

NOTICE  
OF  
MEETING



# CHILDREN'S TAKEOVER DAY SPECIAL OVERVIEW & SCRUTINY PANEL

will meet on

**FRIDAY, 18TH NOVEMBER, 2016**

**At 2.30 pm**

in the

**COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD**

TO: MEMBERS OF THE CHILDREN'S TAKEOVER DAY SPECIAL OVERVIEW & SCRUTINY PANEL

SIDRA AL-MAGAZACHI, SUSANNAH AMES, JOSEPH IORAS, ATEEQ IQBAL, LUISA MARINOZZI, HANNAH PARKMAN AND JAY SIDPARA

Karen Shepherd - Democratic Services Manager - Issued: 16 November 2016

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

**Fire Alarm** - In the event of the fire alarm sounding or other emergency, please leave the building quickly and calmly by the nearest exit. Do not stop to collect personal belongings and do not use the lifts. Congregate in the Town Hall Car Park, Park Street, Maidenhead (immediately adjacent to the Town Hall) and do not re-enter the building until told to do so by a member of staff.

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

## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APPOINTMENT OF CHAIRMAN</u>  To appoint a Chairman for the meeting	
2.	<u>APOLOGIES FOR ABSENCE</u>  To receive any apologies for absence	
3.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest relating to items on the agenda	5 - 6
4.	<u>COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK QUARTER 2 2016/17</u>  To comment on the report to be considered by Cabinet on 24 November 2016	7 - 34
5.	<u>FINANCIAL UPDATE</u>  To comment on the report to be considered by Cabinet on 24 November 2016	35 - 48
6.	<u>IMPROVING CHOICE IN EDUCATION</u>  To comment on the report to be considered by Cabinet on 24 November 2016	49 - 64
7.	<u>DELIVERING DIFFERENTLY - FUTURE PROVISION OF CUSTOMER AND LIBRARY SERVICES</u>  To comment on the report to be considered by Cabinet on 24 November 2016	65 - 74
8.	<u>REVIEW OF PROGRESS IN HARD TO FILL ROLES</u>  To consider the above report	75 - 82



This page is intentionally left blank

## MEMBERS' GUIDANCE NOTE

### DECLARING INTERESTS IN MEETINGS

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

DPIs include:

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

#### **PREJUDICIAL INTERESTS**

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

#### **DECLARING INTERESTS**

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

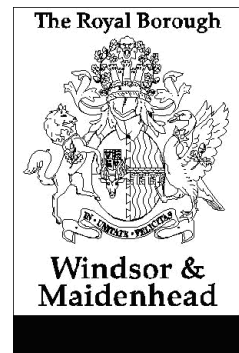
If you have any queries then you should obtain advice from the Legal or Democratic Services Officer before participating in the meeting.

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

This page is intentionally left blank

# Agenda Item 4

Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	Council Performance Management Framework Quarter 2 2016/17
<b>Responsible Officer(s)</b>	Russell O'Keefe, Strategic Director – Corporate and Community Services.
<b>Contact officer, job title and phone number</b>	David Scott, Head of Governance, Partnerships, Performance and Policy, 01628 796748
<b>Member reporting</b>	Cllr Simon Dudley, Leader of the Council and Chairman of Cabinet. Cllr Ross McWilliams, Deputy Lead Member for Policy
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	24 November 2016
<b>Implementation Date if Not Called In</b>	5 December 2016
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. This quarter's performance report takes a new format to reflect the closer focus on the council's progress toward delivering its strategic objectives. Performance as of Q2 2016/17 against the new Performance Management Framework demonstrates that three of the strategic priorities are on target (Residents First, Delivering Together and Value for Money) and one is off target (Equipping Ourselves for the Future).
2. The progress towards delivering the strategic priorities and objectives within the adopted four year Council Strategic Plan 2016-2020 are detailed in Appendix A and summarised in Table 1. There are nine on target, one just short of target, three that are currently off target and one for which data will be available from the next quarter.

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

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Residents can see both "at a glance" and in detail how the council is delivering against its strategic priorities and objectives; improving transparency and accountability to residents	Immediately

2. Quality, efficient, user-focused services for residents through more effective performance management	Immediately
--	-------------

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

**i. Notes the progress towards meeting the council's strategic priorities and objectives**

**ii. Requests Strategic Directors in conjunction with the relevant Lead Member(s) and Heads of Service to progress improvement actions for indicators that are off target**

**iii. Endorses the ongoing work to improve the council's Performance Management Framework**

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

### Improving performance management

- 2.1 The council is committed to on-going improvement and therefore has strong management of performance at the heart of the organisation's drive to secure continuous progress in delivering high quality, efficient, and user-focused services. The council has reviewed its performance management approach over the course of the financial year and this report marks another critical step in that process.
- 2.2 The revised Performance Management Framework (PMF) is the result of collaborative work between lead members and officers. An analysis of the council's strategic priorities and objectives, as set out in the Council's Strategic Plan 2016-20, and consideration of which key performance indicators (KPIs) best demonstrate our delivery of those for residents has been completed (see Appendix A).
- 2.3 The benefits of this approach are a more resident-friendly view of how the council is delivering and an enhanced ability for the council to understand its progress towards its strategic priorities.

### Improving analysis and action

- 2.4 A further departure from the former IPMR is improved qualitative analysis. Detailed comments from services about specific areas of underperformance are included, but an improved strategic view is also provided to explain the council's performance overall. To further improve residents' understanding of the council's performance, this report also therefore an Infographic Summary (Appendix B).
- 2.5 Focus in Q3 to strengthen performance management will include more effective benchmarking information. This will facilitate contextual analysis and provide comparisons of how the Royal Borough is doing compared to similar authorities.
- 2.6 In addition to more benchmarking, significant research has been undertaken to increase the automation of the council's performance management systems. This



work will continue in Q3 to further embed effective performance management across the organisation.

- 2.7 This improvement will help the council to achieve its ambition for performance management to not only provide a retrospective view of 'how we have done' but provide business intelligence, insight and forecasting so that it can become far more proactive in ensuring residents receive the best possible service.

**Q2 2016/2017 Summary of performance**

- 2.8 The new PMF has 69 KPIs. This is an increase on the former IPMR's 24 KPIs. There were however an additional 43 'secondary indicators' in the former IPMR as well as six HR indicators. The new PMF therefore is a similarly comprehensive view of the council's performance (slightly reduced in overall size) but with a streamlined focus and increased relevance for each indicator's inclusion.
- 2.9 The new framework demonstrates that when overall performance of the council's objectives are considered for each of the council's strategic priorities (Residents First, Value for Money, Delivering Together, Equipping Ourselves for the Future) three of the priorities on target and one of the priorities is off target (Equipping ourselves for the Future). See Table 1.

2.10 **Table 1: Performance of Strategic Priorities by overall performance of objectives**

<b>Strategic Priority</b>	<b>Objectives on target</b>	<b>Objectives just short of target</b>	<b>Objectives Off Target</b>	<b>Objectives with data not yet available*</b>
Residents First	3	0	1	0
Value for Money	2	1	0	1
Delivering Together	3	0	0	0
Equipping Ourselves for the Future	1	0	2	0
<b>Total</b>	<b>9</b>	<b>1</b>	<b>3</b>	<b>1</b>

\* Data for new KPIs (including baselines and targets) is still to be made available in some cases

- 2.11 Table 2 summarises the performance by Directorate against their individual performance indicators, Table 3 summarises performance by Lead Member / Principal Member. Given the number of new indicators, work is still ongoing with services in a number of cases to determine what meaningful targets can be set. Data for these will provided from Q3. Percentages have for Q2 been calculated based on known performance data only.

