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NOTICE OF MEETING



CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

will meet on

THURSDAY, 20TH APRIL, 2017

at

6.30 pm

in the

DESBOROUGH 4 - 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), VACANCY (PORTSMOUTH DIOCESE),
TANYA WHITE (SECONDARY HEADTEACHER REPRESENTATIVE), VACANCY
(PRIMARY HEADTEACHER REPRESENTATIVE), MR LOUDEN (SECONDARY
GOVERNORS REPRESENTATIVE), MR COOK (SECONDARY GOVERNORS
REPRESENTATIVE), MARTIN POST (REGIONAL SCHOOLS COMMISSIONER).

Karen Shepherd - Democratic Services Manager
Issued: Monday, 10 April 2017

Members of the Press and Public are welcome to attend Part I of this meeting.
The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the
Panel Administrator **David Cook** david.cook@rbwm.gov.uk

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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 22 March 2017.	7 - 12
4.	<u>FINANCIAL UPDATE</u> To comment on the Cabinet report.	13 - 32
5.	<u>INTENSIVE FAMILY SUPPORT PROGRESS REPORT</u> To comment on the Cabinet report.	33 - 42
6.	<u>CONTRACT AWARD - OPERATION OF 4 MARLOW ROAD, MAIDENHEAD</u> To comment on the Cabinet report.	43 - 54
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"	

PART II - PRIVATE MEETING

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9.	<u>CONTRACT AWARD - OPERATION OF 4 MARLOW ROAD, MAIDENHEAD</u> To note the Part II appendix. <i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i>	57 - 58

MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they 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' means a discussion by the members of meeting. In order to avoid any accusations of taking part in the discussion or vote, Members should move to the public area or leave the room once they have made any representations. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) 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 licence 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.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: 'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'

Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: 'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'

Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

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Agenda Item 3

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

WEDNESDAY, 22 MARCH 2017

PRESENT: Councillors Edward Wilson, David Evans, Lynne Jones, Marion Mills (Vice-Chairman), Nicola Pryer and Eileen Quick (Chairman)

Also in attendance: Mr Louden, Cllr N Airey and Cllr Ilyas.

Officers: Alan Abrahamson, Hillary Hall, Kevin McDaniel and David Cook.

ONE MINUTES SILENCE

Members observed a one minute silence in memory of those who had lost their lives in the terrorist attack in London.

APOLOGIES FOR ABSENCE

Apologies for absence were received by Cllr McWilliams, Mr Cook and Alison Alexander.

Cllr N Airey informed that the urgent item on Lowbrook School had been removed from this agenda and the Cabinet agenda after the Leader and the head teacher had met to discuss the best way forward for the school and borough.

DECLARATIONS OF INTEREST

Councillor D Evans declared a personal interest in item Standard in Education as he was listed as one of the presenting Members to Cabinet. As this was not a Disclosable Pecuniary Interest he stayed for consideration on the item but did not vote. .

MINUTES

The Part I minutes of the meeting held on 25 January 2017 were approved as a true and correct record.

FINANCIAL UPDATE

The Panel considered the latest financial update report that was due to be presented to Cabinet.

The Panel were informed that there was an underspend of £0.6m, with all Directorates contributing. This would leave reserves at £6.4m, well above the budget target figure of £5.3m. The Adults, Children and Health directorate were predicting an underspend of £31,000 on a budget of £57.5m. The Corporate and Community Services directorate predicted an underspend of £64,000 against a budget of £4.3m, despite significant planning pressures. The Operations and Customer Services directorate predicted an underspend of £428,000 against a budget of £2.6m.

With regards to the directorates performance the Panel were informed that Adult Children and Health commissioning were reporting an over spend of 9.8%, Health and early help and safeguarding were reporting an overspend of 5.2% and that Human resources and management an over spend of 7.1%. These overspends were offset by reporting underspend in Schools education services (-1.4%) and Health and adult social care (-3.7%).

With regards to Children's Services the Panel were informed that the following three areas were reporting and overspend, commissioning (+6.2%), health, early help and safeguarding

(5.2%) and dedicated schools grant spend (+1.2%). This was offset by underspends in schools and education services (-1.4%) and dedicated schools grant income (-1.2%).

The Panel were informed that main non DSG budget issues were:

- Home to school transport +£318k
- Agency staff in MASH +468k
- Residential Placements +261k
- Legal support from Joint Team +£276k
- CYPD childcare placements - £340k
- Leaving Care costs - £178k

With regards to DSG budget issues the Panel were informed that the issues were:

- Passenger assistance – high needs +£300k
- SEN and Alternative Provision +£416k
- PVI entitlement - January headcount - £207k
- Placements of children with special educational needs in non-maintained and independent special schools +£495k

(Cllr Ilyas joined the meeting as an observer)

Cllr E Wilson asked that with regards to appendix C and the Forest Bridge Contingency why there was slippage and was informed that this related to a later agenda item. Cllr Wilson also asked about the Trevelyan School Roof Replacement and was informed that this was to make the roof watertight.

Resolved unanimously that: the Children’s Services O&S Panel considered the Cabinet report and fully endorsed the recommendations related to children’s services.

STANDARDS AND QUALITY OF EDUCATION IN ROYAL BOROUGH SCHOOLS - A REVIEW OF THE ACADEMIC YEAR

The Panel received a presentation on the Cabinet report that reviewed the standards and quality of education in the borough for the academic year 2015/16.

The Panel were informed that the report focused on the progress against the outcomes set by cabinet in March 2016, overall performance of all pupils in the academic year 2015-16, OfSTED judgements of schools in the borough, the attainment of disadvantaged pupils, the volatility in the number of permanent exclusions and the quality of information about 16 and 17 year old destinations.

The Panel were also informed that with regards to the March 2016 outcomes there were the following results:

- Every school has a published Pupil Premium Plan – Met (October 2016)
- 78% of schools inspected in the year (7 of 9) rated Good or Outstanding – Unmet (85%)
- 19% of students go on to study at a ‘top third Higher Education Institute’ – Unmet (26%)

The report demonstrated that overall there was a high level of achievement by pupils, particularly at KS2. However, pupils in receipt of pupil premium did not do so well. KS4 attainment gap had improved. Unfortunately the gap had increased at KS2. It was noted that there had been a drop across the board as different benchmarks were being used.

The Panel noted that the borough outperformed the national average at all Key Stages and ranked in the top 20% of 150 authorities. KS2 had moved from 44th to 24th in the country.

There had been limited opportunities for Ofsted judgements as five schools had become Academies, which delayed inspections. Many were Good or Outstanding and therefore were not due for inspection for some time. Since last years report 8 schools had improved their judgements, 3 had stayed the same and 1 had declined. 86% of schools were ranked as Good or Outstanding at end of February 2017.

Members noted the content of chart 1, including the gap in attainment at early years that narrowed by the time it got to KS4. The cohort of pupil premium pupils at Early Years stage was small and all ten authorities with less than 400 pupils in this cohort performed poorly for this group. Appendices B and C detailed plans to improve outcomes.

Paragraph 2.21 demonstrated the increase in permanent exclusions in the borough with 9 per 10,000 pupils with the national average being 7. The council was working to ensure all pupils had the right opportunities and access to education and had a statutory duty to educate excluded pupils after 6 days from exclusion. As it was not expected to see the level of exclusion fall it was planned to undertake a review of the Fair Access process that included introducing an independent chairman.

With regards to 16 and 17 year old destinations the Panel were informed that 2% were NEET, 50% EET whilst 48% destination was not known which was higher than the national figure of 16%.

Cllr Jones mentioned that with schools spending 80% of their budget on staff and with reduced funding there was little room to make savings that did not result in reduced staffing levels and thus limited additional support for the disadvantaged. Cllr Jones asked how the LEA could help. The Panel were informed that for the current financial year there had been an increase in the DSG. Officers would be looking at best practice and having targeted support to get a tangible impact for disadvantaged pupils. The borough was also looking at affordable housing for key workers.

Cllr E Wilson mentioned that the fair funding formula would have a negative impact on smaller schools. With regards to pupil premium funding levels have remained constant but the data showed we were performing poorly for this cohort. He recommended that the LEA should consider communicating to parents which schools had strengths and weaknesses so they could be pinpointed to the best school for their child's needs. The data on schools should be more accessible.

Cllr E Wilson asked if it was known what was preventing schools making a difference on disadvantaged pupils outcomes. The Panel were informed that we needed to learn more about the cohort and their differences it was also important that governors be trained to now how to ask difficult questions to schools.

The Chairman asked if schools showed what pupil premium was spent on and was informed that they did along with showing what the cohort was and what they were doing to improve outcomes.

Cllr Jones mentioned it would be interesting to see progress being made rather than just the outcomes. The Panel were informed that progress was a good measure and compared to other authorities we were not having an impact at an early stage.

Cllr E Wilson questioned why the such a difference between Churchmead and other secondary Windsor schools. The Panel were informed that Churchmead informed that they struggle to attract pupils even though they have made good progress over the last five years.

Cllr E Wilson mentioned that he felt that every Member should be sent a copy of the graph showing the attainment gap.

Cllr Jones mentioned that it was important to try and target support for children before they entered education, she mentioned that we used to have children centres to provide help. The Panel were informed that the children centre offer may have changed but they still offered targeted support.

Cllr E Wilson mentioned that schools used to collect destination data however when this was transferred to the LEA there had become a data gap. The Panel were informed that when this data gap became apparent resource were put back in place.

Resolved unanimously: that the Children's Services O&S Panel considered the Cabinet report and fully endorsed the recommendations. The Panel felt it was important that all councillors understood the importance of their role as corporate parents and recommended that compulsory training for Members be introduced. They also recommended that Chart 2 – RBWM National rankings by school phase should be circulated to all councillors as it highlighted that disadvantaged pupils on average were achieving less well up to the age of 11 and that there should be increased focus on rectifying this.

FOREST BRIDGE SCHOOL

The Panel considered the Cabinet report detailing the Heads of Terms arrangements alongside the timetable for signing a lease with the EFA by 24 March 2017 for a location to site Forest Bridge School.

The Panel were informed that Forest Bridge School was a Special School for children with Autism Spectrum Disorder. The school opened temporarily in September 2015 in the old Oldfield school building while the Education Funding Agency (EFA) set about finding a permanent site for the school. The EFA had carried out a comprehensive search for land suitable to use as a site for the special school. The search was initially unsuccessful.

The Borough had been working with the EFA, who had identified a suitable parcel of land within Braywick Park. The EFA were seeking to agree Heads of Terms on this site. There were currently three tenants on the Braywick Park parcel of land sought by the EFA. Two tenant's leases have come to an end, and one tenant was in negotiation.

The Panel were informed that the council were talking to Braywick Nurseries to adjust their boundary to allow the school to access the site. The plan was also to share outdoor and sports facilities with the school.

In response to Member questions the Panel were informed that the school parking will be available for residents after school hours and that the merger would be managed by Parkwood Leisure as the site was next to the leisure centre.

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

CHILDREN'S SERVICES BUSINESS PLAN 2017-2018

The Panel considered the Cabinet report regarding the business plan for the delivery of children's services through Achieving for Children in 2017-2018, together with the improvement plan.

It was noted that the vision and business of the plan remained the same as previous versions and that role was the delivery of children's services.

There had been positive feedback on the business plan and improvement plan from Kickback and they were keen on using AFC to look at bonding with other Children in Care Councils.

Members noted that learnings from the LGA Peer Review in late 2016 had been incorporated into the Action Plan and Business Plan. There had been a lot of positive headlines from the review but there were still areas for improvement.

The Panel were informed that the improvement plan themes were:

- Delivery of an integrated early help offer and alignment with MASH.
- Missing/child sexual exploitation.
- Recruitment and retention of staff including caseloads, supervision and management development.
- Corporate parenting.
- Educational improvements for those eligible for free schools meals.
- Alternative provision offer for vulnerable children and young people.
- Quality assurance and performance management, including audit.

The Panel were informed that the borough would be joining Achieving for Children (AfC) on 1 August 2018, the delay was due to the democratic processes of Kingston and Richmond. A soft launch would start on 3 April 2017.

Cllr D Evans informed that paragraph 1.2 of the business plan would need updating now there was a new date for joining AFC, he also mentioned that in section 4.3 there was a gap in the level of agency workers and asked for an update. The Panel were informed that there were vacancies in every POD but the only team that had recently lost staff was in fostering.

Cllr E Wilson asked what was meant by a 'soft launch' and was informed that this including joint working with AFC and the filling of vacancies to ensure a smooth transition in August 2017. Cllr N Airey informed that there would be certain limitations until we had officially joined AFC but there was an opportunity for collaboration between parties.

Cllr Louden mentioned that at the last leadership board meeting it was mentioned that the company would be looking to expand. The Panel were informed that they wished to increase its size by one authority a year but there would be a maximum of five in total.

Resolved unanimously: that the Children's Services O&S Panel considered the Cabinet report and fully endorsed the recommendations.

A) LOWBROOK SCHOOL

Item removed.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PRESS AND PUBLIC

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

The meeting, which began at 6.30 pm, finished at 8.35 pm

CHAIRMAN.....

