	19	Staff to be asked how we can improve their working environment, specifically in relation to improving office tidiness and smarter working.	Aug 2016	% of staff who are satisfied with RBWM as their employer
		20	Review of working areas to be undertaken to ascertain if quiet areas can be established to allow staff to work free from distraction.	Aug 2016	
		21	Hyperwave to be reviewed and improved to use its entire functionality, e.g. utilising the peer networking functions.	Dec 2016	
Trust in leadership	Staff survey	22	Leadership Masterclasses to be undertaken, with external speakers, specifically in: <ul style="list-style-type: none"> <li>• How to improve staff satisfaction</li> <li>• How to build high performing teams</li> </ul>	Sep 2016	% of staff who have confidence in the leadership skills of the senior leadership team

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
			<ul style="list-style-type: none"> <li>Effective leadership</li> <li>Managing through change</li> </ul>		
		23	Senior leaders and members to conduct ' <i>back to the floor</i> ' visits to improve visibility and approachability.	Aug 2016	
		24	All staff to meet their lead member as part of their induction.	Aug 2016	% of staff who have confidence in the leadership skills of members
Clear operational processes	Staff survey	25	Through continued undertaking of fundamental service reviews, operational processes to be streamlined.	Ongoing	% project objectives met in full
			5% of staff to be trained in how to conduct an fast fundamental service review	Jan 2017	% of projects completed on time and to original budget
Staff empowerment	Organisational Development Strategy	26	Staff Survey 2016 results and action plan to be communicated to staff.	Jun 2016	% of staff who are satisfied with RBWM as their employer
		27	Staff to be encouraged via senior leadership to take accountability for making decisions and not relying on being directed.	Ongoing	
Multi-skilled workforce	Organisational Development Strategy	28	Training needs analysis to be completed to ensure that the council has the correct skills within its workforce. This TNA will focus 50% on the skills needed now and the 50% on the skills needed for the future.	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		29	Cross departmental shadowing opportunities to be made available for staff to increase skills and improve organisational knowledge for staff	Jan 2017	
		30	Opportunities for cross departmental secondments to be reviewed which will allow staff to develop skills in new areas and improve resilience in departments	Jan 2017	
		31	15% of staff to be trained in Agile Project Management	Dec 2016	% project objectives met in full
					% of projects completed on time and to original budget
Customer focused workforce	Organisational Development Strategy	32	Customer service training to be offered to all staff to promote a customer focused workforce	Oct 2016	% of residents who are overall very satisfied or fairly satisfied with RBWM
Talent management	Organisational Development	33	Skills matrix of all staff to be undertaken, this will support succession planning for the council	Sep 2016	% of staff who agree they would be happy to



Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
	Strategy	34	Exercise to identify high potential talent in each service area to be undertaken as part of mid year reviews	Oct 2016	be still working at the council in 12 months time
Effective leadership	Organisational Development Strategy	35	RBWM vision of leadership to be developed to show what that council expects from its leaders	Aug 2016	% of staff who have confidence in the leadership skills of the senior leadership team
Resilient workforce	Wellbeing strategy	36	Resilience training to be developed and offered to all staff	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		37	Benefits and rationale for recent changes to be communicated to all staff to ensure that staff understand the rationale and appreciate that change is a necessary part of business improvement	Oct 2016	% of staff who are satisfied with RBWM as their employer
		38	Stress Awareness training will be provided to staff and targeted at line managers to ensure that staff are aware of when to notice the signs of stress in themselves and in their colleagues.	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
Healthy workforce	Wellbeing Strategy	39	Implement an early intervention approach for absences including early referral to occupational health	Jan 2017	% of staff who agree they would be happy to be still working at the council in 12 months time
		40	Implement an early intervention approach for stress/mental health absences including day one referral to the council's employee counselling service, regular contact during absence, early referral to occupational health and a back to work protocol	Jan 2017	
		41	Provide line managers with Mental Health First Aid training	Jan 2017	% of residents who are overall very satisfied or fairly satisfied with RBWM
		42	Identify and promote health awareness resources for staff in the current Healthy Working area on hyper wave	Jan 2017	