2.12 **Table 2: Performance of KPIs by Directorate**

Directorate	KPIs on target	KPIs just short of target	KPIs Off Target	KPIs with data not yet available*
Adults, Children's and Health	7 (32%)	6 (27%)	9 (41%)	8
Corporate and Community Services	9 (69%)	3 (23%)	1 (8%)	2
Operations and Customer Services	15 (68%)	5 (23%)	2 (9%)	2
<b>Total</b>	<b>31 (54%)</b>	<b>14 (25%)</b>	<b>12 (21%)</b>	<b>12</b>

\* Data for new KPIs (including baselines and targets) is still to be made available in some cases

2.13 **Table 3: Performance of KPIs by Lead Member / Principal Member**

Lead Member / Principal Member	KPIs on target	KPIs just short of target	KPIs Off Target	KPIs with data not yet available*
Cllr Dudley	1			2
Cllr Coppinger	3	3	1	
Cllr Bicknell	3			1
Cllr Cox	3	1		
Cllr Hill	5	4	2	
Cllr D Wilson	1	2	1	1
Cllr N Airey	4	3	3	5
Cllr Saunders	1			
Cllr S Rayner	7			
Cllr Rankin	3	1		
Cllr Targowska			5	3
<b>Total</b>	<b>31 (54%)</b>	<b>14 (25%)</b>	<b>12 (21%)</b>	<b>12</b>

\* Data for new KPIs (including baselines and targets) is still to be made available in some cases

**Qualitative analysis of Q2 performance by Strategic Priority / Objectives (Table 1):**

**RESIDENTS FIRST**

2.14 There are four objectives contributing to our priority to put residents first, these are:

- To ensure every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education
- To maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy
- To continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough

- To ensure our residents are safe and supported by a skilled workforce

2.15 Of these four objectives, the first is the only one which is off target. There are two performance indicators for this objective for which the data is not yet available.

**Ensuring every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education**

- 2.16 The indicators for this objective which are currently off target are ACH4 (% of Children in Care with Personal Education Plans), ACH9 (number of permanent exclusions from schools) and ACH10 (% of care leavers in employment, education or training).
- 2.17 ACH4 is a Service Improvement Objective being closely monitored. There have been a number of new children in care since the end of the last academic year and the first month of the new term who have not yet had a personal education plan. The personal education plans are all scheduled for completion in the autumn term. ACH9 shows an increased in the number of children permanently excluded from schools last year, though corrective action including identifying a wider range of local high needs services to help reverse this trend are in place. ACH10, whilst being off target shows that current performance is moving in the right direction and our percentage of Care Leavers in education, employment or training is above the national average. 13 out of a total cohort of 41 are not in education, employment or training. Seven of these are unable to secure employment or be in education due to disability/long term sickness and a further two are teenage parents.
- 2.18 Areas of good performance for this objective are the numbers of children (0-4) in the eight most deprived areas of the borough registered at children's centres (ACH5); percentage of children identified as being at risk of Child Sexual Exploitation and in receipt of support services (ACH6) with 100% performance in this critical indicator and ACH3 (Percentage of repeat referrals to children's social care within 12 months)..
- 2.19 There are two new measures which will be in place for Q3. These are ACH1 (Timeliness of MASH referral response), ACH2 (% of Children in Need Plans open for longer than 9 months). Work is ongoing to ensure the targets set are meaningful and realistic.

**Maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy**

- 2.20 Performance against the other Residents First objectives is good. Of particular note when looking at how residents are supported to live healthy lifestyles is residents' satisfaction with the council's parks and open spaces. This is at 81.8% based on customer surveys from this quarter. When compared to last year's annual performance (78%) this shows the council continues to provide residents with excellent outdoor space. Visits to museums and libraries are also above target, as are attendances at the borough's leisure centres.
- 2.21 Of the five Public Health indicators (ACH17, ACH18, ACH19, ACH20 and ACH21) only one is on target is uptake of Health checks, though this is also still below the England average. Performance of the numbers of people quitting smoking in the target cohorts under the new DAAT contract is significantly below target and the Public Health team are proactively working with the provider to address this.

**Continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough**

2.22 In continuing to invest in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough, the only measure currently off target is the percentage of planning appeals lost (CCS31). Strong performance against both the milestones for the council's regeneration programmes and footfall in the town centres is clear (CCS22 and CCS25). Of further note is the residents' satisfaction with the roads (56.1% as measured by customer satisfaction surveys this quarter and compared to 47% in the annual survey from January). This is always a challenging measure and focus will remain during the winter months to ensure satisfaction remains above target.

**Ensure our residents are safe and supported by a skilled workforce**

2.23 Finally in ensuring our residents are safe and supported by a skilled workforce, performance of time taken to process housing / council tax benefit new claims and change events (OCS36) continues to be exemplary, with the council recently being shortlisted as a finalist in two national awards – Benefits team of the year and most improved team of the year.

2.24 There are two amber measures related to adults safeguarding (ACH33 and ACH34), though in considering the performance of our percentage of care homes rated good or outstanding by the CQC, nearly one quarter of the council's care homes are yet to be inspected so performance is expected to shift closer to the target.

**VALUE FOR MONEY**

2.25 The Value for Money strategic priority has four objectives from the corporate strategy from which its performance has been assessed. These are:

- To keep Council Tax low and reduce our high cost placements in social care
- To deliver improved customer services and outcomes for residents through the use of existing and emerging technology
- To intelligently use the borough's assets to increase income and to maximise our ability to collect Business Rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources
- To develop innovative services that will help to meet future challenges and demand and to launch a home ownership plan through shared equity and other models, where the resident has a stake in their property.

2.26 Of these four objectives the first two are on target, the third is just short and the final objective is to be determined as the data is not yet available.

**Keeping Council Tax low and reduce our high cost placements in social care**

2.27 Of the 10 KPIs used to assess the council's performance against this strategic objective, there are two for which data is not currently available (ACH44 and ACH49).

2.28 There are two HR indicators showing as red. These have been carried forward from the old performance monitoring report and relate to working days lost to sickness per headcount and the percentage of the council workforce that is agency staff (ACH44b and ACH45). A ~~substantial~~ substantial report on the ongoing work to

bring a number of HR performance issues back on target was presented to the Corporate Services Overview and Scrutiny Panel meeting 19 September 2016 which was endorsed by the panel with respect of its improvement plan.

- 2.29 There are five KPIs that are on target for this objective. Of note is CCS42 Council unit costs compared to other unitary councils (annual measure), demonstrating that the council is the best value for money out of 56 unitary councils in the country as assessed by CIPFA (Chartered Institute of Public Finance and Accounting). Other measures on target include the number of permanent admissions to residential nursing care and new people receiving Telecare.
- 2.30 Good performance in a new indicator to measure the in-house occupancy rate of the borough's foster carers at 90% is also encouraging. The council is making effective use of the its approved foster carers (48 in total, four of which are currently validly unable to accept placements e.g. due to building works or health reasons, and only four approved with no children currently placed with them and only four without placements.)
- 2.31 The sole amber KPI is a new measure in the framework (OCS69) looking at the council's overall success rate in completing projects to the right quality, timescale and budget. The target has been set at 70% and performance is currently at 63%. However, of the 19 projects assessed, two were late by no more than 10% of the time tolerance, three were late by more than 10% of the time tolerance and two exceeded both time and budget. The council has undertaken recent work in its managing of successful projects and this work is being rolled out and should see this measure improve over time.

**Intelligent use of the borough's assets to increase income and to maximise our ability to collect Business Rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources**

- 2.32 This is the only Value for Money objective currently not on target for which data is available in the new framework. This assessment is based on one measure being on target, one just short and one to be determined. A new measure (OCS54) which will assess how many homes the council directly provides through the use of its land or assets will be in place for Q3. However, with the pace and scale of the regeneration programme (which in itself is on target according to achieving key milestones (CCS22) it is anticipated that once an accurately profiled target has been determined that performance in this area will be good..
- 2.33 Just short of target currently is the council's performance in collecting business rates (OCS57) against an annual target of 98.40%. Performance at the end of this quarter was targeted at 58% but is currently 0.09% short of this due to one significant bill late in September which increased the net collectible debt and reducing the collection rate. Performance is better than the same period last year, though, by 0.52% suggesting no need for any improvement planning at this stage.

**Develop innovative services that will help to meet future challenges and demand and to launch a home ownership plan through shared equity and other models, where the resident has a stake in their property**

- 2.34 This outcome will be measured from the next quarter to ensure that the new performance measure (CCS58) which combines both the council's ability to build or create housing through its land, as well as its advice and support functions can

be accurately baselined, profiled and data provided for. This will be a focus for the next quarter report.