DATE.....

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Report Title:	Financial Update
Contains confidential or exempt information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and date:	27 April 2017
Responsible Officer(s):	Russell O'Keefe, Strategic Director of Corporate and Community Services, Rob Stubbs Head of Finance.
Wards affected:	All

REPORT SUMMARY

1. This report sets out the Council's financial performance to date in 2016-17. In summary there is a projected £431,000 underspend on the General Fund, see Appendix A, which is a decrease of £97,000 from the March financial monitoring report. This is due to a net reduction in the underspend forecast in a number of service budgets, see section 4.
2. The Council remains in a strong financial position; with combined General Fund Reserves of £5,911,000 (6.59% of budget) in excess of the £5,270,000 (5.88% of budget) recommended minimum level set at Council in February 2016.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) **Notes the Council's projected outturn position**
- ii) **Notes the transfers to provisions for bad debt and MMI details of which are contained in paragraphs 4.14 to 4.17**
- iii) **Approves the change to the 2017-18 and 2018-19 Registrar's fees details of which are contained in paragraphs 4.18 and 4.19.**

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

2.1 As this is a monitoring report decisions are not normally necessary.

3. KEY IMPLICATIONS

3.1 There is a General Fund Reserve of £4,907,000 and a Development Fund balance of £1,004,000, see appendix B for a breakdown of the Development Fund. The combined reserves total £5,911,000. The 2016-17 budget report

recommended a minimal reserve level of £5,270,000 to cover known risks for 18 months.

Table 1: Performance of general fund reserves

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	Below £5,000,000	£5,000,000 to £5,490,000	£5,490,000 to £6,000,000	Above £6,000,000	31 May 2017

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1. The **Strategic Director of Adults, Children & Health Services** reports a projected outturn figure for 2016-17 of £57,339,000 against a controllable net budget of £57,364,000, an underspend of £25,000. This represents a reduction of £6,000 to the underspend reported to Cabinet in March 2017. There are few significant changes to the variances report last month, as would be expected at this stage in the financial year. The main changes from the previous month's report are:

- £21,000 pressure in the commissioning budget for children in care placements. This arises from 2 new residential placements and one new foster placement in March.
- £22,000 saving from the concessionary fares budget as the reduced demand experienced over the year has continued to impact on the budget.
- £48,000 saving from an unexpected delay in the commencement of residential care placements for people with mental health problems.
- £30,000 saving in services for people with a learning disability following a reduction in the use of agency staff.
- £64,000 pressure in management and support costs arising from a range of budgets including legal support, and costs associated with preparations for the "delivering differently" initiatives.

4.2. Within the dedicated schools grant (DSG) budget variances have arisen that reduce the net pressure on this grant budget by £40,000. These include:

- £119,000 pressure following a detailed Spring Term review of £9,300,000 out of borough placement budget, and the cost of passenger assistance provided for home to school transport.
- £50,000 saving due to a vacancy in the virtual school provision, but provision continues through responsibility being shared.
- £30,000 saving in the Alternative Provision service, by purchasing at a lower cost.
- £70,000 reduction in the annual contribution into the sensory needs consortium, due to reducing costs.

- 4.3. There are no projected variances to report within the HR budget.
- 4.4. The **Strategic Director of Corporate and Community Services** is again able to project an outturn underspend of £64,000 on the 2016-17 controllable directorate budget of £4,389,000.
- 4.5. Minor adjustments have been made to individual service positions but these have negligible net impact.
- 4.6. The **Interim Strategic Director of Operations and Customer Services** reports a full year underspend projection of £337,000 on the net budget of £21,637,000. This represents a reduction of £91,000 on the underspend reported to Cabinet in March 2017.
- 4.7. Operational budget performance has again been maintained, with £74,000 business transition costs impacting the position.
- 4.8. These costs relate to the Resident and Library Service project, in the Maidenhead, Windsor & Ascot libraries, and cover additional resource and infrastructure costs.

Revenue Budget Movement

- 4.9. Revenue budget movements this month are in table 2, see Appendix C for an expanded full year Movement Statement.

Table 2: Revenue Budget Movement

Service expenditure budget reported to February Cabinet	£83,338,000
New enforcement post in Planning	£15,000
Central House costs as agreed by Cabinet Regeneration Sub Committee December 2016	£37,000
Service expenditure budget this month	£83,390,000

Cash Balances Projection

- 4.10. Appendix D provides details of the Borough's cash balance which is based on the assumptions contained in the 2017-18 budget report.
- 4.11. In addition to the investments in the 2017-18 capital programme, the projection considers other capital proposals likely to come forward for approval during the year.
- 4.12. The forecast debt line begins at £62,000,000. This includes £5,000,000 short term borrowing from 20th March 2017 to 20th April 2017, plus the existing £57,000,000 long term debt. The fall below £60,000,000 reflects the repayment of the £5,000,000 short term borrowing on the 20th April 2017.

Bad Debt Provision

- 4.13. The year end review of sundry debt requires an increase of £27,000 to be made to the bad debt provision. This brings the provision to £60,000 on debt of £859,000.

Provision for Mutual Municipal Insurance (MMI)

- 4.14. On the 31st March 2012, the Supreme Court announced its judgement on the Employers Liability Trigger Litigation cases. It ruled that insurers incur liability at the time of exposure to asbestos fibre and not when the disease develops.
- 4.15. This had implications for MMI, a mutual which provided insurance cover for many local authorities until it ceased operating in 1992. The potential liability exceeded funds available within the MMI run off fund and liability transferred therefore, to those authorities that formed the mutual which included RBWM pre-unitary status and the former Berkshire County Council.
- 4.16. When the announcement was made a provision of £257,000 was made in the accounts to meet the Council's liability and this has now been used to cover costs of £271,567.
- 4.17. There is no sign of any reduction to our exposure and it is therefore recommended that a further provision of £256,000 is made along with £15,000 to cover the shortfall of the previous provision, making a total of £272,000.

Change to Registrars Fees

- 4.18. One of the Registrars fees for 2017-18 requires a change from the figure in the budget papers approved by Council in February 2017.
- 4.19. The Borough sets wedding-related fees for two years at a time, to facilitate advance bookings. One of these, to hire the Maidenhead ceremony room on Mondays – Thursdays, requires correction.

Current rates – 17/18 - £200; 18/19 - £220

New rates – 17/18 - £220; 18/19 - £230

The 4.5% increase for 18/19 maintains our position relative to other boroughs, and is lower than last year's.

Capital Programme

- 4.20. The approved 2016-17 capital estimate is £50,443,000, see table 3. The outturn for the financial year is £28,861,000, an increase on the capital outturn in 2015-16 of £27,421,000.
- 4.21. Variances identified in the capital programme have resulted in £1,486,000 of budget no longer required in 2016-17. The majority of these savings relate to the revision of the Housing capital programme.
- 4.22. Slippage of capital programmes to 2017-18 total £20,096,000 gross. Additional slippage of £3,820,000 is reported this month. This includes £1,505,000 for the Maidenhead Waterways project which is scheduled for completion in summer 2017.
- 4.23. Other non devolved slippage totals £887,000 which includes £110,000 of schools feasibility works. Expansion schemes that are programmed for works during summer 2017 include Charters, Cox Green, Dedworth Middle & Lowbrook schools at a value of £632,000. The remainder of slippage is for final payment of completed projects. These will be paid in early 2017/18.

- 4.24. £431,000 slippage for Additional parking for Windsor is currently under review as part of the wider Parking provision work. This is due to commence in 2017-18.
- 4.25. Local Transport Plan works will continue into 2017-18 including £132,000 of delayed roads resurfacing works and £242,000 for the Traffic signal review at Imperial/Clewer Hill Road junctions.
- 4.26. Previously reported slippage of £1,666,000 for the Street lighting LED upgrade has completed earlier than anticipated, resulting in lower overall slippage for this project.

Appendices E and F provide further detail. Table 4 shows the status of schemes in the capital programme.

Table 3: Capital estimates

	Exp	Inc	Net
Approved estimate	£50,443,000	(£19,349,000)	£31,094,000
Variances identified	(£1,486,000)	£1,226,000	(£260,000)
Slippage to 2017-18	(£20,096,000)	£6,175,000	(£13,921,000)
Projected Outturn 2016-17	£28,861,000	(£11,948,000)	£16,913,000

Table 4: Capital programme status

	Report Cabinet April 2017
Number of schemes in programme	532
Yet to Start	10%
In Progress	62%
Completed	23%
Ongoing Programmes e.g. Disabled Facilities Grant	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

5. LEGAL IMPLICATIONS

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

6. RISK MANAGEMENT

Table 5: risks resulting from this report

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

7. POTENTIAL IMPACTS

- 7.1 None

8. CONSULTATION

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

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately.

10. APPENDICES

- 10.1 Appendix A Revenue budget summary
Appendix B Development fund analysis
Appendix C Revenue movement statement
Appendix D Cash flow projection
Appendix E Capital budget summary
Appendix F Capital variances

11. BACKGROUND DOCUMENTS

- 11.1 Budget Report to Council February 2016.
11.2 Budget Report to Cabinet February 2017.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr. Saunders	Lead Member for Finance.	24-3-2017	25-3-2017
Cllr. Rankin	Deputy Lead Member for Finance.	24-3-2017	
Alison Alexander	Managing Director.	20-3-2017	
Russell O'Keefe	Strategic Director of Corporate and Community Services.	20-3-2017	
Andy Jeffs	Interim Strategic Director of Operations and Customer Services.	20-3-2017	
Rob Stubbs	Section 151 Officer.	20-3-2017	20-3-2017

REPORT HISTORY

Decision type: For information	Urgency item? No
Report Author: Richard Bunn, Chief Accountant 01628 796510	

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Adult, Children's & Health Commissioning	7,636	7,113	724
Schools and Educational Services	5,285	5,278	(118)
Health, Early Help & Safeguarding	8,040	8,083	433
Health and Adult Social Care	32,408	33,012	(1,316)
Human Resources	1,167	1,537	0
A,C&H Management	834	1,116	252
Total Adult, Children & Health	55,370	56,139	(25)
Better Care Fund-Expenditure	9,915	11,047	0
Better Care Fund-Income	(8,485)	(9,822)	0
Total Better Care Fund	1,430	1,225	0
Maintained Schools	42,127	38,682	0
Early Years Education and Childcare Provision	7,154	6,335	(207)
Admissions and Pupil Growth	545	381	(40)
Support Services for Schools and Early Years	1,714	1,822	(201)
High Needs and Alternative Provision	13,430	13,639	1,131
Dedicated Schools Grant	(64,970)	(60,859)	(683)
Total Schools Budget (DSG)	0	0	0
Total Adult, Children and Health Services	56,800	57,364	(25)
Director of Operations & Customer Services	(27)	377	0
Revenues & Benefits	816	719	119
Highways & Transport	6,125	6,378	(50)
Community, Protection & Enforcement Services	6,957	7,223	(526)
Customer Services	1,704	1,813	106
Technology & Change Delivery	2,915	2,687	(40)
Library, Arts & Heritage Services	2,316	2,440	54
Total Operations & Customer Services	20,806	21,637	(337)
Director of Corporate & Community Services	85	146	0
Planning, Development and Regeneration Service	(813)	(644)	(55)
Corporate Management	433	654	(41)
Performance	429	454	(30)
Democratic Services	1,955	1,895	(6)
Elections	261	263	8
Legal	104	98	(24)
Finance	2,353	2,381	(20)
Building Services	40	26	20
Communities and Economic Development	(801)	(884)	84
Total Corporate & Community Services	4,046	4,389	(64)
TOTAL EXPENDITURE	81,652	83,390	(426)

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	81,652	83,390	(426)
Contribution to / (from) Development Fund	1,133	355	0
Pensions deficit recovery	2,115	2,115	0
Pay reward	500	5	(5)
Transfer to/(from) Provision for the clearance of Shurlock Road		(180)	0
Transfer to/(from) Provision for Redundancy		(422)	0
Transfer to the provision for MMI		272	0
Transfer to the bad debt provision		27	0
Environment Agency levy	150	150	0
Capital Financing inc Interest Receipts	5,128	5,258	0
NET REQUIREMENTS	90,678	90,970	(431)
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	0	(292)	431
GROSS COUNCIL TAX REQUIREMENT	89,697	89,697	0
General Fund			
Opening Balance	4,681	4,768	4,476
Transfers to / (from) balances	0	(292)	431
	<u>4,681</u>	<u>4,476</u>	<u>4,907</u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			

Memorandum Item**Current balance on the Development Fund**

	£000
Opening Balance	649
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	355
	<u>1,004</u>