Document Name	Adult, Children and Health Services Business Plan 2016-2017		
Document Author	Adult, Children and Health Services directorate management team		
Document owner	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services		
Accessibility	This document can be made available in other formats upon request.		
Destruction date	N/A		
Document approval dates	Version 1	Author	July 2016
	Version 2	Directorate Management Team	August 2016
	Version 3	Lead Members	August 2016
Circulation restrictions	None		
Review date	April 2017		

Report for: INFORMATION



<b>Contains Confidential or Exempt Information</b>	Main paper - Part I, Appendix G part II (Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)
<b>Title</b>	<b>Financial Update</b>
<b>Responsible Officer(s)</b>	Russell O'Keefe, Strategic Director of Corporate and Community Services, 01628 796521
<b>Contact officer, job title and phone number</b>	Rob Stubbs, Head of Finance, 01628 796341
<b>Member reporting</b>	Councillor Saunders, Lead Member for Finance
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	29 September 2016
<b>Implementation Date if Not Called In</b>	Immediate
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. This report sets out the Council's financial performance to date in 2016-17. In summary there is a projected £418k underspend on the General Fund. This is an increase of £198k from the August financial monitoring report. This is due to further underspends in service budgets (68k), details of which are included in section 4 and a £130k capital financing variance (reported July Cabinet) being included in the approved estimate.
2. Consequently the Council remains in a strong financial position, the Council's Development Fund balance of £1.104m bringing the combined General Fund Reserves to £6.198m in excess of the £5.27m recommended minimum level set at Council in February 2016.

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

Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
Assurance that the Council is making effective use of its resources and that budgets are being reviewed regularly.	29 September 2016

## 1. Details of Recommendations

### RECOMMENDED: That Cabinet:

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

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

- 2.1 As this is a monitoring report decisions are normally not necessary but may be required and in this case a S106 funded budget is recommended.

## 3. KEY IMPLICATIONS

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

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

## 4. FINANCIAL DETAILS

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

The most significant variances are:

- Pressures continue in funding the provision of services to those with a learning disability and mental health problems - projected overspend of £416k, 2.5%, on a net budget of £17m. The pressure arises from the changing care requirements of a small number of residents with high needs, a delay in the de-registration of homes, and a Secretary of State adjudication of an Ordinary Residence dispute.
- Savings projected from the budget for the provision of services to older people is unchanged - at £255k underspend, 1.8%, on a net budget of £14m. This saving arises from a lower than anticipated demand for services for older people.

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

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

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

- Home to School Transport – outturn projections will become clearer in September when demands on transport provision from new pupils are confirmed, but if spending continues at the same rate as in 2015-16, the additional budget allocated for 2016-17 could result in a further pressure of up to £300k. Actions being taken to address these pressures include reshaping transport policy and increasing numbers of high needs places in all areas to help provision in local schools and reduce reliance on expensive transport.
- There are three high cost cases where the liability of the council to meet their costs is uncertain either due to their Ordinary Residence or due to their eligibility for Continuing Health Care funding. The maximum additional cost this year to the Directorate should these cases all be decided against the council is estimated at £165k, and the maximum saving if all cases were settled in favour of the council is estimated at £558k this year.

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

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

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

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

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

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

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

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

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

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

#### 4.5. Cash Balances Forecast

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

#### 4.6. Liabilities

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

#### 4.7. Capital Programme

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

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

#### Overall capital programme status

	<b>Report to Sept 2016 Cabinet</b>
<b>Number of schemes in programme</b>	<b>529</b>
Yet to Start	49%
In Progress	30%
Completed	15%
Ongoing Programmes e.g. Disabled Facilities Grant	6%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

#### 4.8. Capital addition for approval

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

#### 4.9. Capital removal

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

### 5. LEGAL IMPLICATIONS

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

### 6. VALUE FOR MONEY

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

## **7. SUSTAINABILITY IMPACT APPRAISAL**

7.1 N/A

## **8. Risk Management**

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

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

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

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

10.1 This is a monitoring report with no actions related to staff or service provision. An Equality Impact Assessment (EQIA) has not, therefore, been completed for the production of this report. An EQIA would be required should this report generate any changes to policy.