**Deliver improved customer services and outcomes for residents through the use of existing and emerging technology**

- 2.35 There is only one KPI off target for this strategic objective OCS52 Number of people signed up to 'My Account'. This is a new measure for the performance framework and is a new focus and service for the council. To date little promotional work has been done but this will be focused on in the coming quarter and further detail work to drive forward improvement on this measure is in Appendix A.

**DELIVERING TOGETHER**

- 2.36 There are three objectives for this strategic priority. These are:
- To bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services
  - To improve service delivery by implementing, and benchmarking against, best practice learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents
  - To work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals
- 2.37 Of these three objectives all are currently on target.

**Bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services**

- 2.38 The most variable performing objective is the first, regarding bringing out of hours access and customer service becoming closer to the resident. Of the eight KPIs that determine its overall performance, four are on target, two are just short and two are off target.
- 2.39 Those that are off target include OCS52 (discussed above, see 2.34) as this helps to deliver this objective as well as working towards the council's Value for Money strategic priority. The other is OCS60 Percentage of complaints upheld. Performance is currently at 38% against an annual target of 27%. The council's Complaints Policy has recently been refreshed; as a result more complaints are being channelled through the central complaints team giving much greater visibility and transparency to the council's performance in this area.
- 2.40 Good performance in achieving this objective is demonstrated through OCS61 Deliver 8 additional services through libraries by March 2019. This is a new KPI that directly delivers against the aims of this objective and is currently at six new services (see Appendix A for details).

**Improve service delivery by implementing and benchmarking against, best practice learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents**

- 2.41 In relation to this objective, new measure CCS50 Residents satisfaction with service received from the council is very positive. In the Annual Survey to

residents this was at 61% (January 2016), based on customer surveys this quarter the current actual is 72% against a target of 70%. This will be closely monitored to ensure that the changes being made to service continue to be well received by residents.

**Work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals**

2.42 Of the three indicators for this objective, two for which the data is available are both on target. The council continues to evidence success in its ability to work with volunteers in supporting council services (CCS65). Furthermore, the council's ability to raise investment over and above its grant funding is healthy with additional funds to support services to date at £764,982.

**EQUIPPING OURSELVES FOR THE FUTURE**

2.43 There are also three strategic objectives for delivering this priority. These are:

- To invest in learning and development for our staff and ensure our workforce is multi-skilled
- To progress the digitalisation of the council's systems to further develop the ambitions for a 24/7 council as well as promote joined-up working across the council to help engender a "tell us once" ethos, improving outcomes for residents
- To better use digital and mobile technology and deliver against the council's Transformation Programme

2.44 Of these three objectives, one is on target, one is just short of target and one is off target so the priority has been marked overall as just short.

**Investing in learning and development for our staff and ensure our workforce is multi-skilled**

2.45 This objective is off target, with three quarters of the KPIs used to measure its performance underperforming. There is one KPI (new measure) for which data is not yet available. All of the measures relate to HR functions. Staff turnover (voluntary and overall) are off target and, as referenced in 2.27, an improvement plan to tackle a variety of HR issues is already in place. Staff satisfaction levels are also off target (ACH67). The council values its staff, hence the significant focus on them through this objective in the council's strategic plan, and is committed to seeing satisfaction levels improve. Actions to address this include re-launching the Staff Forum.

**Progressing the digitalisation of the council's systems to further develop ambitions for a 24/7 council and promote joined-up working to help engender a "tell us once" ethos**

2.46 This objective is off target for quarter two overall, with two KPIs already discussed in this report being off target (% of complaints upheld and number of residents signed up to 'My Account'). With the 'My Account' service in its early stages and when considered against the measure for residents' satisfaction overall (see 2.40) the council is confident that by year end performance against this objective will have improved overall. There is one additional KPI, again a new measure for the PMF, OCS59 Reduction in avoidable contact with the council, which is just short of its target. It is 5% short of its quarterly target and work within the Customer Service team is ongoing with services across the council to seek to reduce this further by the end of the year.

**Better use digital and mobile technology and deliver against the council's Transformation Programme**

2.47 This is the final objective for the Equipping Ourselves for the Future Strategic Priority and is on target. Currently there are three KPIs which demonstrate the council's performance against this objective; two service focused examples ACH47 New people receiving Telecare and OCS52 Numbers of people signed up to 'My Account'. Telecare is on target whilst work is ongoing in this quarter to ensure the 'My Account' performance improves from its current off target position. With residents' satisfaction, the final KPI through which this objective is being assessed, still on target the council is satisfied that its use of digital and mobile technology and its Transformation plans are on track without significant evidence of adverse reaction from residents to date.

**Final comments**

2.48 Appendix A includes more detailed commentary against a number of the KPIs (including those not discussed within the body of this report) to enable residents to see even greater detail.

Option	Comments
<p>Endorse the council's revised approach to performance management and the continued evolution of the new performance management framework.</p> <p><b>This is the recommended option.</b></p>	<p>The council's revised Performance Management Framework provides residents and the council with more timely, accurate and relevant information to secure continuous improvement in delivering quality, efficient, user-focused services for residents.</p>
<p>Continue with the old approach of performance management reporting.</p>	<p>This approach does not secure sufficient focus on how performance measures are assisting the council to achieve its strategic priorities which could result in lesser focus on service improvement and reduced transparency, accountability and clarity for residents.</p> <p>This is not the recommended option.</p>



### 3. KEY IMPLICATIONS

- 3.1 With more effective performance management performance overall should improve to enable sharper, more timely focus on those measures that are off target.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
The council is on target to deliver its strategic priorities	3 or fewer Strategic Priorities on target	4 Strategic Priorities on target			1 April 2017

### 4. FINANCIAL DETAILS

#### Financial impact on the budget

- 4.1 There are no direct financial implications arising from this report.

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

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

### 5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising from the report. Effective performance management will ensure the council is performing in line with its statutory duties.

### 6. VALUE FOR MONEY

- 6.1 One of the council's strategic priorities is Value for Money. The performance against this priority has been detailed in this report and in Appendix A demonstrating that the council is overall on target with two of the four objectives on target, one just short and one objective for which data is not yet available.
- 6.2 The council overall is 1<sup>st</sup> out of 56 unitary authorities for its unit cost for delivery of all unitary services (CCS42). This demonstrates that as a whole the council is providing excellent value for money.

## 7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None required

## 8. RISK MANAGEMENT

8.1

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Revised PMF does not identify detailed performance variations	Medium	Continued work and consultation with Strategic Directors to ensure relevant indicators are included and PMF modified as a 'live', working document	Low

## 9. LINKS TO STRATEGIC OBJECTIVES

9.1 The new PMF is directly linked to the performance of all of the council's strategic priorities and objectives as evidenced throughout the report. The new framework enables residents to see at a glance how the council is delivering against each of these, with detail and commentary about aspects of both good performance and performance that is off target.

## 10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 An EQIA is not required for this report.

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 There are no direct staffing / workforce and accommodation implications arising from the report.

## 12. PROPERTY AND ASSETS

12.1 There are KPIs linked to how the council is managing its property and assets in line with its strategic priorities (OCS54 and CCS58). These are both new KPIs for which the data is not currently available but for future reports will demonstrate how the council is best using its property and assets to deliver against key objectives for residents.

## 13. ANY OTHER IMPLICATIONS

13.1 None

## 14. CONSULTATION

14.1 The report will be circulated to the Corporate Services Overview and Scrutiny Panel for comment. Their comments will be provided to Cabinet for consideration.

## 15. TIMETABLE FOR IMPLEMENTATION

15.1 Actions drawn from the recommendations and from sections 2.6 – 2.7.

Date	Details
From 5 December	Further use of benchmarking to be added to Q3 report
From 5 December	Further research on automation and use of software to improve efficiency, accuracy and transparency for residents
From 5 December	Strategy and Performance team to confirm with Heads of Service the improvement actions for KPIs off target and monitor performance of these within Quarter 3.