Corporate Development Fund (AE35) £000		
Balance B/F from 2015/16		649
Transacted amounts in 2016/17		
To/From Capital Fund		0
To/From General Fund		
Transition Grant (2016/17 budget - February 2016 Council)	1,278	
Restructure of the Development and Regeneration service (2016/17 budget - February 2016 Council)	-56	
Minerals and Waste Strategy (2016/17 budget - February 2016 Council)	-61	
Adjustment to contribution due to revised New Homes Bonus (2016/17 budget - February 2016 Council)	-28	
Delivering Children's Services (March 2016 Cabinet)	-200	
Additional Transport Model costs (April 2016 CMT)	-43	
Heathrow Expansion (March 2016 Cabinet)	-30	
Delivering Operations Services (March 2016 Cabinet)	-100	
Road & Streetworks Permit scheme (March 2016 Cabinet)	-120	
Review of Sunday Parking charges (April 2016 Council)	-81	
Forest Bridge Contingency (CMT June 2016)	-100	
Dynamic Purchasing System (March 2016 Cabinet)	-4	
Forest Bridge Contingency no longer required - revenue budget removed	100	
Delivering Adults Services (Oct 2016 Cabinet)	-200	
		355
		<u><u>1,004</u></u>

Appendix C

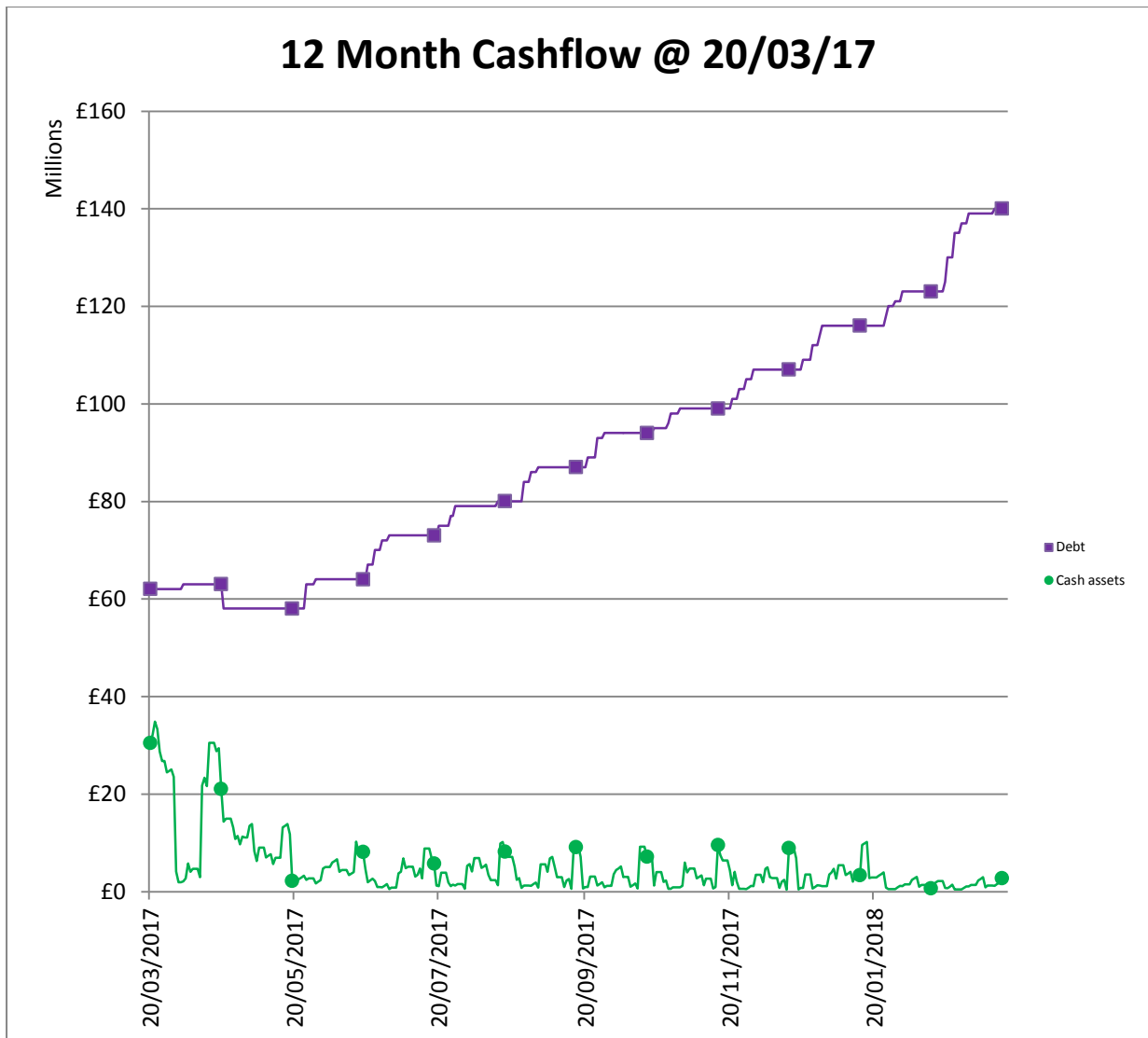
Budget Movement Statement 2016-17

	Funded by Development Fund (1)	Funded by the General Fund (2)	Funded by Provision (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
Original Budget					81,652	
1 Transforming Services	200				200	Cabinet March 2016
2 Disabled Facilities Grant				(302)	(302)	Council Feb. 2016
3 Transport model	43				43	CMT April 2016
4 Heathrow Expansion	30				30	Cabinet March 2016
5 Redundancy cost			73		73	Cabinet May 2016
6 Redundancy cost			92		92	Cabinet May 2016
7 Desborough improvements		50			50	Cabinet March 2016
8 Transforming Services	100				100	Cabinet March 2016
9 NRSWA parking scheme	120				120	Cabinet March 2016
10 Sunday parking	81				81	Cabinet April 2016
11 Cleaning & maintenance costs at Cox Green Youth Centre		20			20	Council Feb. 2016
12 Redundancy cost			96		96	Cabinet May 2016
13 Forest Bridge Contingency	100				100	CMT June 2016
14 Pay reward				191	191	Council Feb. 2016
15 Pay reward				173	173	Council Feb. 2016
16 Pay reward				131	131	Council Feb. 2016
17 Dynamic purchasing system	4				4	Cabinet March 2016
18 Redundancy cost			25		25	Cabinet May 2016
19 Bus contract		44			44	Cabinet May 2016
20 Loss of rental income		50			50	Cabinet June 2016
21 Transforming Services		100			100	Cabinet June 2016
22 Redundancy cost			18		18	Cabinet May 2016
23 Redundancy cost			101		101	Cabinet May 2016
24 Removal of Forest Bridge Contingency	(100)				(100)	Cabinet November 2016
25 Redundancy cost			17		17	Cabinet May 2016
26 Transforming Services	200				200	Cabinet October 2016
27 External support for management of the property portfolio		29			29	CMT June 2016
28 New enforcement post in Planning		15			15	BSG / Head of Finance
29 Central House costs		37			37	Cabinet Regeneration Sub Committee December 2016
Changes Approved	778	345	422	193	1,738	
Approved Estimate April Cabinet					83,390	

NOTES

- 1 When additional budget is approved, a funding source is agreed with the Lead Member of Finance. Transactions in column 1 have been funded from a usable reserve (Development Fund).
- 2 If additional budget is approved but no funding is specified, the transaction would, by default, be funded from the General Fund Reserve. Transactions in column 2 are funded by the General Fund.
- 3 A provision for future redundancy costs is created every year and this is used to fund additional budget in services for the costs of redundancy they incur during the year. Transactions in column 3 are redundancy costs funded by the provision for redundancy.
- 4 Transactions in column 4 are amounts approved in the annual budget which for various reasons need to be allocated to service budgets in-year. An example

would be the pay reward budget. Pay reward payments are not approved until June. The budget therefore has to be re-allocated.



Note 1 – Reduced Council Tax and Business Rates collections in February and March coupled with the commitment to pay out £16m of LEP funding in March 2017 and £4.5m for the purchase of the Tenpin Bowling Alley site in Maidenhead causes a decrease in cash balances towards the end of the financial year 2016/17. Contract payments to AFC and Optalis due at the beginning of April 2017 will also reduce cash balances and increase the need to borrow.

Note 2 – Capital expenditure is projected to increase steadily throughout 2017/18. The exact profile may vary and monitoring of schemes and cash balances will decide the rate at which our borrowing will increase to ensure that no unnecessary debt charges are incurred.

Portfolio Summary	2016/17 Original Budget			New Schemes – 2016/17 Approved Estimate			Schemes Approved in Prior Years			Outturn – Gross Expenditure				
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	2016/17 Actual (£'000)	2016/17 SLIPPAGE (£'000)	TOTAL (£'000)	VARIANCE (£'000)	VARIANCE (%)
Community & Corporate Services														
SMILE Leisure	428	(120)	308	1,418	(120)	1,298	46	(14)	32	817	648	1,465	1	0%
Community Facilities	155	0	155	352	(222)	130	17	0	17	299	68	367	(2)	-1%
Outdoor Facilities	370	-100	270	602	(154)	448	827	(553)	274	537	898	1,435	6	2%
Property & Development	0	0	0	30	0	30	482	0	482	192	301	493	(19)	
Governance, Policy, Performance_Partnerships	588	0	588	350	0	350	406	0	406	482	267	749	(7)	-1%
Regeneration & Economic Development	6,377	(185)	6,192	10,752	(495)	10,257	4,842	(810)	4,032	8,769	6,846	15,615	21	0%
Total Community & Corporate Services	7,918	(405)	7,513	13,504	(991)	12,513	6,620	(1,377)	5,243	11,096	9,028	20,124	0	(0)
Operations & Customer Services														
Technology & Change Delivery	0	0	0	0	0	0	335	(6)	329	238	96	334	(1)	
Revenues & Benefits	0	0	0	162	0	162	48	0	48	84	126	210	0	
Customer Services	0	0	0	200	0	200	276	0	276	266	210	476	0	
Green Spaces & Parks	343	(308)	35	436	(322)	114	202	(69)	133	540	99	639	1	0%
Highways & Transport	9,609	(3,155)	6,454	10,519	(3,555)	6,964	2,117	(892)	1,225	9,025	3,610	12,635	(1)	0%
Community,Protection & Enforcement Services	890	(380)	510	960	(380)	580	992	(721)	271	773	1,062	1,835	(117)	-1.3%
Libraries, Arts & Heritage	367	(295)	72	490	(318)	172	468	(147)	321	143	749	892	(66)	-1.8%
Total Operations & Customer Services	11,209	(4,138)	7,071	12,767	(4,575)	8,192	4,438	(1,835)	2,603	11,069	5,952	17,021	(184)	(0)
Adult, Children & Health														
HR	0	0	0	0	0	0	0	0	0	2	0	2	2	
Adult Social Care	41	0	41	48	0	48	217	(185)	32	206	51	257	(8)	-20%
Housing	0	0	0	10	(10)	0	2,397	(2,017)	380	632	575	1,207	(1,200)	
Non Schools	0	0	0	175	(130)	45	302	(229)	73	211	259	470	(7)	
Schools – Non Devolved	4,550	(4,190)	360	5,836	(3,871)	1,965	2,015	(2,015)	0	4,186	3,573	7,759	(92)	-2%
Schools – Devolved Capital	250	(250)	0	1,029	(1,029)	0	1,085	(1,085)	0	1,459	658	2,117	3	1%
Total Adult, Children & Health	4,841	(4,440)	401	7,098	(5,040)	2,058	6,016	(5,531)	485	6,696	5,116	11,812	(1,302)	(0)
Total Committed Schemes	23,968	(8,983)	14,985	33,369	(10,606)	22,763	17,074	(8,743)	8,331	28,861	20,096	48,957	(1,486)	0

	(£'000)	(£'000)	(£'000)
Portfolio Total	23,968	50,443	28,861
External Funding			
Government Grants	(7,890)	(12,528)	(8,322)
Developers' Contributions	(933)	(6,018)	(3,620)
Other Contributions	(160)	(803)	(6)
Total External Funding Sources	(8,983)	(19,349)	(11,948)
Total Corporate Funding	14,985	31,094	16,913

Capital Monitoring Report - March 2016-17

At 31 March 2017, the approved estimate stood at £50.443m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	50,443	(19,349)	31,094
Variances identified	(1,486)	1,226	(260)
Slippage to 2017/18	(20,096)	6,175	(13,921)
Outturn 2016/17	28,861	(11,948)	16,913

Overall Expenditure and Slippage

Outturn for the financial year is £28.861m

Variances are reported as follows.