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

11.1 None.

## **12. PROPERTY AND ASSETS**

12.1 None.

## **13. ANY OTHER IMPLICATIONS**

13.1 None.

## **14. CONSULTATION**

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

## **15. TIMETABLE FOR IMPLEMENTATION**

15.1 N/A.

## **16. APPENDICES**

16.1 Appendix A Revenue budget summary  
Appendix B Capital budget summary  
Appendix C Capital variances  
Appendix D Development Fund analysis  
Appendix E Revenue Movement Statement  
Appendix F Cash Flow Forecast  
Appendix G Liabilities (Part 2 Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)



## 17. BACKGROUND INFORMATION

17.1 Budget Report to Council February 2016.

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Saunders	Lead Member for Finance	26/8/2016	31/8/2016	
Cllr Rankin	Deputy Lead Member for Finance	26/8/2016		
Alison Alexander	Managing Director	26/8/2016	27/8/2016	Throughout
Corporate Management Team (CMT)	Strategic Directors	26/8/2016		Throughout
<b>External None</b>				

## REPORT HISTORY

Decision type:	Urgency item?
For information	No

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

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

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
<b>Total Service Expenditure</b>	<b>81,652</b>	<b>83,073</b>	<b>(213)</b>
Contribution to / (from) Development Fund	1,133	455	0
Pensions deficit recovery	2,115	2,115	0
Pay reward	500	5	(5)
Transfer to/(from) Provision for the clearance of Shurlock Road			(200)
Transfer to/(from) Provision for Redundancy		(286)	0
Environment Agency levy	150	150	0
Capital Financing inc Interest Receipts	<u>5,128</u>	<u>5,258</u>	<u>0</u>
<b>NET REQUIREMENTS</b>	<b>90,678</b>	<b>90,770</b>	<b>(418)</b>
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	<u>0</u>	<u>(92)</u>	<u>418</u>
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b>89,697</b>	<b>89,697</b>	<b>0</b>
<b>General Fund</b>			
Opening Balance	4,681	4,768	4,676
Transfers to / (from) balances	<u>0</u>	<u>(92)</u>	<u>418</u>
	<u><u>4,681</u></u>	<u><u>4,676</u></u>	<u><u>5,094</u></u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			

Memorandum Item	
<b>Current balance on the Development Fund</b>	
	£000
Opening Balance	649
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	<u>455</u>
	<u><u>1,104</u></u>