## 16. APPENDICES

- Appendix A: Council's Q2 2016/2017 Performance Management Framework
- Appendix B: Performance Infographic Summary

## 17. BACKGROUND INFORMATION

- Council Strategic Plan 2016-20
- IPMR Q1 Cabinet Report, June 2016.
- IPMR – HR Indicators, Corporate Services Overview and Scrutiny, 19 September 2016

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Dudley	Leader of the Council	24/10/16	24/10/16	
Cllr McWilliams	Lead Member for Policy	21/10/2016	21/10/2016	Comments included
Russell O'Keefe	Strategic Director Corporate and Community Services	21/10/2016	21/10/2016	Comments included
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	24/10/16	24/10/16	Comments included
Simon Fletcher	Strategic Director Operations			

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
	and Customer Services			
Rob Stubbs	Head of Finance			Comments included
<b>External</b>				

## REPORT HISTORY

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

<b>Full name of report author</b>	<b>Job title</b>	<b>Full contact no:</b>
Anna Trott	Strategy and Performance Manager	01628 796264



# Royal Borough of Windsor and Maidenhead

## Q2 2016/17 Performance Management Framework

<b>Key:</b>									
<b>RAG status =</b>	<table border="0"> <tr> <td style="background-color: green; color: white; padding: 2px;">GREEN</td> <td>Performance is On Target</td> </tr> <tr> <td style="background-color: orange; color: white; padding: 2px;">AMBER</td> <td>Performance is within 10% Just Short of target</td> </tr> <tr> <td style="background-color: red; color: white; padding: 2px;">RED</td> <td>Performance is greater than 10% Off Target</td> </tr> <tr> <td style="padding: 2px;">N/A</td> <td>Data not yet available</td> </tr> </table>	GREEN	Performance is On Target	AMBER	Performance is within 10% Just Short of target	RED	Performance is greater than 10% Off Target	N/A	Data not yet available
GREEN	Performance is On Target								
AMBER	Performance is within 10% Just Short of target								
RED	Performance is greater than 10% Off Target								
N/A	Data not yet available								
<b>DOT =</b> Direction of Travel - Indicates whether performance has improved ↑ stayed the same ↔ or got worse ↓ based on previous quarter's performance									

### Strategic Theme - Residents First

**Our Outcome:** Ensure every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education.

**Directorate:** Adult, Children & Health Services / Corporate & Community Services

**Lead Member:** Cllr N Airey / Cllr Rankin

**Lead Officer:** Daniel Crampton / Kevin McDaniel / Kevin Mist

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH1	Cllr N Airey	Timeliness of MASH referral response		Not yet available		N/A				This is a new performance measure which will be collected from Q3.	
ACH2	Cllr N Airey	% of Children in Need plans open for longer than 9 months		Not yet available		N/A				This is a new performance measure which will be collected from Q3.	
ACH3	Cllr N Airey	Percentage of repeat referrals to children's social care within 12 months	18.70%	17.20%	18%	GREEN					
ACH4	Cllr N Airey	% of Children in Care with personal education plans	97.80%	85.70%	96%	RED	↓			The indicator measures the percentage of children in care of school age who have had a personal education plan in the last 12 months. There have been a number of new children in care since the end of the last academic year and the first month of the new term who have not yet had a personal education plan. The personal education plans are all scheduled for completion in the autumn term.	
ACH5	Cllr N Airey	Number of 0-4 year olds registered with children's centres in the top 8 deprived areas	928	1008 (Q2)	960	GREEN	↑				
ACH6	Cllr N Airey	% of children identified as at risk of Child Sexual Exploitation (CSE) and in receipt of support services	N/A	100% (Q2)	100%	GREEN	↑				
ACH7	Cllr N Airey	Timeliness of completing new Education, Health and Care Plans	N/A	42% (Q2)	N/A	N/A				There was poor performance in Q1 in completing new Education, Health and Care Plans in the required 20 weeks. This was recognised and addressed through investment in staff, training and performance management. This has had a significant impact and the trajectory for the rest of the year is positive with the current figure for October at 85%.	
ACH8	Cllr N Airey	% of all RBWM schools inspected by Ofsted receiving and 'Outstanding' or 'Good' judgment	79%	83% (Q2)	84%	AMBER	↑			Ofsted inspections that are due during the remainder of this financial year should ensure the target is achieved.	
ACH9	Cllr N Airey	Number of permanent exclusions from schools in RBWM	13 (AY 2014/15)	21 (AY 2015/16)	15 (AY 2016/17)	RED	↓			There has been an increased number of exclusions from school in all age groups during AY2015/16 with a particular increase in the number categorised as "persistent disruptive behaviour" by pupils with increasingly complex needs in mainstream schools. There is evidence that the increase in the Borough is following the national trend. Corrective action includes identifying a wider range of local high needs services to meet needs and reverse the trend.	
ACH10	Cllr N Airey	% of care leavers in education, employment or training	61.10%	63.6% (Q2)	70%	RED	↑			Out of the cohort of 41 care leavers, 28 are in education, employment or training. Of the remaining 13, seven are unable to secure employment or be in education due to disability/long term sickness and a further two are teenage parents. Four care leavers are currently not in education, employment or training and the reasons range from young people being in and out of mental health services to a general unwillingness to engage.	

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH12	Cllr N Airey	Key Stage 4: % of Free School Meals cohort achieving A*-C in English and Maths	N/A	Not yet available	Top quartile performance	N/A					This is a new measure for this year. The data has not yet been published for 2016 and is due in late January. The target is to be a top quartile local authority on 2017 numbers and the council is currently ranked 9th for the same measure for all pupils.
CCS11	Cllr Rankin	Number of apprenticeships offered by the council	6	8 (Q2)	18	AMBER	↑				Currently 4 new apprentices in post with a further 2 awaiting start date and two posts out to advert. 10 apprenticeship vacancies identified from October 2016 and will be advertised in Q3. The target for the year is expected to be achieved.

**Our Outcome:** To maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy.

Directorate: All

Lead Member: Cllr S Rayner / Cllr N Airey / Cllr Coppinger

Lead Officer: Kevin Mist / Ben Smith / Mark Taylor / Daniel Crampton / Hilary Hall

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS14	Cllr S Rayner	Number of attendances at leisure centres	1,704,326	970,749 (Q2)	1,764,000	GREEN	↑				
OCS13	Cllr S Rayner	% of residents satisfied with parks and open spaces (measured from customer surveys)	78% (2015)	81.8% (Q2)	80%	GREEN	↑				
OCS15	Cllr S Rayner	Number of physical and virtual visits to libraries	908,337	547,331 (Q2)	880,000	GREEN	↑				
OCS16	Cllr S Rayner	Number of physical and virtual visits to museums	73,150	36,607 (Q2)	55,000	GREEN	↑				
PH17	Cllr N Airey	% of 11 year olds (year 6) overweight or obese	30% (2013/14)	29% (2014/15)	28%	AMBER	↑			26% Wokingham (2014/15)	The latest available figures are for 2014-2015 which shows 29% of year 6 children are overweight or obese. This is in line with the other Berkshire authorities but below the England average - 33%. The percentage of overweight children in year 6 increased from 2006-2007 to 2014-2015. The Public Health team is delivering a number of initiatives with schools to address the issue, including Healthy Schools initiative and a targeted child obesity project.
ACH18	Cllr N Airey	Uptake of MMR2 vaccination (childhood immunisation)	87.60%	84.1% (Q1)	>95%	AMBER	↔			County Durham, 98.6% (2015/16)	Q2 data not available. Performance for Q1 is below that for the same period in the previous year (85.8%). Preliminary investigation suggests that this is a data quality issue and a data cleansing process is in progress. A childhood immunisation nurse is working to identify 'ghost' patients i.e. children who are no longer living in the borough and no longer use a GP but remain on the GP system. This gives a false denominator, making uptake rates appear lower than they truly are. Removing these 'ghost' patients will give a clearer indication of uptake.
ACH19	Cllr Coppinger	Number of residents who quit smoking for at least four weeks in the three target cohorts (mental health, young people, pregnant women)	N/A	20 (Q1)	220	RED					A total of 20 residents across the three target cohorts quit smoking for at least four weeks in Q1 - 9 with mental health issues (45%), seven young people (35%) and four pregnant women (20%). Preliminary figures suggest that a further 28 residents have quit in Q2. This is significantly below the targets set in the contract and the Public Health team is working proactively with the provider, Solutions 4 Health, to maximise reach in the three target cohorts.
ACH20	Cllr Coppinger	% of successful drug and alcohol treatment completions	36.65%	30.73% (Q1)	63%	AMBER	↓			32.97%**	The figure used for last year's actual is an average of the quarter 4 figures for 2015/16. The data is ordinarily split between drugs and alcohol into four indicators. The current actual is the same calculation for Q1 as Q2 data is not yet available. ** This indicates the average required to reach the top quartile within the comparative group.
ACH21	Cllr Coppinger	Number of people taking up health checks	3,877	913 (Q1)	3,500	GREEN	↑	2nd	Berkshire	West Berkshire - 3744	