	Exp	Income	Net	
Community Facilities				
CI19 PB Encourage New Businesses-Maidenhead	(2)	0	(2)	Unforeseen Costs
Property & Development				
CM10 Fire, H&S and Glazing Compliance	(3)	0	(3)	Scheme complete
CM89 Tinkers La.-rewire of smll power & lightg circuits	(9)	0	(9)	Scheme complete
CX33 Project Meeting RoomMaidenhead	(8)	0	(8)	Scheme complete
Outdoor Spaces				
CZ78 P&OS-Clarence Road Fountain (2014/15)	8	0	8	Revised Estimate
CZ86				
Governance, Policy, Performance & Partnership				
CY08 Incentivisation Framework 2014-15	(6)	0	(6)	Revised Business Case
Regeneration				
CI24 259 Ltd Opportunities for Private Rental 2015-16q	21	0	21	
Green Spaces & Parks				
CZ47 P&OS-Ornamental Flower Beds	1	0	1	Scheme complete
Highways & Transport				
CB98 Bray Bailey Bridge Replacement Scheme 2014/15	(1)	0	(1)	Scheme complete
CD19 Highway Drainage Schemes-Capitalised Revenue	(1)	1	0	Scheme complete
CD22 Safer Routes to School	(1)	0	(1)	Scheme complete
CD77 Real-Time Bus Information Improvements	1	0	1	Scheme complete
CD95 Safer Routes-Holyport College	0	95	95	Contribution to follow
Community, Protection & Enforcement				
CD48 Refuse and Recycling Bins-Replacement	(1)	0	(1)	Scheme complete
CT52 Disabled Facilities Grant	(117)	117	0	Revised Estimate
Libraries, Arts & Heritage				
CL70 Library Management System Replacement (2012/13)	2	0	2	Scheme complete
CZ76 P&OS-Alexandra Gardens Improvements (2014/15)	1	0	1	Scheme complete
CZ77 P&OS-WW1 & MC800 Commemoration Prjs (2014/15)	1	0	1	Scheme complete
CLB1 Additional Wifi and Broadband 2015/16	(1)	0	(1)	Scheme complete
CLC1 WW1 Commemorations & Re-enactment 2016-17	(60)	60	0	No match funding available
CLC3 Sculpture Project - Danny Lane 2016-17	(10)	10	0	Scheme complete
CP82 Mhead Lib-Small Pwr Rewire Gnd/1st Floors 15/16	1	0	1	Scheme complete
HR				
CN94 Business Objects Upgrade	2	0	2	Scheme complete
Adult Social Care				
CLC6 Boyne Grove Personal Care Area 2016-17	(5)	0	(5)	
CT42 Adult Personal Social Care	(2)	0	(2)	
CT43 Courthouse Road Conversion of Garage	2	0	2	Unforeseen Costs
CT50 Community Capacity Grant 2015-16	(3)	3	0	
Housing				
CT49 Provision of Additional Travellers Pitches 2014-15	(700)	350	(350)	Planning Permission refused/delayed
CT51 Affordable Home Ownership Capital Investment	(500)	500	0	Budget no longer required. S106 funding will be used to fund the Brill House project in 2017/18.

Non Schools			
CKVS	Office Furniture	(4)	0 (4) Revised Estimate
Schools - Non Devolved			
CK01	Oldfield New School Fees & Miscellaneous Costs	(5)	5 0 Revised Estimate
CK02	Oldfield School Contract	5	5 10 Revised Estimate
CSBF	St Edward's First and Middle School Expansions	(2)	2 0 Revised Estimate
CSDS	Maint Prog. Roofing, Guttering & Windows	(26)	26 0 Revised Estimate
CSDZ	Manor Green Res-chge of use Respite to Sch2013-14	(2)	2 0 Revised Estimate
CSEJ	Queen Anne kitchen, Toilet & Elect Works 2014/15	(2)	2 0 Revised Estimate
CSFB	Secondary & middle sch. Expans. Feasibil. 2015-16	1	1 2 Revised Business Case
CSFD	Trevelyan class sizes Phase 2 - 2015-16	1	1 2 Revised Business Case
CSFF	School Kitchens	1	1 2 Revised Estimate
CSFJ	Various Schools fire alarm upgrades - 2015-16	1	1 2 Revised Estimate
CSFR	Dedworth Middle School water supply 2015-16	(6)	6 0 Scheme complete
CSFZ	Newlands School rewire-2015-16	(9)	9 0 Scheme complete
CSGD	Waltham St Lawrence School Windows	1	1 2 Scheme complete
CSGK	Alexander First school Roof-2015-16	(7)	7 0 Scheme complete
CSGN	Bisham Kitchen-2015-16	5	(5) 0 Revised Business Case
CSGT	Windsor Boys Expansion	(1)	1 0 Scheme complete
CSGZ	Trevelyan School Roof Replacement	(20)	20 0 Scheme complete
CSHC	Alwyn School Access Ramp	1	(1) 0 Revised Estimate
CSHE	Furze Platt Junior Boiler Replacement	(6)	6 0 Scheme complete
CSHF	Bisham Re-Wire and New Lighting	12	0 12 Revised Estimate
CSHH	Maidenhead Nursery School Structural Improvements	2	0 2 Revised Estimate
CSHQ	Schools Participatory Budgeting	(35)	0 (35) Revised Business Case
CSHT	Feasibility for Satellite Grammar	(1)	0 (1) Revised Estimate
		<u>(1,486)</u>	<u>1,226</u> <u>(260)</u>

Final slippage is reported as follows

	Exp	Income	Net
Previously reported slippage	(16,276)	3,213	(13,063)
Community Facilities			
CV18 Improvement-Internet Connectivity Guildhall	(9)	0	(9) Retentions
CV23 Digital Advertising Boards	18	0	18 Reverse slippage
Property & Development			
CM89 Tinkers La.-rewire of smll power & lightg circuits	(10)	0	(10) Revised scheme dependant on accommodation requirements
CX25 Wessex Way, Shopping Parade, MHead 2014-15	(1)	0	(1) Retentions
CX28 Ray Mill Road Residential Development	(76)	0	(76) Ongoing scheme- Has been subject to reptile migration work
CX32 MASH Building Works-Town Hall, Maidenhead	(4)	0	(4) Retentions
SMILE Leisure			
CZ18 Magnet LC Reprovision Design / Initial Site Costs	(50)	0	(50) Sch delayed-Development Manager appointed for Feb 2017
CZ40 Parkwood Set Up Costs	(8)	0	(8) Retentions
CZ42 Leisure Centres-Annual Programme & Equipment	(77)	11	(66) Ongoing scheme / retentions2017-18
CZ44 Charters L.C. Expansion	27	0	27 Reverse slippage
Outdoor Spaces			
CI09 Windsor Wayfinding System-Phase 2 (2014/16)	(2)	0	(2) Scheme ongoing
CI22 Tree Planting	(67)	0	(67) Slippage re ongoing 3 year maintenance contract
CI26 Christmas Lights-Sunningdale High St 2015-16	(1)	0	(1) Retention
CI35 Christmas Lights-Cookham	(5)	0	(5) Ongoing scheme 2017-18
CI39 Christmas Lights - Datchet	(5)	0	(5) Ongoing scheme 2017-18
CLC9 Nicholas Winton Memorial	(49)	0	(49) Work on site
CP94 P&OS-Dedworth Manor All Weather Pitch	(22)	22	0 Awaiting stage payments - new garden at Oaken Grove
CV12 Alexandra Gardens Entrances 2015-16	3	0	3 Reverse slippage
CV16 Love Your Neighbourhood Scheme	(32)	0	(32) Ongoing community projects requiring approval
CV17 Mobile Devices & Software-Confirm Connect Tree Dat	(16)	0	(16) Ongoing scheme - Highways
CV26 P&OS - Deerswood Wildlife Area	1	(1)	0 Reverse slippage
CV36 Ockwells Park Integration - Thriftwood Sch	(21)	0	(21) Ongoing scheme 2017-18
CZ48 P&OS-Outdoor Gym-Haywards Mead, Eton Wick	(22)	0	(22) Delays re consultantion issues
CZ49 P&OS - Victory Field Pavilion Centre	30	(30)	0 Reverse slippage
CZ91 P&OS-Ascot Roundabout War Memorial Fount 2014/15	4	(4)	0 Reverse slippage
Governance, Policy, Performance & Partnership			
CM60 Grants - Outside Organisations	(15)	0	(15) Awaiting drawdown of scheme
CY07 Challenge Prize Scheme	(5)	0	(5) Slip o/s awards - awaiting completion of schemes
CY10 Green Redeem Scheme	(10)	0	(10) Awaiting drawdown of scheme
CY12 Social Enterprise Grant	(56)	0	(56) Slip balance as no bid proposed for 2017/18
CY09 Superfast Broadband in Berkshire (2014/17)	10	0	10 Reverse slippage
CY16 Participatory Budgeting	16	0	16 Reverse slippage
Regeneration			
CB39 A4 Mhd Bridge-Ray Pk Av Gateway Feature 2013/2014	(135)	0	(135) Ongoing Public Realm scheme
CE76 Maidenhead Waterways Restoration Contribution	(19)	19	0 Linked to CI14-M'head Waterways
CG37 Maidenhead Environmental Improvements	(4)	0	(4) Retentions-St Cloud Underpass
CI14 Maidenhead Waterways Construction phase 1	(1,505)	109	(1,396) Ongoing scheme 2017-18
CI16 Maidenhead Opportunity Areas-Feasibility Work	(3)	0	(3) Retention
CI21 Windsor Office Accommodation	11	(12)	(1) Reverse slippage
CI29 Nicholson's Car Park & Central House Scheme	248	102	350 Reverse slippage
CI32 Planning Policy Supplementary Planning Document	(38)	0	(38) Linked to BLP, schemes slipped to 2017
CI33 Clyde House	20	0	20 Reverse slippage
CI34 Meadow Lane Car Park (Eton College)	10	1	11 Reverse slippage
CI40 IDOX Project	(35)	0	(35) 2nd stage payment scheduled Spring 2017
CI45 Development Sites M'headFeasibility/Outline Work	(91)	0	(91) Ongoing scheme / regeneration capital salaries 17-18
CI49 Maidenhead Golf Course	(37)	0	(37) Ongoing project-Development Manager to be appointed
CM49 JV-York Rd, West St, Reform Rd, St Clouds Way	(27)	0	(27) Ongoing procurement of JV partner
CM53 Theatre Royal-Soffit/Roof Light Ventilation 15-16	1	0	1 Ongoing maintenance works
CX26 Declutter Town Moor Subway 2014-15	(27)	0	(27) Scheme yet to commence
CX36 Purchase of LandThriftwood	(5)	0	(5) Outstanding legal fees
Customer Services			
CN59 RBWM Website	1	0	1 Reverse slippage
CN80 CRM Upgrade / Jadu Contract	(30)	0	(30) Ongoing scheme 2017-18
CN99 York House Refurbishment	17	0	17 Reverse slippage
Green Spaces & Parks			
CV03 Parks Improvements	1	25	26 Reverse slippage
CV25 P&OS-Grenfell Park Exercise Machines	14	0	14 Reverse slippage
CZ46 P&OS-Vansittart Road Skate Park-Extension /Imps	(48)	48	0 Ongoing scheme 2017-18
CZ47 P&OS-Ornamental Flower Beds	1	0	1 Reverse slippage
CZ72 P&OS-Biodiversity Projects (2013/14)	2	8	10 Reverse slippage
CZ75 P&OS-Allens Field Improvements Ph 2 (2014/15)	3	0	3 Reverse slippage