Portfolio Summary	2016/17 Original Budget			New Schemes – 2016/17 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure					
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2016/17 Projected	2016/17 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)	
<b>Community &amp; Corporate Services</b>															
SMILE Leisure	428	(120)	308	678	(120)	558	46	(14)	32	724	0	724	0	0%	
Community Facilities	135	0	135	235	(100)	135	0	0	0	235	0	235	0	0%	
Outdoor Facilities	370	(100)	270	537	(151)	386	739	(465)	274	1276	0	1,276	0	0%	
Property & Development	0	0	0	0	0	0	512	0	512	512	0	512	0	0%	
Governance, Policy, Performance_Partnerships	838	0	838	709	0	709	610	0	610	1,319	0	1,319	0	0%	
Regeneration & Economic Development	6,397	(185)	6,212	7,138	(450)	6,688	4,850	(1,096)	3,754	11,988	0	11,988	0	0%	
<b>Total Community &amp; Corporate Services</b>	<b>8,168</b>	<b>(405)</b>	<b>7,763</b>	<b>9,297</b>	<b>(821)</b>	<b>8,476</b>	<b>6,757</b>	<b>(1,575)</b>	<b>5,182</b>	<b>16,054</b>	<b>0</b>	<b>16,054</b>	<b>0</b>	<b>0</b>	
<b>Operations &amp; Customer Services</b>															
Technology & Change Delivery	0	0	0	0	0	0	335	(6)	329	335	0	335	0		
Revenues & Benefits	0	0	0	48	0	48	48	0	48	96	0	96	0		
Customer Services	0	0	0	0	0	0	249	0	249	249	0	249	0		
Green Spaces & Parks	343	(308)	35	436	(322)	114	269	(136)	133	705	0	705	0	0%	
Highways & Transport	9,609	(3,155)	6,454	10,501	(3,537)	6,964	2,117	(892)	1,225	12,618	0	12,618	0	0%	
Community,Protection & Enforcement Services	640	(380)	260	710	(380)	330	815	(721)	94	1,525	0	1,525	0	0%	
Libraries, Arts & Heritage	367	(295)	72	367	(295)	72	468	(147)	321	835	0	835	0	0%	
<b>Total Operations &amp; Customer Services</b>	<b>10,959</b>	<b>(4,138)</b>	<b>6,821</b>	<b>12,062</b>	<b>(4,534)</b>	<b>7,528</b>	<b>4,301</b>	<b>(1,902)</b>	<b>2,399</b>	<b>16,363</b>	<b>0</b>	<b>16,363</b>	<b>0</b>	<b>0</b>	
<b>Adult, Children &amp; Health</b>															
HR	0	0	0	0	0	0	0	0	0	0	0	0	0		
Adult Social Care	41	0	41	41	0	41	217	(185)	32	258	0	258	0	0%	
Housing	0	0	0	0	0	0	2,397	(2,017)	380	2,397	0	2,397	0		
Non Schools	0	0	0	89	(89)	0	305	(233)	72	394	0	394	0		
Schools – Non Devolved	4,550	(4,190)	360	4,274	(3,714)	560	2,192	(2,192)	0	6,271	0	6,271	(195)	-4%	
Schools – Devolved Capital	250	(250)	0	618	(618)	0	1,085	(1,085)	0	1,703	0	1,703	0	0%	
<b>Total Adult, Children &amp; Health</b>	<b>4,841</b>	<b>(4,440)</b>	<b>401</b>	<b>5,022</b>	<b>(4,421)</b>	<b>601</b>	<b>6,196</b>	<b>(5,712)</b>	<b>484</b>	<b>11,023</b>	<b>0</b>	<b>8,368</b>	<b>(195)</b>	<b>(0)</b>	
<b>Total Committed Schemes</b>	<b>23,968</b>	<b>(8,983)</b>	<b>14,985</b>	<b>26,381</b>	<b>(9,776)</b>	<b>16,605</b>	<b>17,254</b>	<b>(9,189)</b>	<b>8,065</b>	<b>43,440</b>	<b>0</b>	<b>40,785</b>	<b>(195)</b>	<b>0</b>	

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

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

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

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

**Overall Projected Expenditure and Slippage**

Projected outturn for the financial year is £43.440m

Variances are reported as follows.

CSFF	School Kitchens	(150)	150	0	Revised Business Case
CSGF	Woodlands Park School Roof-2015-16	(20)	20	0	Revised Business Case
CSHA	Woodlands Park School Internal Remodelling	170	(170)	0	Revised Business Case
CSHT	Feasibility for Satellite Grammar	(195)	0	(195)	Budget no longer required due to central government funding as agreed at cabinet briefing.
		<u>(195)</u>	<u>0</u>	<u>(195)</u>	

There is no slippage to report at this stage.

**Overall Programme Status**

The project statistics show the following position:

<b>Scheme progress</b>	<b>No.</b>	<b>%</b>
Yet to Start	255	49%
In Progress	161	30%
Completed	81	15%
Ongoing Programmes e.g.. Disabled Facilities Grant	31	6%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
<b>Total Schemes</b>	<u>529</u>	<u>100%</u>