**Our Outcome:** To continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough.

**Directorate:** Corporate & Community Services / Operations & Customer Services

**Lead Member:** Cllr Rankin / Cllr D Wilson / Cllr Bicknell / Cllr Cox

**Lead Officer:** Chris Hilton / Jenifer Jackson / Kevin Mist / Ben Smith

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS22	Cllr Rankin	Delivery of the improvement and development programmes for the town centres in line with milestones	11	5 (Q2)	8	GREEN	↑				
CCS25	Cllr Rankin	Footfall in town centres (both Windsor & Maidenhead)	14,006,081	6,205,028	14,230,580	GREEN	↑				Windsor YTD is 4,186,382 Maidenhead YTD is 2,018,676
CCS27	Cllr D Wilson	Number of major planning applications processed in time	67.35%	75.0% (Q2)	70%	GREEN	↓				
CCS28	Cllr D Wilson	Number of minor planning applications processed in time	50.34%	70.65% (Q2)	75%	AMBER	↓				The improvement plan for the service is progressing and it is expected that further improvements will be realised in the next two quarters.
CCS29	Cllr D Wilson	Number of 'other' planning applications processed in time	64.08%	83.08% (Q2)	90%	AMBER	↑				See above
CCS30	Cllr D Wilson	% of enforcement cases closed within 8 weeks	New for 2016/17		60.0%	N/A					This is a new performance measure for the service that will be collected from quarter 3.
CCS31	Cllr D Wilson	% of planning appeals lost	34.52%	45% (Q2)	Less than 30%	RED	↓				Member training has taken place during Q2 relating to making robust, defensible planning decisions. Appeal monitoring reports will be produced for each Panel.
OCS23	Cllr Bicknell	Resident satisfaction with the quality of the roads (measured from customer surveys)	47% (2015)	56.1% (Q2)	48%	GREEN	↑	Middle of top performing group	Authorities participating in NHT Benchmarking Survey	Best 55%, worst 21%, average 38%	Last year actual figure taken from Residents Survey 2015-16 . Current Actual performance is taken from the CSC's quarterly Customer Satisfaction service focus questions.
OCS24	Cllr Cox	Reduction in fly tipping in the Borough (instances)	574	333	570	AMBER	↓				This is an annual target. Action plan in place seeking to achieve end of year target (including proactive enforcement, physical prevention measures and a targeted publicity campaign).
OCS26	Cllr Bicknell	Total numbers of car park visits to RBWM car parks	2,685,027	1,531,977 (Q2)	2,900,000	GREEN	↑				

**Our Outcome:** To ensure our residents are safe and supported by a skilled workforce.

**Directorate:** All

**Lead Member:** Cllrs Coppinger / Cllr Dudley / Cllr Targowska / Cllr Bicknell / Cllr Cox / Cllr Hill / Cllr S Rayner

**Lead Officer:** Angela Morris / Hilary Hall / Terry Baldwin / Ben Smith / Jacqui Hurd / Andy Jeffs / Craig Miller / Kevin Mist

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH33	Cllr Coppinger	% of adult safeguarding enquiries resolved within 60 day timescale	31.10%	66.9% (End of September 2016)	75%	AMBER	↑				The new safeguarding framework 'Making Safeguarding Personal' set out in the Care Act has no set timescale for completing safeguarding enquiries. 60 days is considered to be a reasonable expectation. Enquiries taking longer than 60 days are generally because there are ongoing police enquiries and consequent court cases which can take some months to resolve.
ACH34	Cllr Coppinger	% of care homes rated good or better by the CQC	63.2	68%	75%	AMBER	↑	11th out of 15	15 nearest statistical neighbours	Wiltshire	The outturn relates to the percentage of care homes in the borough who have been inspected under the new inspection methodology. There are 47 care homes in the borough which is a disproportionately high number compared with statistical neighbours. Around 23% of care homes in the area have not yet been inspected. The Care Quality Commission carries out its inspection based on a risk approach - homes which are deemed to be high risk of inspected earlier and/or more frequently.
ACH40	Cllr Targowska	% of statutory training requirements for employees delivered (Annual measure)	New for 2016/17	N/A		N/A					Data not available until the end of financial year (March 2017).
ACH41	Cllr Targowska	Average number of training days per employee (Annual measure)	New for 2016/17	N/A		N/A					Data not available until the end of financial year (March 2017).
OCS32	Cllr Bicknell	RBWM road casualty rate compared to Berkshire average	0.80 (20% below Berkshire average)	0.86 (Q1)	0.99	GREEN	N/A				Note that data is reported quarterly for the calendar year not financial year. Data provided is for Q1.
OCS35	Cllr Dudley	Number of homelessness preventions through council advice and activity	1518	789	1600	GREEN	↑				
OCS36	Cllr Hill	Time taken to process housing / council tax benefit new claims and change events	4.8 days	4 days (YTD to September 2016)	Less than 4.5 days	GREEN	↑	1st out of Family Group	South East Unitary Councils	Windsor & Maidenhead	
OCS37	Cllr Cox	Reduction in non-compliant food premises – priority based inspections focusing on premises with a one or zero rating out of five	29	9 (Q2)	24 premises to improve from a 0 or 1 rating to a rating of 2 or more	GREEN	↑				
OCS38	Cllr Cox	Number of licensing compliance operations completed (including underage sales operations)	68	33 (Q2)	72	GREEN	↑				
CCS39	Cllr S Rayner	% of trees inspected within timeframes	New for 2016/17	100% (Q2)	100%	GREEN	↑				



## Strategic Theme - Value for Money

**Our Outcome:** To keep council tax low and reduce our high cost placements in social care.

**Directorate:** All

**Lead Member:** Cllr Coppinger / Cllr N Airey / Cllr Targowska / Cllr Saunders / Cllr Cox / Cllr Hill

**Lead Officer:** Angela Morris / Daniel Crampton / Terry Baldwin / Rob Stubbs / Craig Miller / Con Georghiou

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH44	Cllr Targowska	Working days lost to sickness per FTE	9.63	9.77 (September 2016)	N/A	N/A				KPI to cease 31.03.17 and be replaced with working days lost to sickness per headcount (see below).	
ACH44b	Cllr Targowska	Working days lost to sickness per headcount		6.93 (September 2016)	6 days per employee	RED	↓			Performance is close to the CIPD average of 6.9 days per employee, which is significantly better than the public sector average of 8 days per employee. Private sector average is 5.8 days per employee. Monitoring and scrutiny of absences by Senior Leaders and Principal Member continues. Additional proactive measures are being implemented such as: provision of Mental health first aid training to managers and targeted 'Healthy Lifestyle' campaigns.	
ACH45	Cllr Targowska	% of council workforce that is agency staff	9.0%	9.2% (Q2)	Less than 5%	RED	↑			The Council remains committed to filling all statutory posts - this means agency staff are used. Decisions have been taken at Employment Panel to counter the challenges in filling hard to recruit posts. Anticipated corrective action will produce results by end of Q3. In addition, restructures completed in a number of areas are expected to reduce agency staff usage. Because of the changes planned in the Delivering Differently Programme, a number of services are covering vacancies with agency staff whilst decisions are made on future delivery.	
ACH46	Cllr Coppinger	Number of permanent admissions to residential or nursing care for those over 65	150	80 (Q2)	200 to 210	GREEN	↑				
ACH47	Cllr Coppinger	Number of new people receiving Telecare	458	253 (Q2)	460	GREEN	↑				
ACH48	Cllr N Airey	% occupancy rate for in house foster carers	TBC	90%	90%	GREEN					
ACH49	Cllr N Airey	Number of independent fostering agency placements	40	32 (Q2)	TBC	N/A	↑			TBC	
CCS42	Cllr Saunders	Council unit cost compared to other unitary councils (Annual measure)	£907	£907	£907	GREEN	↔	1st out of 56	CIPFA - based on 2016/17 data	Windsor & Maidenhead	This is an annual measure.
OCS43	Cllr Cox	% of household waste sent for reuse, recycling	47.70%	49.75% (Q2)	50%	GREEN	↑				
OCS69	Cllr Hill	% of projects completed to the right quality, on time and to original budget	N/A	63% (Q2)	70%	AMBER	N/A				Of 19 projects, 2 were late by more than 10% time tolerance, 3 were over the 10% budget tolerance and 2 exceeded both time and budget. See 2.32.