Revenue & Benefits				
CN51	Academy Self-Service Modules	(12)	0	(12)
Highways & Transport				
CB98	Bray Bailey Bridge Replacement Scheme 2014/15	2	0	2 Reverse slippage
CB99	Moorbridge Road Gateway 2014/15	(15)	35	20 Ongoing scheme 2017-18
CD01	LTP Feasibility Studies/Investigation/Develop	(7)	7	0 Ongoing scheme 2017-18
CD02	LTP Traffic Management Schemes	39	3	42 Reverse slippage
CD03	A308 (Bray) Road Widening scheme	(37)	9	(28) Ongoing scheme 2017-18
CD07	Road Marking-Safety Programme	(18)	18	0 Ongoing scheme 2017-18
CD09	Speed Limit Reviews	1	3	4 Reverse slippage
CD12	Roads Resurfacing-Transport Asset & Safety	(132)	131	(1) Ongoing scheme 2017-18
CD14	Bridge Parapet Improvement Works	(15)	15	0 Ongoing scheme 2017-18
CD15	Bridge Strengthening Scheme	93	(93)	0 Reverse slippage
CD16	Traffic Signal Removal	(1)	27	26 Ongoing scheme 2017-18
CD18	Highway Drainage Schemes	19	(19)	0 Reverse slippage
CD21	Footways-Construction of New Footways	(43)	34	(9) Ongoing scheme 2017-18
CD22	Safer Routes to School	8	17	25 Reverse slippage
CD23	Local Safety Schemes	6	1	7 Reverse slippage
CD27	Cycling Capital Programme	21	13	34 Reverse slippage
CD28	School Cycle / Scooter Parking	3	0	3 Reverse slippage
CD31	Thames Street Paving Improvements	27	1	28 Reverse slippage
CD32	Verge Parking Measures	(1)	1	0 Ongoing scheme 2017-18
CD33	Verge Protection Measures	(32)	12	(20) Ongoing scheme 2017-18
CD35	Reducing Congestion & Improving Air Quality	(44)	44	0 Ongoing scheme 2017-18
CD36	Reducing Street Clutter	(6)	1	(5) Ongoing scheme 2017-18
CD42	Maidenhead Station Interchange & Car Park	5	100	105 Reverse slippage
CD45	Public Conveniences-Refurbishment 2015-16	12	0	12 Reverse slippage
CD55	Virtual Message Signs - Windsor 2015-16	(92)	0	(92) Ongoing scheme 2017-18
CD62	P.B. Windsor Road & Pavement Repairs	(20)	0	(20) Ongoing scheme 2017-18
CD63	P.B. Ascot/Sunnings Rd & Road & Pavement Repairs	(5)	0	(5) Ongoing scheme 2017-18
CD71	Flood Risk Management -Asset Register	(20)	41	21 Ongoing scheme 2017-18
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	(6)	6	0 Ongoing scheme 2017-18
CD75	Bus Stop Accessibility	32	(32)	0 Reverse slippage
CD76	Bus Stop Waiting Areas	(34)	12	(22) Ongoing scheme 2017-18
CD77	Real-Time Bus Information Improvements	(136)	11	(125) Ongoing scheme 2017-18
CD78	Dedworth Rd-Environmental & St Scene Enhance(PAVE)	(28)	0	(28) Ongoing scheme 2017-18
CD79	A329 London Rd/B383 Roundabout-Scheme Development	91	0	91 Reverse slippage
CD82	Intelligent Traffic System-Maintenance & Renewal	2	0	2 Reverse slippage
CD83	Traffic Signal Review-Imperial/Clewer Hill Rds Junctions	(242)	0	(242) Ongoing scheme 2017-18
CD84	Street Lighting-LED Upgrade	1,666	0	1,666 Reverse slippage
CD87	Pothole Action Fund-DfT Grant	(75)	75	0 Ongoing scheme 2017-18
CD96	Safer Routes-Oldfield School	(5)	0	(5) Ongoing scheme 2017-18
Community, Protection & Enforcement				
CD46	Alley Gating	(8)	0	(8) Ongoing scheme 2017-18
CD48	Refuse and Recycling Bins-Replacement	24	0	24 Reverse slippage
CD51	Lalpac Licensing Software Package-Update	(10)	0	(10) Ongoing scheme 2017-18
CD52	Remote Working Equipment Laptops-Upgrade	(83)	0	(83) Ongoing scheme 2017-18
CD85	Enforcement Services-Mobile Phone Replacement	(1)	0	(1) Ongoing scheme 2017-18
CD86	Stafferton Way - Site Repairs	(23)	0	(23) Ongoing scheme 2017-18
CB67	New MSCP Feasibility- Stafferton Way 2014/15	(44)	44	0 Ongoing scheme 2017-18
CD37	Car Park Improvements	(6)	0	(6) Ongoing scheme 2017-18
CD38	Changes to On-Street Parking Signage	(6)	0	(6) Ongoing scheme 2017-18
CD40	Car Park Signage-Improvements	(6)	0	(6) Ongoing scheme 2017-18
CD57	Nicholson's Car Pak-Upgrade Parking System	(1)	0	(1) Ongoing scheme 2017-18
CE64	Additional Parking Provision for Windsor	(431)	431	0 Ongoing scheme 2017-18
CY03	Energy Savings Initiative	(2)	0	(2) Ongoing scheme 2017-18
Technology & Change Delivery				
CN54	Delivering Differently - Generic IT Bid	(2)	0	(2) Ongoing scheme 2017-18
CA05	Document Management System 2013/14	(1)	0	(1) Ongoing scheme 2017-18
CN85	Windows Server 2003 Upgrade 2015-16	(30)	0	(30) Ongoing scheme 2017-18
CN89	Tablet Computers-Secure Enablement BYOD/CYOD 15-16	(1)	0	(1) Ongoing scheme 2017-18
CN90	Network Consolidation 2015-16	1	0	1 Reverse slippage
CN95	Replacement-WiFi Solution for Council Offices	(14)	0	(14) Ongoing scheme 2017-18
Libraries, Arts & Heritage				
CC14	Del Diff - Service Hubs	(100)	0	(100) Ongoing scheme 2017-18
CZ14	Cox Green Library-Improvements (2014/15)	(2)	2	0 Ongoing scheme 2017-18
CL72	Libraries-PC Booking Software (2012/13)	0	(2)	(2) Ongoing scheme 2017-18
CL70	Library Management System Replacement (2012/13)	(5)	0	(5) Ongoing scheme 2017-18
CZ98	Heritage Garden Signage 2015-16	(1)	0	(1) Ongoing scheme 2017-18
CZ94	Heritage Trails 2015-16	(3)	3	0 Ongoing scheme 2017-18
CZ95	Museum Improvements Programme 2015-16	(8)	8	0 Ongoing scheme 2017-18
CZ96	Berkshire Records Office 2015-16	(15)	15	0 Ongoing scheme 2017-18
CZ97	Arts in the Parks 2015-16	(5)	5	0 Ongoing scheme 2017-18
CLB2	Sunninghill Library 15/16 Lease Repairs	(41)	26	(15) Ongoing scheme 2017-18
CLB4	Maidenhead Library - New Kiosks - 2016-17	(10)	10	0 Ongoing scheme 2017-18
CLB6	Digitisation of Museum collection 2016-17	1	(1)	0 Reverse slippage

CLB7	Improvements at Eton Wick Library 2016-17	(8)	8	0 Ongoing scheme 2017-18
CLB8	Improvements at Cookham Library 2016-17	(15)	15	0 Ongoing scheme 2017-18
CLC3	Sculpture Project - Danny Lane 2016-17	(15)	15	0 Ongoing scheme 2017-18
CLC7	Windsor Lib Lighting Replacement - 2nd Phase 2016-17	(2)	0	(2) Ongoing scheme 2017-18
CLC8	Paintings Collection Conservation 2016-17	(13)	0	(13) Ongoing scheme 2017-18
CP82	Mhead Lib-Small Pwr Rewire Gnd/1st Floors 15/16	(2)	0	(2) Ongoing scheme 2017-18

Non Schools

CKUA	Aiming High for Disabled Children (AHDC)	(1)	1	0 Ongoing scheme 2017-18
CKVH	2Yr old capital entitlement	(7)	7	0 Ongoing scheme 2017-18
CKVL	Hurley Canoe Centre Storage Facility	(76)	76	0 Ongoing scheme 2017-18
CKVM	Youth Centre upgrades-2015-16	(33)	33	0 Ongoing scheme 2017-18
CKVN	IT Software upgrades-2015-16	(30)	30	0 Ongoing scheme 2017-18
CKVP	Children's Centres buildings-2015-16	(25)	0	(25) Ongoing scheme 2017-18
CKVR	Youth Centres Modernisation Programme 2016/17	(87)	87	0 Ongoing scheme 2017-18

Schools - Non Devolved

CSEU	Riverside (Ellington) Primary expansion 2014-15	(4)	4	0 Ongoing scheme 2017-18
CSEV	All Saints Primary Expansion	(32)	32	0 Ongoing scheme 2017-18
CSEX	Feasibility/Survey Costs	(110)	110	0 Ongoing scheme 2017-18
CSFB	Secondary & middle sch. Expans. Feasibil. 2015-16	(46)	46	0 Ongoing scheme 2017-18
CSFC	Ascot Primaries Feasibilities-2015-16	(25)	25	0 Ongoing scheme 2017-18
CSFD	Trevelyan class sizes Phase 2 - 2015-16	(23)	23	0 Ongoing scheme 2017-18
CSFG	Education Capital Emergency Fund	(27)	27	0 Ongoing scheme 2017-18
CSFL	Bisham School House repairs	(4)	4	0 Ongoing scheme 2017-18
CSFN	Waltham St Lawrence School Kitchen -2015-16	(7)	7	0 Ongoing scheme 2017-18
CSFQ	Eton Wick kitchen 2015-16	(7)	7	0 Ongoing scheme 2017-18
CSGD	Waltham St Lawrence School Windows	(13)	13	0 Ongoing scheme 2017-18
CSGE	Eton Porny School Windows-2015-16	(3)	3	0 Ongoing scheme 2017-18
CSGH	Holy Trinity Cookham Roof-2015-16	(1)	1	0 Ongoing scheme 2017-18
CSGK	Alexander First school Roof-2015-16	(18)	18	0 Ongoing scheme 2017-18
CSGL	South Ascot Village Primary-2015-16	(3)	3	0 Ongoing scheme 2017-18
CSGR	Charters Expansion	(203)	203	0 Ongoing scheme 2017-18
CSGT	Windsor Boys Expansion	108	(108)	0 Reverse slippage
CSGU	Holy Trinity Sunningdale Bulge Classroom	(4)	4	0 Ongoing scheme 2017-18
CSGV	Cox Green School Expansion Year 1 of 3	(133)	133	0 Ongoing scheme 2017-18
CSGW	Furze Platt Senior expansion Year 1 of 3	(31)	31	0 Ongoing scheme 2017-18
CSGX	Dedworth Middle School Expansion Year 1 of 3	(153)	153	0 Ongoing scheme 2017-18
CSGZ	Trevelyan School Roof Replacement	(7)	7	0 Ongoing scheme 2017-18
CSHB	Furze Platt Junior School - Hall Extension	3	(3)	0 Reverse slippage
CSHD	Bisham House Refurbishment	(3)	3	0 Ongoing scheme 2017-18
CSHE	Furze Platt Junior Boiler Replacement	(4)	4	0 Ongoing scheme 2017-18
CSHG	Bisham General Refurbishment	(26)	26	0 Ongoing scheme 2017-18
CSHP	Wraysbury school - Staffroom Extension	(24)	0	(24) Ongoing scheme 2017-18
CSHU	Windsor Girls Expansion	64	(64)	0 Reverse slippage
CSHV	Lowbrook Expansion	(143)	0	(143) Ongoing scheme 2017-18
CSHX	Newlands Girls School	(8)	8	0 Ongoing scheme 2017-18

Schools - Devolved Capital

CJ77	Budget Only NDS Devolved Capital	(521)	521	0 Ongoing scheme 2017-18
CSDK	S106 Academies and other LEA's	(137)	137	0 Ongoing scheme 2017-18
		<u>(20,096)</u>	<u>6,175</u>	<u>(13,921)</u>

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	52	10%
In Progress	331	62%
Completed	120	23%
Ongoing Programmes e.g.. Disabled Facilities Grant	28	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	532	100%

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Report Title:	Intensive Family Support Progress report
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor N. Airey, Lead Member for Children's Services
Meeting and Date:	Cabinet- 27 April 2017
Responsible Officer(s):	Kevin McDaniel, Director of Children's Services
Wards affected:	All

REPORT SUMMARY

1. The Troubled Families programme was launched in April 2012. The Government initiative notes that Troubled Families are families who both have problems and often cause problems - where children are truanting or excluded, where there is youth crime or anti-social behaviour and where parents are not working. They also tend to have other problems including domestic violence or drug or alcohol abuse and cost local services and the taxpayer a lot of time and money¹. The Royal Borough of Windsor and Maidenhead has been delivering early help support services for Troubled Families through the Intensive Family Support programme since April 2012.
2. The Royal Borough of Windsor and Maidenhead has worked with 484 families overall since April 2012. Through innovative practice, including the inclusion of a health worker within the team, the Intensive Family Support programme has directly worked to improve the lives of 301 of those families. Overall 214 families are considered to have made a sustainable change to their lives.
3. This report summarises some of the work the programme has undertaken with residents to support them in addressing the issues that were causing them concerns and stopping from engaging positively in the community. In addition, it outlines how the Intensive Family Support programme will continue to work with Troubled Families up until the end of phase 2 in 2020, at a total cost of £892,700 from April 2017 to March 2020.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- I. **Notes the progress made in supporting our residents whose families have multiple and complex needs to turn their lives around.**
- II. **Commits to continue to support vulnerable families within The Royal Borough of Windsor and Maidenhead, through the Intensive Family Support programme, for the duration of phase 2 of the national Troubled Families programme which runs until 2020.**

¹ Understanding Troubled Families, Department for Communities and Local Government, 2014

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

Background national picture

- 2.1 In April 2012, the Troubled Families Unit at the Department for Communities and Local Government (DCLG) launched the £448m phase one Troubled Families programme in England, with the aim of ‘turning around’² the lives of 120,000 with multiple and complex needs to achieve an overall shift in public expenditure from reactive service provision towards earlier intervention.
- 2.2 Nationally, data indicates that a typical Troubled Family has the following characteristics:
- On average 2.5 children compared to 1.7 children in whole population.
 - 40% of families have three or more children compared to 16% nationally.
 - 25% have children under 5 years old.
 - 49% are lone parent households, compared to 16% nationally.
 - 78% were recorded as White British.
- 2.3 In June 2013, the Government announced plans to expand the Troubled Families programme for five years, through to 2019/20 so that a further 400,000 families across England could be reached.
- 2.4 Progress of the programme nationally is now reported via an annual report, first published in April 2017, called “Supporting disadvantaged families. Troubled Families Programme 2015-2020: Progress so far”. The national summary of impact³ is:
- In more than 9,100 families, one or more family members has come off out of work benefits and achieved continuous employment.
 - Nearly 44,000 families have made significant and sustained progress on all of their problems.
 - Parents and carers report that keyworkers are giving them practical support and the confidence to tackle their problems.
 - Staff say the programme is delivering long-term change with families, as well as encouraging professionals from different agencies to work together and provide better support to families.