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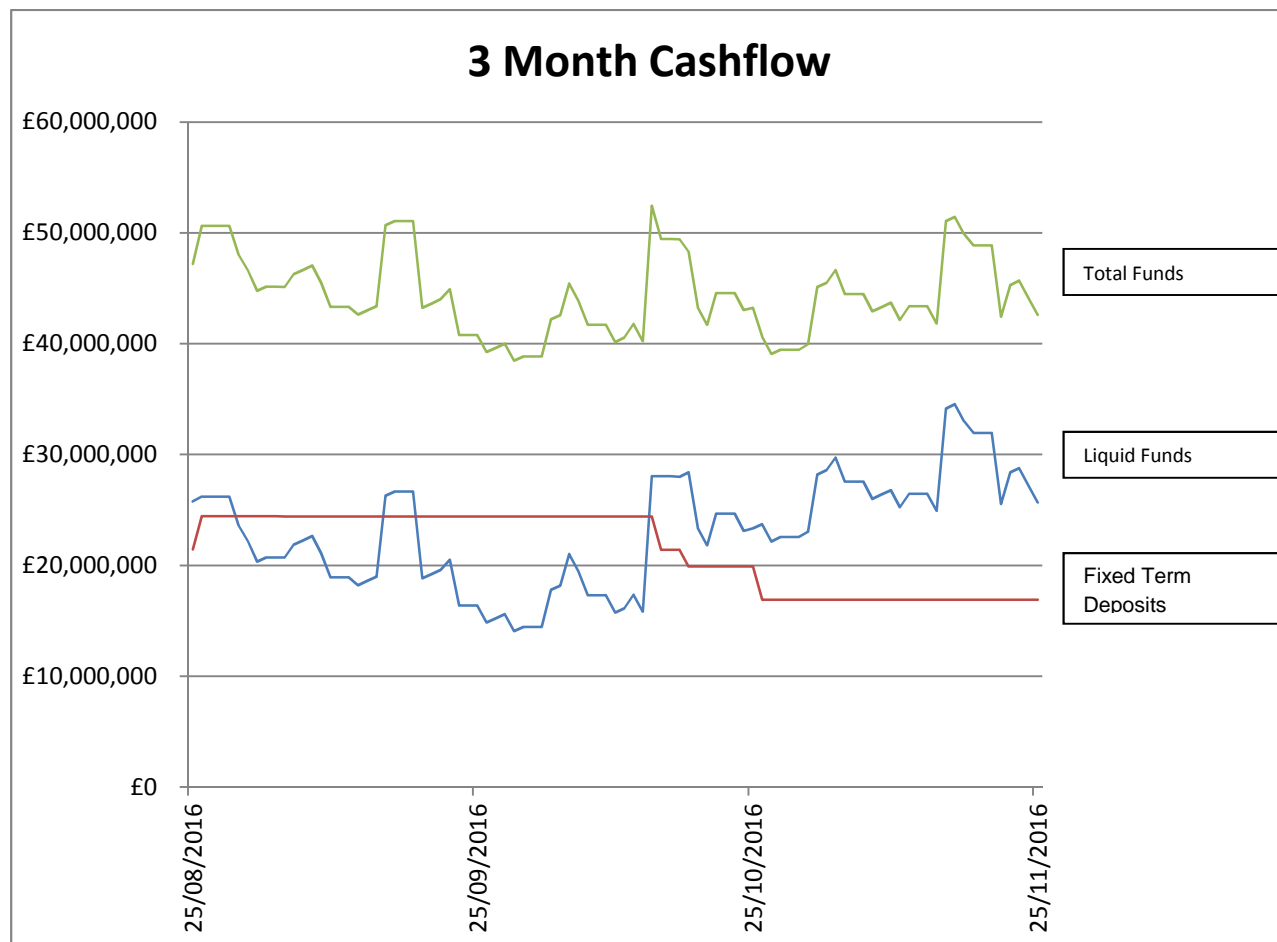
<b>Corporate Development Fund (AE35) £000</b>		
<b>Balance B/F from 2015/16</b>		<b>649</b>
<b>Transacted amounts in 2016/17</b>		
<b>To/From Capital Fund</b>		0
<b>To/From General Fund</b>		
Transition Grant (2016/17 budget - February Council)	1,278	
Restructure of the Development and Regeneration service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