**Our Outcome:** To deliver improved customer services and outcomes for residents through the use of existing and emerging technology.

**Directorate:** Adult, Children & Health Services / Operations & Customer Services

**Lead Member:** Cllr Coppinger / Cllr Hill

**Lead Officer:** Angela Morris / Jacqui Hurd

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH47	Cllr Coppinger	Number of new people receiving Telecare	458	253 (Q2)	460	GREEN	↑	-	-	-	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q2)	70%	GREEN	↑				
OCS51	Cllr Hill	% of digital transactions carried out through the council's website	10.50%	27.90%	20.25%	GREEN	↑				
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	4,315	15,000	RED					Q2 figures covers 19/05/16 to 05/10/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date little promotional work has been done. There are currently three services on this platform and many more will be added in the coming months. Despite this, 50% of Green Waste transactions are now carried out via the Digital Channel and around 1000 new accounts are already being set up each month. This is an ambitious target, however we expect to be close to achieving this by year end.

**Our Outcome:** To intelligently use the borough's assets to increase income and to maximise our ability to collect business rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources.

**Directorate:** Corporate & Community Services / Operations & Customer Services

**Lead Member:** Cllr Dudley / Cllr Saunders / Cllr Hill

**Lead Officer:** Russell O'Keefe / Rob Stubbs / Andy Jeffs

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
OCS54	Cllr Dudley	Number of new homes provided through the use of the council's land / assets	New for 2016/17	Not available	TBC	N/A					This is a new performance measure which will be collected from Q3.
CCS55	Cllr Saunders	Level of external investment secured to support the improvement and development programmes for the town centres	£941,112	£764,982 (Q2)	£840,000	GREEN	↑				
OCS57	Cllr Hill	Collection rate for business rates	98.00%	57.91% (Q2)	98.40%	AMBER	↓	8th out of 12	South East Unitary Councils	99.60%	This is an annual target. The Q2 target is 58% so we are 0.09% below target. This is due to a large bill being issued to one business late in September increasing the net collectable debit and reducing the collection rate. Without this the collection would have been 58.2%. We are however, 0.52% ahead of Q2 2015/16.

**Our Outcome:** To develop innovative services that will help to meet future challenges and demand and to launch a home ownerships plan through shared equity and other models where the resident has a stake in their property.

**Directorate:** Adult, Children & Health Services / Corporate & Community Services

**Lead Member:** Cllr Dudley

**Lead Officer:** Russell O'Keefe / Hilary Hall

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS58	Cllr Dudley	Number of new low cost home ownership, affordable homes and affordable accommodation provided through council advice, support and partnership working created and through the use of council owned land and assets.		Not yet available	TBC	N/A				This is a new performance measure that will be collected from quarter 3.	

## Strategic Theme - Delivering Together

**Our Outcome:** To bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services.

**Directorate:** Operations & Customer Services

**Lead Member:** Cllrs Hill & S Rayner

**Lead Officer:** Jacqui Hurd / Mark Taylor

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
OCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q2)	70%	GREEN	↑				
OCS59	Cllr Hill	Reduction in avoidable contact with the council	58%	54% (Q2)	Less than 40%	AMBER	↓				This is an annual target. Q2 target is 49% so we are 5% off this. We continue to work with services to reduce the amount of avoidable contact.
OCS60	Cllr Hill	% of complaints upheld	39%	35% (Q2)	27%	RED	↑				This is an annual target. To date the Council has received 380 complaints, 134 of which have been upheld or partially upheld. In 2015/16 there were 311 complaints, of which 99 were upheld (31.8%). We are 4% below the 2015-16 actual. The Council's complaints policy has recently been refreshed, and more complaints are now being channelled via the central Complaints Team, giving increased visibility of complaints across the Council.
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	4,315	15,000	RED					Q2 figures covers 19/05/16 to 05/10/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date little promotional work has been done. There are currently three services on this platform and many more will be added in the coming months. Despite this, 50% of Green Waste transactions are now carried out via the Digital Channel and around 1000 new accounts are already being set up each month. This is an ambitious target, however we expect to be close to achieving this by year end.
OCS61	Cllr S Rayner	Deliver 8 additional Council Services through libraries by March 2019	N/A	6	8	GREEN	↑				
OCS62	Cllr Hill	Number of first time contact resolutions	N/A	89.50%	83%	GREEN	↑				
OCS63	Cllr Hill	Calls answered in under one minute	76.20%	78.1% (Q2)	80%	AMBER	↑				Q2 performance is an improvement on Q1 performance of 75.1% and we are 1.9% ahead of 2015-16. Additional resource has been recruited and started in October and extra focus is being placed on avoidable contact which will reduce overall call volume and help achieve this target going forward.
OCS64	Cllr Hill	Take up of Customer Service Centre (CSC) services out of hours	71,636	36,535	80,000	GREEN	↑				

**Our Outcome:** To improve service delivery by implementing and benchmarking against best practise learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents

**Directorate:** Corporate & Community Services / Operations & Customer Services

**Lead Member:** Cllrs Hill & Saunders

**Lead Officer:** Jacqui Hurd / Rob Stubbs

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q2)	70%	GREEN	↑				
CCS42	Cllr Saunders	Council unit cost compared to other unitary councils (Annual measure)	907	907	907	GREEN	↔	1st out of 56	CIPFA - based on 2016/17 data	Windsor & Maidenhead	This is an annual measure.

**Our Outcome:** To work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals.

**Directorate:** Corporate & Community Services / Operations & Customer Services

**Lead Member:** Cllrs S Rayner, Rankin & Bicknell

**Lead Officer:** Kevin Mist / Rob Stubbs / Ben Smith

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS65	Cllr S Rayner	Number of volunteers supporting council services	4,150	4,180 (Q2)	4,500	GREEN	↓				
CCS55	Cllr Rankin	Level of external investment secured to support the improvement and development programmes for the town centres	£941,112	£764,982 (Q2)	£840,000	GREEN	↑				
OCS66	Cllr Bicknell	% of Flood Schemes delivered (Annual measure)	86% scheme delivery	N/A Annual Measure	85% scheme delivery	N/A					Cabinet Flood Monitoring targets (in addition to Schemes Delivered, we also measure); * Spend 85-89% (actual 2015/6 - 86%, target 2016/17 - 85%) * SUDS (Sustainable drainage systems) 85-89% within statutory timescale (actual 2015/16 - 74%, target 2016/17 - 85%). Flood Liaison Group meets quarterly and agrees cross-partner actions with parishes, Environment Agency and Thames Water.

## Strategic Theme - Equipping Ourselves for the Future

**Our Outcome:** To invest in learning and development for our staff and ensure our workforce is multi-skilled.

**Directorate:** Adult, Children & Health Services

**Lead Member:** Cllr Targowska

**Lead Officer:** Terry Baldwin

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH40	Cllr Targowska	% of statutory training requirements for employees delivered (Annual measure)	New for 2016/17	N/A	TBC	N/A				Data not available until the end of financial year (March 2016).	
ACH67	Cllr Targowska	Staff satisfaction levels	42.60%	45% (baseline)	60%	RED				The base line for 2016 is 45% and the target, by end of 2016/17, is 60% (increasing to 80% by end of 2017/18).	
ACH68	Cllr Targowska	Level of staff turnover - % of staff turnover	17.48%	18.23% (Q2)	Between 8% to 16%	RED	↑			The council constantly undertakes detailed analysis of exit data and is implementing a range of measures to support a reduction in staff turnover including extensive learning and development programme.	
ACH68b	Cllr Targowska	Level of staff turnover - % of staff voluntary turnover	13.65%	13.52% (Q2)	Between 4% to 12%	RED	↑			See above.	