The local picture – phase one Troubled Families

- 2.5 The Royal Borough of Windsor and Maidenhead (RBWM) delivers the Troubled Families programme through its Intensive Family Support Programme (IFSP). During phase one of the project, 209 families have been worked with⁴ and 160 of those received direct support⁵ from the IFSP. 140 of these families have been assessed as achieving sustainable change and therefore are considered to have been ‘turned around’.
- 2.6 The IFSP prioritises working with families as early as possible, in line with the Borough’s Early Help Strategy which is informed by national research. This is

² ‘Turning around’ means that: a family has reduced involvement with crime and anti-social behaviour; or adults are progressing along the path to work; or children are improving their attendance at school.

³ Troubled Families Programme:2015-2020: Progress so far. Page 7.

⁴ Worked with means that a professional within RBWM has been involved with the family.

⁵ Direct support from IFSP means that a member of the team coordinated all activity for a family.

achieved by linking the work of IFSP to existing universal services such as Children's Centres, as demonstrated in case study A, box 1.

Box 1: Intensive Family Support Case study A

A single mother of two children was struggling with her son's behaviour which was significantly impacting school attendance and home life. An IFSP key worker was allocated to help mother with these difficulties whilst providing ongoing support with parenting. The IFSP worker identified issues with the family's housing and mother's lack of confidence to seek the help available to her.

The IFSP intervention has led to a reduction in the identified family difficulties, including a successful reintegration into school for the son who is now engaging well and making expected educational progress. The mother says "The work we did really helped. IFSP are very helpful and you get all the support you need".

- 2.7 The Royal Borough is one of the few local authorities whose delivery of the Troubled Families programme has provided intensive therapeutic and practical support to families attached to the programme for an average of nine months as seen in case study B, box 2.

Box 2: Intensive Family Support Project Case study B

IFSP worked successfully with a mother who had fled with her two children from a domestically abusive relationship and were placed in a refuge. The allocated keyworker established that the children's educational progress was being held back by a range of factors in the family situation including accommodation, contact and management of behaviour.

The IFSP worker co-ordinated a range of services so that the family was moved to permanent accommodation, mother was supported to engage with the DASH, a domestic abuse support charity, and mediation for the parents about contact and safety took place. As a result the children are now settled in school with attendance at 100% and mother has secured employment..

- 2.8 The specialist support provided to families by the IFSP is more intensive than that provided through statutory provision. It is often delivered at home or locally to promote family engagement. A range of different strategies are used including family meetings or mediations to address presenting concerns.
- 2.9 The IFSP specialist parenting worker undertakes targeted work within the Muslim community in the Borough, including a parenting programme linked to Islamic values, which is unique in the UK. This work has also led to the first accreditation of Muslim girls group by the Duke of Edinburgh Award scheme. This work has raised participants' awareness of their rights including education, training and employment and provided increased empowerment as described by one participant in box 3.

Box 3: IFSP Muslim community group impact

A participant told us: “I suffered domestic violence for 18 years and I used to think women just have to suffer. Social services got involved with my case ten years ago. But I was scared of social workers and felt suffocated. I felt no one was able to understand me... I suffered from depression and started self harming. The IFSP told me about the rights of women in Islam...I did my family links parenting course incorporating Islamic values which changed my life. My children never listened to me. My son was going in anti social activities and I was feeling helpless.

When I did the parenting programme, I learnt about positive discipline and empathy. I joined Asian Woman group and did confidence building and stress management where I learnt that stress is part of our life and self harming is not the solution. I learned how to manage my emotions and it helped me to bring my inner strength back. I used to love cooking and in this group, I got the opportunity to teach cooking to other ladies, which boosted my confidence. I have started my own catering company now and today the food is from my company!”

2.10 Prompted by the success of this work and the concern about the reach and inclusivity of parenting interventions, the IFSP undertook research with local Scholars and the Muslim College to develop a booklet with information about Islamic values which could be used in conjunction to the Parenting Links programme. As a result of this work, three programmes, each of ten weeks’ duration, are delivered annually to men and women. The aim is that via educating this cohort of parents, potential future difficulties may be prevented.

Troubled Families programme: phase two

2.11 Phase two of the Trouble Families programme will target a wider group of families and high performing local authorities, such as the Royal Borough, were invited to be an early starter into phase two. The target for the Royal Borough is to turn around 460 families, see table 1:

Table 1: Reach of programme

Criteria of inclusion in phase one – target 123 families meeting criteria	Criteria for inclusion in phase two – target 460 families meeting criteria
<ul style="list-style-type: none"> • Adult in receipt of out of work benefits. • Persistent school absence or exclusion • Adult/youth offending or Anti-Social Behaviour 	<ul style="list-style-type: none"> • Adult in receipt of out of work benefits • Persistent school absence or exclusion • Adult/youth offending or Anti-Social Behaviour • Children who need help • Families affected by Domestic Abuse • Parents and children with a range of health problems

- 2.12 IFSP involvement with each family can last for up to a year with the average being nine months to ensure changes are sustained. This is demonstrated by the low re-referral rate of families who have been subject to IFSP intervention. In February 2017, this re-referral rate for RBWM was 10.9% compared to statistical neighbours at 22.9%.
- 2.13 Between January 2015 and March 2017, the IFSP has identified 275 families meeting the criteria for phase two of the programme and they have been attached to the programme to secure part of the funding from the DCLG. Of the 275 families, the IFSP has directly worked with 141 and secured sustainable change for 74 families.

Eligible families

- 2.14 Given that local provision is targeted at those families presenting with multiple complex difficulties but for whom the threshold for statutory intervention is not met, most families in phase two are already known to a number of agencies. Assessments have often already been completed and work to improve outcomes is underway.
- 2.15 The investment in IFSP provides the borough with the capacity to work directly with approximately 45 families at any point, which equates to, on average, 130 children. To meet the DCLG target of 460 families worked with, the Royal Borough also report cases that have met the threshold for statutory intervention and engaged by local authority services other than IFSP.
- 2.16 Families are included on the programme via referrals from professionals or the public through the Multi-Agency safeguarding hub or via an identification process which looks at a range of multi-agency data sources⁶. This includes key intelligence sources from partners, for example, names of families that may be at risk of financial exclusion as a result of welfare reforms, or families who are known to police through their community workers. This data encompasses about 10% of families within the Borough.

Measuring success and the verification of results (PbR claims)

- 2.17 Phase two of the programme uses a payment by results (PbR) approach and pays additional money where the Royal Borough is able to demonstrate tangible success through the Outcomes plan for each family.
- 2.18 In 2015-16, the first year of phase two, the Royal Borough has worked with 125 families and PbR claims were made for 17 families. In 2016-17 the Royal Borough has worked with a further 150 families and made PbR claims for 57 families.
- 2.19 Identification of historic families which meet at least two of the criteria does not necessarily guarantee suitability for a PbR claim as the family may fail to satisfy the measurements required during the monitoring period. In addition, investigation could result in a withdrawal of the case due to factors such as insufficient evidence or inappropriate timelines with regard to benefit claims.

⁶ Troubled Families Programme 2015-2020: Progress so far, page 59.

- 2.20 Not only is it necessary to evidence a successful turn around within the defined monitoring period for each of the claimable criteria, but proof is also required that any criteria not being claimed for were not an issue for the family.
- 2.21 The Royal Borough has put in place robust result verification and validation systems to secure assurance that payment by results claims are genuine and evidence-based. The Government will undertake regular spot checks of a sample of claims for payment and should the Royal Borough be spot checked, IFSP is confident that everything required could be evidenced to satisfy scrutiny.

Table 2: Options

Option	Comments
Continue to support vulnerable families within The Royal Borough of Windsor and Maidenhead, through the Intensive Family Support programme, for the duration of phase 2 of the national Troubled Families programme which runs until 2020 This is the recommended option	Vulnerable families in the borough will continue to receive the targeted support they need to secure positive outcomes.
Do nothing	Vulnerable families will not receive the support they need and they are likely to escalate to specialist services.

3. KEY IMPLICATIONS

- 3.1 Phase two of the programme leads to the key implications in table 3.

Table 3: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Total number of families involved in phase two of the programme.	< 365	365-374	375-389	> 389	31 March 2018.
The number of families achieving sufficient change to claim PbR.	<130	130-137	138-150	> 150	31 March 2018.

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The IFSP has been funded from central government. Funding covered four areas:
- Service Transformation Grant (STG)

- 25% of Future STG brought forward
- Upfront Attachment fees for expected volume of families
- Payment by results for families

4.2 In phase one of the project, the Royal Borough was funded for 150 families through the attachment fees and was able to claim PbR for 140 families as listed in table 4.

Table 4: Phase one 2012 to 2015:

Year 1 attachment fees	43 x £3200 = £137600
Year 2 attachment fees	70 x £2400 = £168000
Year 3 attachment fees	53 x £1600 = £84800
PBR claimed for Families turned around	140
Year 1 2012/13	36 claims = £27600
Year 2 2013/14	58 claims = £88200
Year 3 2014/15	46 claims = £102000

4.2 In phase two, the proposed funding from DCLG is set out in table 5 with an annual draw down target of £397,000.

Table 5: Phase two 2015 to 2020

	2016-17	2017-18	2018-19	2019-20
Service Transformation Grant (STG)	£150,000	£112,500	£112,500	£112,500
25% Future STG brought forward	£37,500	£37,500	£37,500	£0
Attachment fees (£/families)	£150,000 150	£100,000 100	£85,000 85	£0
Payment by results (£/families)	£59,200 74	£109,600 137	£124,800 156	£60,800 76
Total	£396,700	£359,600	£359,800	£173,300

Note: Funding levels have yet to be confirmed by DCLG for the last three years of phase two. Figures in table 4 are based on an assumption of similar drawdowns to those in years one and two and are therefore subject to change.

4.3 In 2016-17 it has been possible to claim PbR for 57 families against the maximum of 74 in table 5, leading to £13,600 unclaimed PbR which cannot be carried forward for future claims. The DCLG is proposing to review PbR during 2017-18 in consultation with local authorities.

4.4 The base line budget for service delivery for the IFSP is set against the Service Transformation Grant and attachment fees which are paid annually. It is assumed that the annual PbR claims will be utilised in year five of phase two to offset the reduced attachment fees and ensure continuation of the service.

5 LEGAL IMPLICATIONS

5.1 The Intensive Family Support programme has been agreed with the Department for Communities and Local Government to meet the requirements of the national Troubled Families programme.

6 RISK MANAGEMENT

6.1 Table 6 sets out the risks to the delivery of the IFSP and its funding.

Table 6: Risk to PbR claims

Risks	Uncontrolled Risk	Controls	Controlled Risk
Delay in evidence provided by partner agencies	Medium	Report and escalate to partners via Community Safety Partnership	Low
Inability to collate the necessary data manually to achieve the increasing number of claims over the remainder of the programme	High	Close liaison between services to easily identify necessary data in line with increasing number of claims	Low
Reduced resource from for example staff sickness	Medium	Utilise support from other service areas though negotiation with the directorate management team	Low
Lack of IT support to capture the required data	High	Implement reporting though PARIS and inPhase performance management software.	Low

6.2 Whilst the Royal Borough does not have to use specific software, DCLG expect part of the transformation grant to be used to provide systems to manage the Troubled Families data.

7 POTENTIAL IMPACTS

7.1 The IFSP works with the most vulnerable families and will take note of individual requirements as part of the development of plans to work with the families involved.

8 CONSULTATION

8.1 The report will be considered by the Children's Services Overview and Scrutiny Panel and comments will be reported to Cabinet.

9 TIMETABLE FOR IMPLEMENTATION

9.1 The timetable for implementation is set out in table 7.

Table 7: Implementation timetable

Date	Details
April 2017	Continued case work in phase two of the programme

10 APPENDICES

10.1 There are no appendices to this report.

11 BACKGROUND DOCUMENTS

11.1 The background papers include

- Intensive Family Support Project Progress Report, Cabinet Report, 26 April 2012.
- Intensive Family Support Project- six month progress, Cabinet Report, 24 October 2012.
- Intensive Family Support Project, Progress update after year 1, Cabinet Report, 27 June 2013.
- The First Troubled Families Programme, 2012 to 2015, Department of Communities and Local Government, October 2016
- Supporting disadvantaged families. [Troubled Families Programme 2015-2020: Progress so far](#), Department for Communities and Local Government, April 2017.