## Budget Movement Statement 2016-17

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

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#### Liquid Funds

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

#### Fixed Term Deposits

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

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Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	No - Part I
<b>Title</b>	<b>Initial Savings in Respect of 2017-18 Budget</b>
<b>Responsible Officer(s)</b>	Russell O'Keefe, Strategic Director of Corporate and Community Services, 01628 796521
<b>Contact officer, job title and phone number</b>	Rob Stubbs, Head of Finance, 01628 796341
<b>Member reporting</b>	Councillor Saunders, Lead Member for Finance
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	29 September 2016
<b>Implementation Date if Not Called In</b>	Immediate
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. The Medium Term Financial Plan (MTFP) presented to Council in February 2016 identified the need to reduce council expenditure by £5.6m in 2017-18. As the economic climate changes in the UK the Council's expenditure level might need to change. Any significant changes will be weaved into the Medium Term Financial Plan.
2. In March 2016 Cabinet approved a refreshed Transformation Programme 2016- 2018 with the aim to create a leaner and more agile organisation, focused on the customers, services and the communities the Council serves.
3. Guided by the Council's Transformation Programme, work to date has identified how the council's expenditure can be reduced by £5.3m in 2017-18 through a mixture of increasing income and reducing cost. The details are included in this report. Further savings proposals will be brought to Cabinet in February 2017.
4. Members should be aware that some of the savings proposed are subject to individual cabinet reports and are therefore only included as draft proposals to be subsequently approved for inclusion in the budget.
5. The report recommends that managers are authorised to implement the proposals as soon as practicable to secure implementation by 1st April or earlier and that these proposals are included in the Budget for 2017-18 when discussed in February 2017.

<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
Assurance that the Council regularly reviews budgets and secures effective use of its resources.	On publication of this report

## 1. Details of Recommendations

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

- (i) **Agree the savings listed in Appendix A for submission to Council in the 2017-18 budgets subject to approval of any subsequent reports on individual schemes.**
- (ii) **Authorises Strategic Directors in agreement with Lead Members to implement savings proposals.**

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

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



2.5 This transformational approach has meant that the proposals in this report look quite different to those being presented to many other local authorities across the country. In most cases, rather than reducing services these proposals focus on ‘delivering differently’ so that we can deliver them in a way that improves the service or at least maintains it for less cost or increases income. ‘Delivering differently’ sets out an ambition in our transformation programme to create a ‘mixed economy’ approach to service provision in the future. Major proposals for ‘delivering differently’ are tested against the following criteria:

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

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

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

### 3. KEY IMPLICATIONS

3.1 The implications of delivering the proposals are set out in table 1.

**Table 1: Implications**

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

### 4. FINANCIAL DETAILS

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

**Table 2: Savings total**

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

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

4.2. The Budget report received by Council in February 2016 outlined the financial targets that the Council faces. The need to constantly examine costs and reduce spend was set out in the paper. The council is seeking to reduce costs by £14.4m over three years. This figure includes an additional £1m, stretch target, based on the savings requirement in the Medium Term Financial Plan. Table 3 sets out how the savings proposals are distributed across the three Directorates. The different percentage against gross budget is based on the councils commitment in maintain services to residents, especially those vulnerable.

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

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

## 5. LEGAL IMPLICATIONS

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

## 6. VALUE FOR MONEY

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

## 7. SUSTAINABILITY IMPACT APPRAISAL

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

## 8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
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Risk of non-achievement of balanced budget	See Appendix A	Early approval maximises time available for implementation.  Achievement of savings is monitored throughout the year by CMT.	Minimal
Risk to service delivery	See Appendix A	Consideration at management teams to minimise impact on front line services.	Minimal
Risk of negative payback	See Appendix A	Consideration of proposals at management teams focussed on whether proposals reduce controls that might increase costs in the longer term.	Minimal

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

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

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

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

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

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

## **12. PROPERTY AND ASSETS**

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

## **13. ANY OTHER IMPLICATIONS**

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

#### 14. CONSULTATION

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

#### 15. TIMETABLE FOR IMPLEMENTATION

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

#### 16. APPENDICES

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

#### 17. BACKGROUND INFORMATION

- 17.1 Budget Report to Council February 2016.

#### 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Saunders	Lead Member for Finance	25/8/2016	26/8/16	
Cllr Rankin	Deputy Lead Member for Finance	25/8/2016		
Corporate Management Team (CMT)	Managing Director and Strategic Directors	19/8/2016	22/8/16	Throughout
<b>External None</b>				

#### REPORT HISTORY

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

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

APPENDIX A

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

Note: Some of the proposed savings Detailed in this Appendix are subject to Individual Reports To Cabinet

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

Note: Some of the proposed savings Detailed in this Appendix are subject to Individual Reports To Cabinet

APPENDIX A

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

Note: Some of the proposed savings Detailed in this Appendix are subject to Individual Reports To Cabinet

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# Agenda Item 8

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# Agenda Item 9

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