**Our Outcome:** To progress the digitalisation of the council's systems to further develop the ambitions for a 24/7 council as well as promote joined up working across the council to help engender a "tell us once" ethos, improving outcomes for residents.

**Directorate:** Operations & Customer Services

**Lead Member:** Cllr Hill

**Lead Officer:** Jacqui Hurd

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
OCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q2)	70%	GREEN	↑				
OCS59	Cllr Hill	Reduction in avoidable contact with the council	0.58	54% (Q2)	Less than 40%	AMBER	↓			This is an annual target. Q2 target is 49% so we are 5% off this. We continue to work with services to reduce the amount of avoidable contact.	
OCS60	Cllr Hill	% of complaints upheld	0.39	35% (Q2)	0.27	RED	↑			This is an annual target. To date the Council has received 380 complaints, 134 of which have been upheld or partially upheld. In 2015/16 there were 311 complaints, of which 99 were upheld (31.8%). We are 4% below the 2015-16 actual. The Council's complaints policy has recently been refreshed, and more complaints are now being channelled via the central Complaints Team, giving increased visibility of complaints across the Council.	
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	4,315	15,000	RED				Q2 figures covers 19/05/16 to 05/10/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date little promotional work has been done. There are currently three services on this platform and many more will be added in the coming months. Despite this, 50% of Green Waste transactions are now carried out via the Digital Channel and around 1000 new accounts are already being set up each month. This is an ambitious target, however we expect to be close to achieving this by year end.	

**Our Outcome:** To better use digital and mobile technology and deliver against the council's Transformation Programme.

**Directorate:** Adult, Children & Health Services / Operations & Customer Services

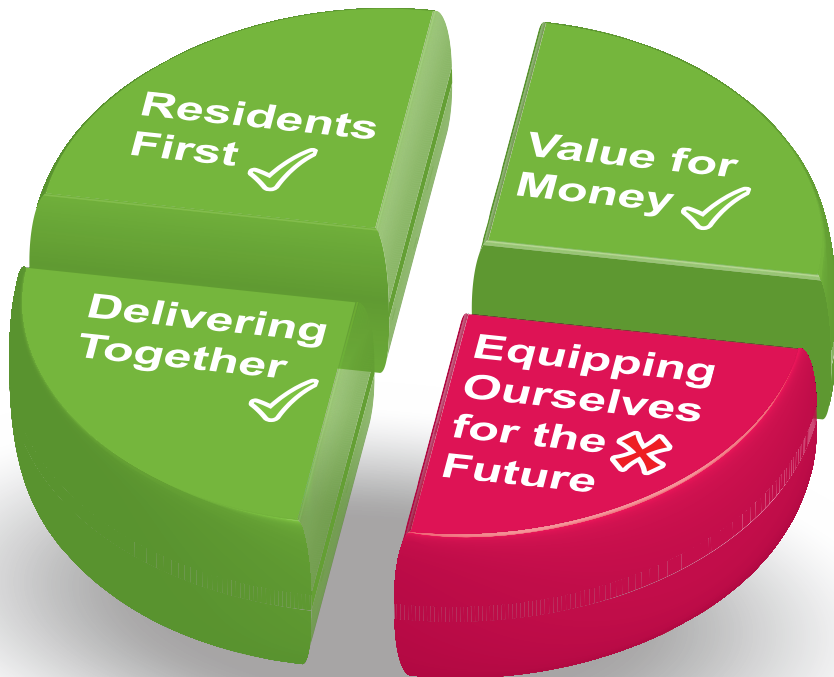
**Lead Member:** Cllrs Hill & Coppinger

**Lead Officer:** Jacqui Hurd / Angela Morris

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance				Benchmarking			Commentary (if performance is not On Target)	
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group		Best performing LA
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q2)	70%	GREEN	↑				
ACH47	Cllr Coppinger	Number of new people receiving Telecare	458	253 (Q2)	460	GREEN	↑	-	-	-	
OCS52 Cllr Hill	Cllr Hill	Number of people signed up to 'My Account'	N/A	4,315	15,000	RED					Q2 figures covers 19/05/16 to 05/10/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date little promotional work has been done. There are currently three services on this platform and many more will be added in the coming months. Despite this, 50% of Green Waste transactions are now carried out via the Digital Channel and around 1000 new accounts are already being set up each month. This is an ambitious target, however we expect to be close to achieving this by year end.

# Performance Infographic Summary

32



**Key:**

- Residents First
- Delivering Together
- Value for Money
- Equipping Ourselves for the Future
- ✓ On Target
- ✗ Off Target
- ~ Just short of target



Annual target: 935,000

583,938 ✓

physical and virtual visits to libraries and museums



Annual target: 14,230,580

6,205,028 ✓

footfall in town centres (both Windsor & Maidenhead)

Quarterly target: 84



Quarterly target: 80%



Annual target: 18



Quarterly target: 4 to 12%



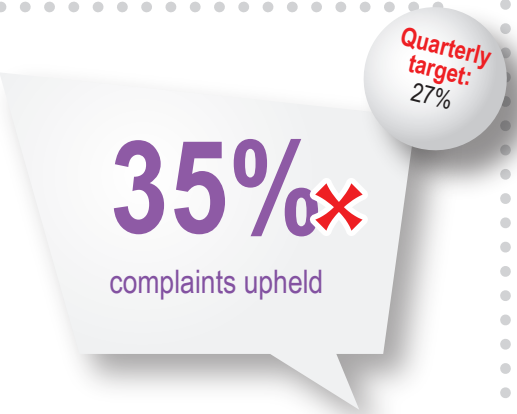
Annual target: 960



13.52% ✗

Level of staff turnover - % of staff voluntary turnover





This page is intentionally left blank

Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	<b>Financial Update</b>
<b>Responsible Officer(s)</b>	Russell O'Keefe, Strategic Director of Corporate and Community Services, 01628 796521
<b>Contact officer, job title and phone number</b>	Rob Stubbs, Head of Finance, 01628 796341
<b>Member reporting</b>	Councillor Saunders, Lead Member for Finance
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	24 November 2016
<b>Implementation Date if Not Called In</b>	Immediate
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. This report sets out the Council's financial performance to date in 2016-17. In summary there is a projected £430,000 underspend on the General Fund (see Appendix A) which is an improvement of £298,000 from the October financial monitoring report. This is due to a net increase in the underspend forecast in a number of service budgets, see section 4 for details.
2. The Council remains in a strong financial position, with the Council's combined General Fund Reserves of £6,490,000 (7.24% of budget) in excess of the £5,270,000 (5.88% of budget) recommended minimum level set at Council in February 2016.

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

Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
Assurance that the Council is making effective use of its resources and that budgets are reviewed regularly.	24 November 2016

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDED: That Cabinet:

- i) Notes the Council's projected outturn position.
- ii) Approves a £350,000 capital budget for survey work and a Development Manager in respect of the new leisure centre at Braywick Park (see paragraph 4.12).

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

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

## 3. KEY IMPLICATIONS

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

- 3.1 The General Fund Reserve is £5,286,000 and the Development Fund balance is £1,204,000, see appendix B for a breakdown of the Development Fund. The combined reserves are £6,490,000. The 2016-17 budget report recommended a minimal reserve level of £5,270,000 to cover known risks for 18 months.