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Airey	Lead Member for Children's Services	30/3/17	30/3/17, 10/4
Alison Alexander	Managing Director	30/3/17	30/3/17, 10/4
Russell O'Keefe	Executive Director		
Andy Jeffs	Executive Director		
Rob Stubbs	Section 151 Officer		
Terry Baldwin	Head of HR		

REPORT HISTORY

Decision type: Key decision - No	Urgency item? No
Report Author: Marie Bell, Acting Head of Health, Early Help, MASH, Duty & Assessment	

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Report Title:	Contract Award – Operation of 4 Marlow Road, Maidenhead
Contains Confidential or Exempt Information?	Part I except for Appendix 5 - Part II – Not for publication by virtue of paragraph 3 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972.
Member reporting:	Cllr Natasha Airey, Lead Member for Children’s Services Cllr Samantha Rayner, Lead Member for Culture and Communities
Meeting and Date:	Cabinet – 27 April 2017
Responsible Officer(s):	Andy Jeffs , Interim Executive Director for Community. Alison Alexander, Managing Director. Kevin McDaniel , Director of Children Services.
Wards affected:	Belmont / All Maidenhead Wards

REPORT SUMMARY

1. 4 Marlow Road, Maidenhead opened in 2008 and provides an operating base for a number of local organisations, including Maidenhead Citizens Advice Bureau, Relate Marriage Guidance Services and Windsor and Maidenhead Youth Counselling Service, together with the Royal Borough’s Youth Service and various community programmes.
2. Since 6 January 2015, the facility has been managed by the Royal Borough’s Youth Service. However, with the transfer of children’s services to Achieving for Children from 1 August 2017, there is a need to explore alternative options for managing the facility as the new contractor AfC do not wish to manage the community building.
3. Following exploration, this report recommends that operation of the facility should transfer to Parkwood Leisure from 1 August 2017. All existing sub leases and users of the centre would continue to operate as currently. In addition, the Youth Service will be issued with a lease as part of the transfer to Achieving for Children.
4. The car park would continue to be operated by the Royal Borough who would collect and retain the car park income.
5. Four members of staff, 1.8FTE, would be TUPE transferred to Parkwood Leisure.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the addition of 4 Marlow Road to the existing Parkwood Leisure contract, fixed for eight years, as a deed of variation, effective from 1 August 2017.
- ii) Approves the TUPE transfer of four part time staff, 1.8FTE, to Parkwood Leisure.

- iii) **Notes the following sub leases which will be issued subject to a further report to cabinet in May :**
- a. **Achieving for Children for use of the Youth Service area, see Appendix 1. (in line with leases for other AfC building)**
 - b. **Windsor and Maidenhead Youth Counselling Service for their base, see Appendix 2. (for 10 years)**
 - c. **Relate for their base, see Appendix 3. (for 10 years)**
 - d. **Citizens Advice Bureau for their base, see Appendix 4. (for 10 years)**

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

2.1 4 Marlow Road is a purpose built Youth and Community Centre, near Kidwells Park in Maidenhead. It is a well used facility and provides accommodation for a number of local organisations, as well as the Royal Borough's Youth Service and various community programmes, see table 1 for details of activity.

Table 1: 4 Marlow Road activity levels

Organisation	Use of facility	Activity levels
Maidenhead Citizens Advice Bureau	Operating base	4,000 visitors per annum
Relate Marriage Guidance Services	Operating base	2,000 visitors per annum
Windsor and Maidenhead Youth Counselling Service	Operating base	7,000 visitors per annum
Youth Service	Office base and activities programme	9,000 visitors per annum
Various	Community programmes	Over 17,500 visits per annum.

2.2 Since 6 January 2015, the Royal Borough's Youth Service has managed the whole facility. Subject to final ratification on 4 July 2017, the Royal Borough will enter into a partnership with Kingston and Richmond Councils to deliver its children's services through Achieving for Children from 1 August 2017. As a result, options for the future management of the facility have been explored including:

- Culture, Libraries, Arts and Registration Services – the type of building operation does not fit with their operational model and the area is not suitable for inclusion with a library to make it a dual-use site.
- Royal Borough's Facilities Team can offer some of the skills required, but again the building's operating model is very different from their existing model.
- Parkwood Leisure has the necessary skills and experience to operate the site and the operating model is identical to that of the leisure centres.
- Open market tender – with over half the facility sublet on peppercorn leases and covered by a restrictive covenant, the site is not considered an attractive operation for open market tender.

2.3 On the basis of the options explored, it is recommended that 4 Marlow Road is added to the existing contract with Parkwood Leisure. The existing contract allows for additional facilities to be added on the same contractual conditions as

the leisure centres, by use of a deed of variation. This means that the facility would be operated by a professional facility management company, offering additional opening hours and quality levels similar to the leisure centres, as per the specification, and providing continued operational support to all current tenants. The 8 yr contract runs concurrently with the existing leisure centre operating contract.

- 2.4 All existing sub leases and users of the centre would continue to operate as they do currently on the same terms as at present. In addition, a sub lease would be issued to Achieving for Children for the Youth Service use of the facility. New leases would be issued to Citizens Advice Bureau, Relate and Windsor and Maidenhead Youth Counselling Service to ensure that all existing services to residents continue with no break in service.
- 2.5 The car park would continue to be operated by the Royal Borough, collecting and retaining the car park income. In 2016-2017, this was £3,600. Ownership and responsibility for the fabric of the buildings would remain with the Royal Borough and all operational costs would be taken up by Parkwood.
- 2.6 Four members of staff, 1.8FTE, currently provide the facility management of 4 Marlow Road although this is insufficient to cover the breadth of the existing use of the facility and is therefore supplemented by additional staff from the Youth Service. These four members of staff would TUPE transfer to Parkwood Leisure on 1 August 2017.

Table 2: Options

Option	Comments
Approve the issue of a deed of variation to Parkwood Leisure to operate 4 Marlow Road. This is the recommended option	The continued operation of the centre as a facility for hire by local residents will continue, and local organisations and clubs bookings will continue.
Do nothing.	The operation of the centre and its ability to provide services to local residents will be removed.

3. KEY IMPLICATIONS

- 3.1 The key implications are set out in table 3.

Table 3: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Provision of community based services for residents at 4 Marlow Rd.	Reduced hours of operation.	Continued provision.	Additional facilities/ hours provided.	n/a	1 August 2017
Provision of facilities for hire to	Reduced provision of facilities	Continued provision of facilities	Additional operational capacity	n/a	1 August 2017

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
residents for a mixed range of formal and informal activities at 4 Marlow Road	for hire	for hire.	for hire by local residents		

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The financial implication of the change in facility management would be met from existing budgets . The details of which are appended in part II appendix 5. Subject to agreement, this would be added to the existing 10+10 year Parkwood Leisure contract as a deed of variation.

Table 4: Revenue implications

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

- 4.2 Within the 2017-2018 capital programme, £440,000 has been approved to replace the roof at 4 Marlow Road. In addition, it is estimated that there will be an ongoing capital cost of £20,000 per annum to maintain the Royal Borough's elements of the £6,000,000 Grade 2 listed building.

Table 5: Capital implications

	2017/18	2018/19	2019/20
	Capital	Capital	Capital
Addition	£0	£20,000	£20,000
Reduction	£0	£0	£0
Net impact	£0	£0	£0

- 4.3 Basic prices for hire of the facilities would be subject to price control mechanism as with the Leisure Centre contract. Increases will be restricted to a maximum of inflation as measured by C.P.I. in October.

5. LEGAL IMPLICATIONS

- 5.1 4 Marlow Road is held in trust for the community as part of the Kidwells Park Trust, with a restrictive covenant for use for community or education.
- 5.2 The current leases for the Citizens Advice Bureau and Relate expire in August 2018.

- 5.3 Windsor and Maidenhead Youth Counselling Service and Achieving for Children do not have existing leases and these will be prepared by Shared Legal Solutions.
- 5.4 Shared Legal Solutions has confirmed that the existing Parkwood Leisure contract allows additional facilities to be added on the same contractual conditions as the leisure centres, by use of a deed of variation
- 5.5 The contract would operate as part of the Parkwood contract with the Contract Manager responsible for liaising with RBWM. The Kidwells Trust will remain the owner of the building and RBWM as the head lease holder will remain responsible for all building maintenance.

6. RISK MANAGEMENT

- 6.1 The risks of implementing the recommendations of this report are set out in table 6.

Table 6: Risk management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Loss of services to residents if the building is not operated at its current level or there is a period of reduction due to operational management changes	MEDIUM	Liaison with Parkwood Leisure to ensure a smooth transition following approval. Tight contract management.	LOW

7. POTENTIAL IMPACTS

- 7.1 There will be impacts in terms of workforce which will require the TUPE transfer of four members of staff to Parkwood Leisure. Informal consultation has already taken place with the staff concerned and no issues are anticipated.

8. CONSULTATION

- 8.1 The report will be considered by the Culture and Communities and Children's Services Overview and Scrutiny Panels and their comments will be reported to Cabinet.
- 8.2 Consultation on the potential options for 4 Marlow Road has taken place with the Youth Service, Parkwood Leisure, the Royal Borough's Facilities team and the Culture, Leisure, Arts and Registration Service.

9. TIMETABLE FOR IMPLEMENTATION

9.1 The timetable for implementation of the recommendations in this report, if approved, is set out in table 7.

Table 7: Timetable

Date	Details
April to July 2017	TUPE consultation with affected staff.
May to July 2017	Negotiation, agreement and issue of sub leases for Citizens Advice Bureau, Relate, Windsor and Maidenhead Youth Counselling Service and Achieving for Children.
May to July 2017	Agreement and issue of deed of variation to Parkwood Leisure contract
1 August 2017	TUPE transfer of staff to Parkwood Leisure
1 August 2017	Handover of facility management to Parkwood Leisure.

9.2 Implementation date if not called in: Immediately

10. APPENDICES

10.1 The four appendices to the report show the operational areas of the organisations operating from the facility at 4 Marlow Road and can be made available in hard copy or electronic format.

- Appendix 1: Area for Achieving for Children
- Appendix 2: Area for Windsor and Maidenhead Youth Counselling.
- Appendix 3: Area for Relate.
- Appendix 4: Area for Citizens Advice Bureau.
- Appendix 5: **Part II** – Financial details and proposed Contract Sum

11. BACKGROUND DOCUMENTS

11.1 None

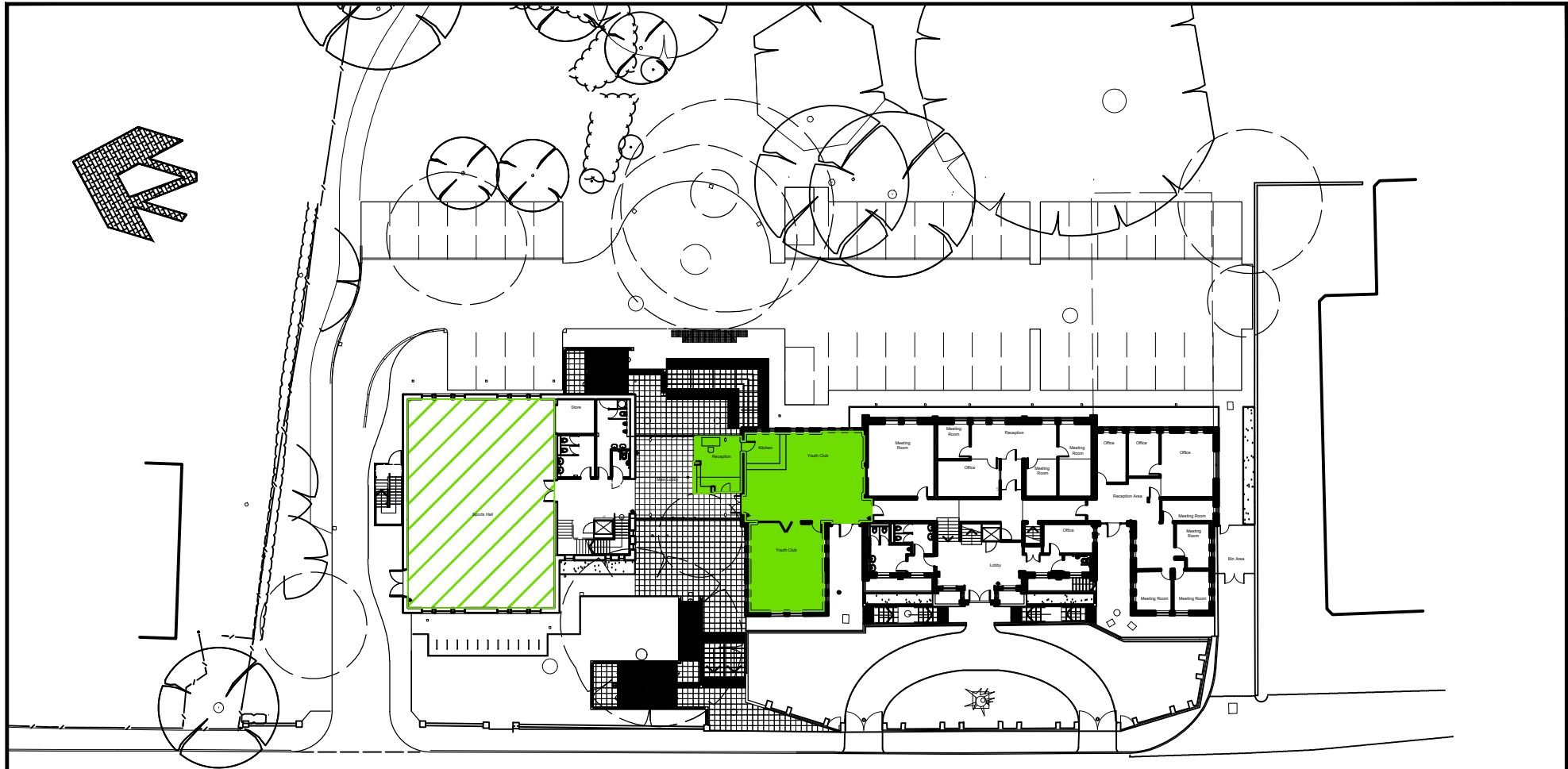
12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Natasha Airey	Lead Member for Children's Services	25/3/17	3/4/17
Cllr Samantha Rayner	Lead Member for Culture and Communities	25/3/17	3/4/17
Alison Alexander	Managing Director	24/3/17	3/4/17
Russell O'Keefe	Strategic Director	24/3/17	31/3/17
Andy Jeffs	Strategic Director	24/3/17	3/4/17
Rob Stubbs	Section 151 Officer	24/3/17	31/3/17
Terry Baldwin	Head of HR	24/3/17	1/4/17

REPORT HISTORY

Decision type: Key decision	Urgency item? No
Report Author: Kevin Mist, Community Services Project Lead, 01628 796443	

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Ground Floor



Part time

A.f.C. Youth Services



Full time

4, Marlow Road,
Maidenhead,
Berks.

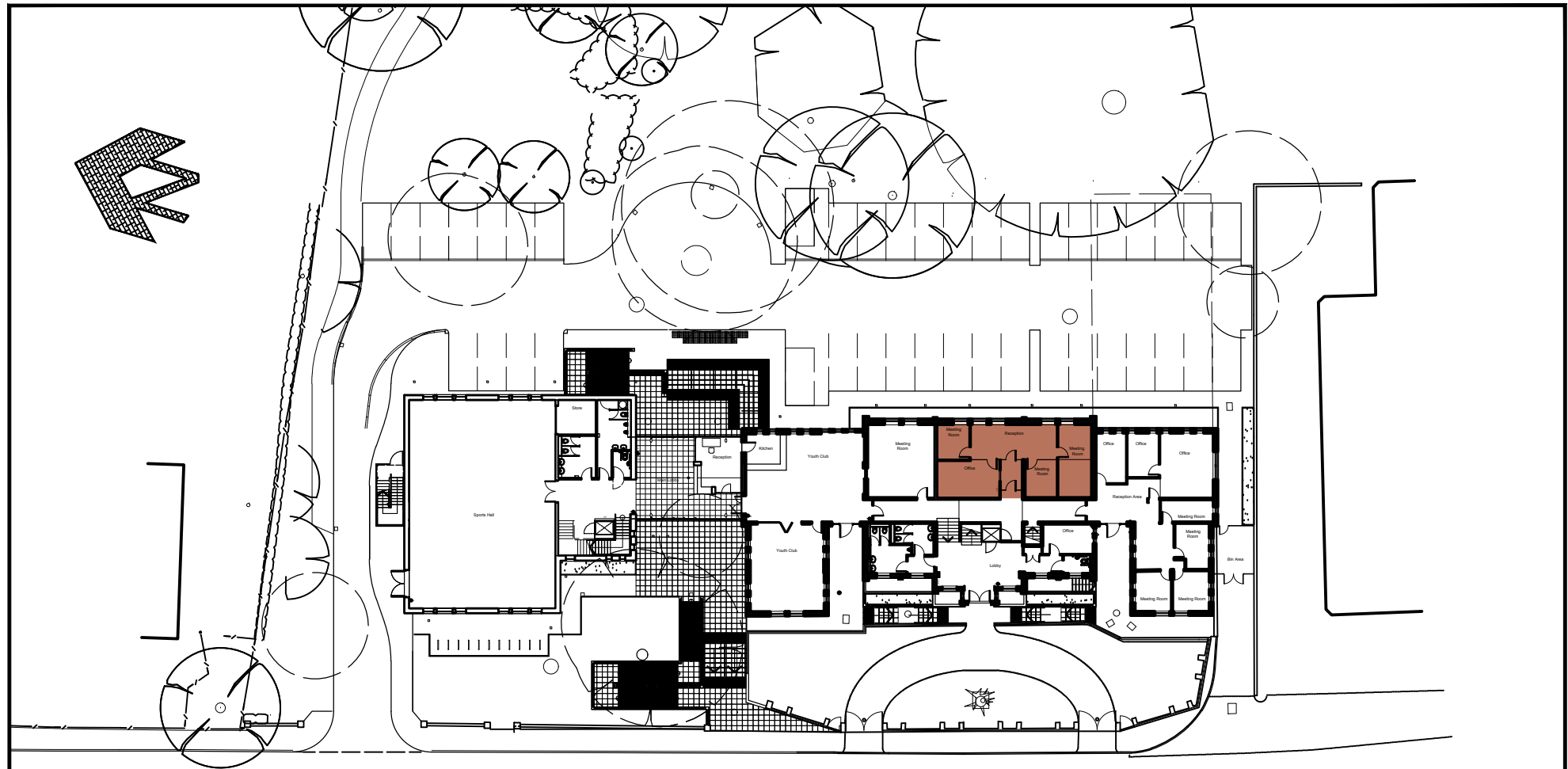
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Ground Floor

No.22 Youth Counselling Service

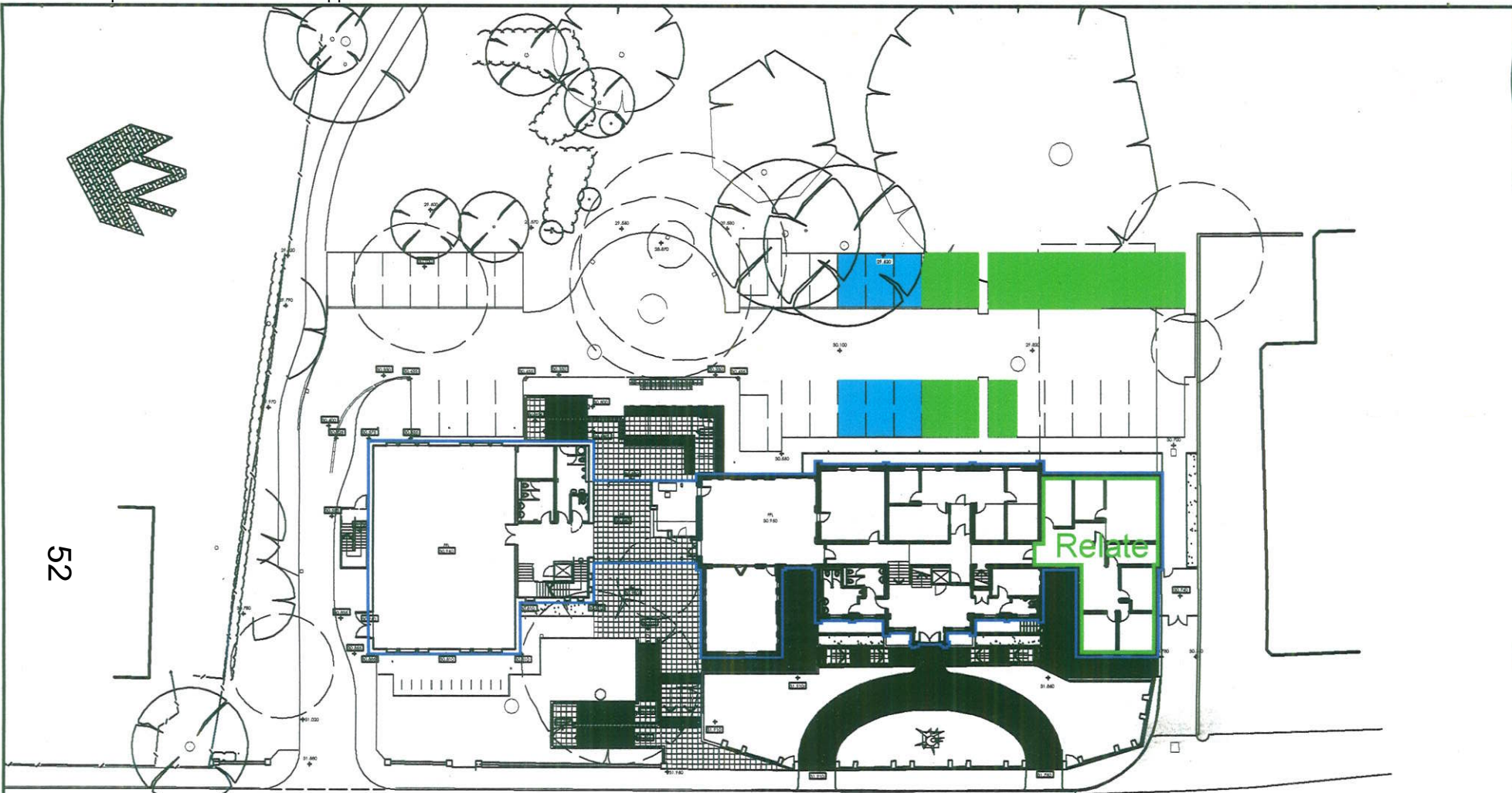
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Marlow Road

Ground Floor Offices

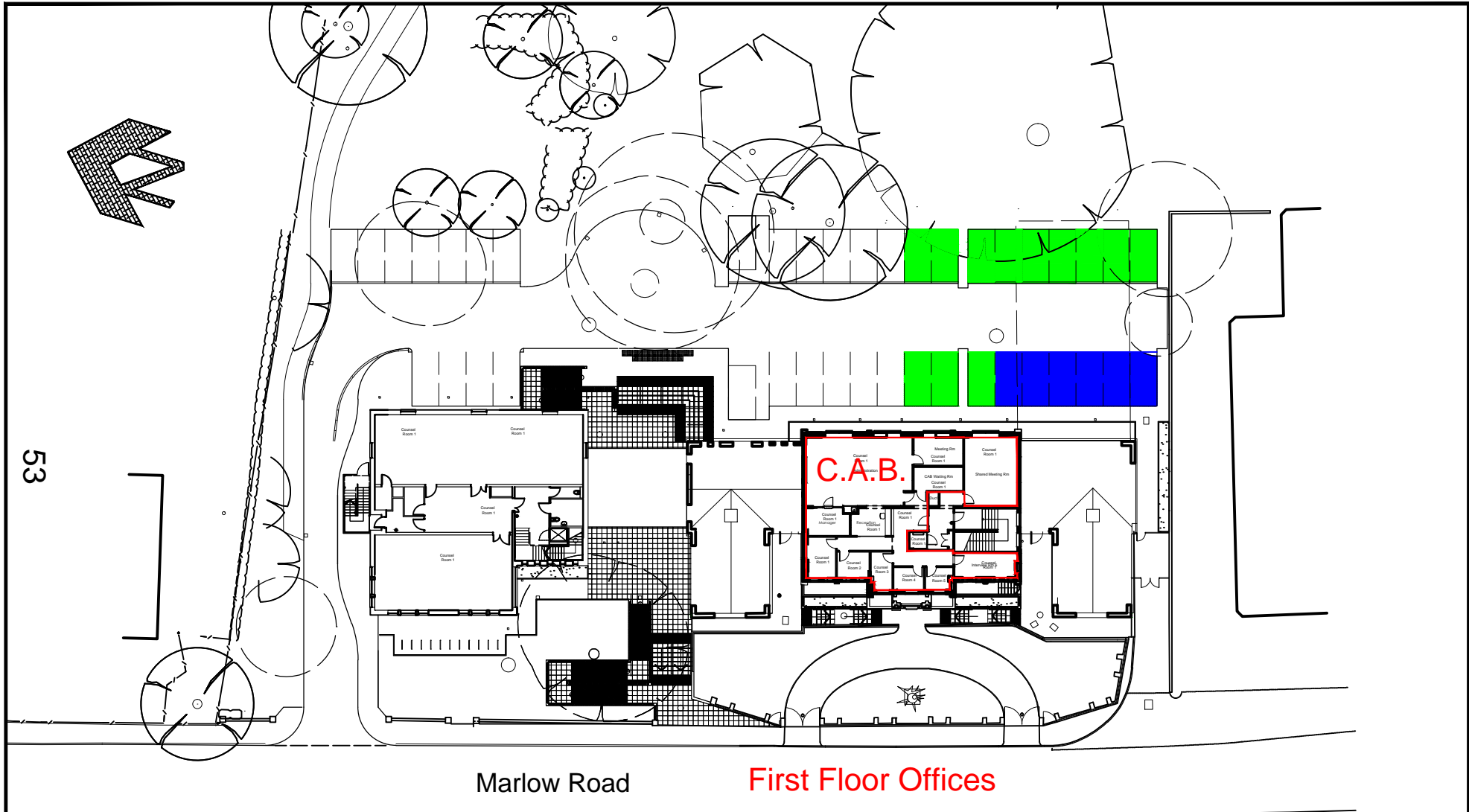
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Proposed Lease Plan for C.A.B. offices at
4 Marlow Road, Maidenhead.

Date 08/01/2008

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Agenda Item 9

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