## 4. FINANCIAL DETAILS

- 4.1. The Strategic Director of **Adults, Children & Health Services** reports a projected outturn figure for 2016-17 of £57,469,000 against a controllable net budget of £57,311,000, an overspend of £158,000. This is a decrease of £154,000 on the overspend reported to Cabinet in October. The most significant changes in the last month are:
- A reduction of £82,000 in the overspend projected in the placement budget for children in care as a result of a number of recent placement changes.
  - A reduction of £44,000 in the overspend forecast in the MASH. This is as a result of success in appointing permanent staff, reducing dependency on agency staff.
  - A reduction of £55,000 in the forecast cost of the deprivation of liberty and safeguarding assessment. This follows a review of the number of assessments to be undertaken in the remainder of the year and the allocation of work to a wider group of professionals.
  - A reduction of £50,000 in the underspend forecast in the net cost of delivering domiciliary care services to older people.
- 4.2. There remain significant pressures and savings, as reported to Cabinet in October, continuing to impact on the budget position:

- A projected overspend of £343,000 on the home to school transport budget. This is the full year effect of the increase in high needs SEN pupils in the last academic year and to the cost of new transport contracts for SEN pupils.
- The budget for supporting residents into temporary accommodation is projecting an overspend of £470,000. This relates to funding more residents with housing benefit following the change in legislation and the introduction of the subsidy loss and the benefit cap.
- Pressures in the provision of services to those with a learning disability and mental health problems - projected overspend of £384,000. Whilst this is £32,000 lower than the overspend forecast last month the pressure arises from the changing care requirements of a small number of residents with high needs, a delay in the de-registration of homes, and a Secretary of State adjudication of an Ordinary Residence dispute.
- An underspend of £619,000 in the care costs of children with disabilities, internal fostering and children leaving care mainly due to fewer than expected numbers requiring high cost support.

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

4.4. In addition to the variances in points 4.1 and 4.2 there are a number of financial risks which will potentially impact on the budget position this year. These include: two high cost cases where the liability of the council to meet their costs is uncertain either due to their ordinary residence or due to their eligibility for Continuing Health Care funding. The maximum additional cost this year to the council should these cases both be decided against the council is estimated at £165,000, and the maximum saving if both cases were settled in favour of the council is estimated at £558,000 this year.

4.5. The Strategic Director of **Corporate and Community Services** reports a projected underspend for 2016-17 of £28,000 on the net budget of £4,195,000, in line with last month's projected underspend of £32,000. Key change is the recognition of increased planning application income, partially offset by higher legal and staff costs. The underspend reductions reported in Performance, Democratic Services and Finance reflect accounting transfers to a centrally held managed vacancy saving.

4.6. The Strategic Director of **Operations and Customer Services** reports a further improved projected underspend of £555,000 on the directorate 2016-17 approved budget of £21,686,000, £148,000 up on figure reported to Cabinet in October. This achievement is based on significant performance improvements in key areas of the directorate.

- Community Protection and Enforcement Services, Parking Services reports a £180,000 underspend based on strong activity in town centre car parks and from parking enforcement. Waste Services expect to be under budget by £250,000 from high recycling and garden waste tonnages, with associated income increases. Various 'unders' and 'overs' across the service combine with these to give a service total of £470,000 underspend.
- In Customer Services, Facilities management are reporting a net pressure of £40,000 from staffing issues.

- In Highways and Transport, increased costs are reported from the clearing up of asbestos and other fly-tipping, approx. £140,000 for full year. The Lead Member has approved an action plan to address this issue and recover some of these costs. An overall service overspend of £75,000 is currently projected for the service, which is in part mitigated by efficiencies, vacancy savings and extra street works-based income.
- In ICT, the underspend has improved to £250,000 through early delivery of 2017/18 restructure savings.
- Libraries have an estimated £50,000 pressure from emergency repairs to Maidenhead library.

Overall, the directorate is benefitting from significant positive income levels this year, which are difficult to budget for. However, some ongoing savings are now being identified and these will of course be built into base budgets for 2017/18.

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

**Table 1: Revenue budget movement.**

<b>Service expenditure budget reported to October Cabinet</b>	<b>£83,091,000</b>
Redundancy costs funded by provision	£101,000
Removal of Forest Bridge Contingency	(£100,000)
<b>Service expenditure budget this month</b>	<b>£83,092,000</b>

#### **Cash Balances Forecast**

- 4.8. Appendix D provides details of the Borough's cash balances. This month the council is forecasting cash flows over 12 months rather than three months as in recent Finance Updates. This allows Members to review the effect of the downward trend of our balances particularly at the year end when LEP expenditure and low levels of council tax and business rates may require us to take out a short term loan or overdraft.
- 4.9. Further borrowing may be required later in the year as balances continue to fall. The impact of the additional debt is likely to be up to £15,000,000 and this would take our total debt to £72,000,000. The increased debt will be used to fund the capital programme including further investment in regeneration projects. This is in anticipation of associated capital receipts. Future receipts will be considered when selecting the term of any new loans and wherever possible the aim will be to treat them as bridging finance.
- 4.10. The precise timing of any decision to borrow is managed through the daily treasury management carried out by the Finance team. Borrowing limits are approved by Council in the annual budget report and additional approval for this new debt is not strictly required. Cabinet will however be informed through the Finance Update of our cash forecast and the requirement to borrow.

#### **Capital Programme**

- 4.11. The approved 2016-17 capital estimate is £45,987,000, see table 2. The projected outturn for the financial year is £41,738,000. This is an increase on the capital outturn in 2015-16 of £27,421,000. See appendices E and F for further details. Table 3 shows the status of schemes in the capital programme.

**Table 2: capital estimates**

	<b>Expenditure</b>	<b>Income</b>	<b>Net</b>
<b>Approved estimate</b>	£45,987,000	(£19,354,000)	£26,633,000
Variiances identified	(£647,000)	£649,000	£2,000
Slippage to 2017-18	(£3,602,000)	£0	(£3,602,000)
<b>Projected Outturn 2016-17</b>	£41,738,000	(£18,705,000)	£23,033,000

**Table 3: Capital programme status**

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

**Capital Budget - Braywick Park**

- 4.12. In order to support the development and construction of a new leisure centre at Braywick Park, a tree, topographical and borehole land survey is required along with the appointment of a Development Manager. Expenditure will start on the project in December 2016. An initial budget of £350,000 is recommended to Cabinet for approval.

**5. LEGAL IMPLICATIONS**

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

**6. VALUE FOR MONEY**

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

**7. SUSTAINABILITY IMPACT APPRAISAL**

- 7.1 N/A

**8. Risk Management**

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

**9. LINKS TO STRATEGIC OBJECTIVES**

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

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

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

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

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None.

## 12. PROPERTY AND ASSETS

12.1 None.

## 13. ANY OTHER IMPLICATIONS

13.1 None.

## 14. CONSULTATION

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

## 15. TIMETABLE FOR IMPLEMENTATION

15.1 N/A.

## 16. APPENDICES

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

## 17. BACKGROUND INFORMATION

17.1 Budget Report to Council February 2016.

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Saunders	Lead Member for Finance	25/10/2016		
Cllr Rankin	Deputy Lead Member for Finance	25/10/2016		
Alison Alexander	Managing Director	24/10/2016	24/10/16	Throughout
Corporate Management Team (CMT)	Strategic Directors	24/10/2016		
		40		



<b>External None</b>				
----------------------	--	--	--	--

**REPORT HISTORY**

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

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

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Adult, Children's & Health Commissioning	7,636	7,821	474
Schools and Educational Services	2,914	2,923	193
Health, Early Help & Safeguarding	10,411	10,438	(81)
Health and Adult Social Care	32,408	32,323	(389)
Human Resources	1,167	1,547	0
A,C&H Management	834	932	(39)
<b>Total Adult, Children &amp; Health</b>	<b>55,370</b>	<b>55,984</b>	<b>158</b>
Better Care Fund-Expenditure	9,915	10,956	0
Better Care Fund-Income	(8,485)	(9,730)	0
<b>Total Better Care Fund</b>	<b>1,430</b>	<b>1,226</b>	<b>0</b>
Maintained Schools	42,127	39,543	0
Early Years Education and Childcare Provision	7,154	6,296	0
Admissions and Pupil Growth	545	381	0
Support Services for Schools and Early Years	1,714	1,606	94
High Needs and Alternative Provision	13,430	13,634	326
Dedicated Schools Grant	(64,970)	(61,460)	(420)
<b>Total Schools Budget (DSG)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Adult, Children and Health Services</b>	<b>56,800</b>	<b>57,210</b>	<b>158</b>
Director of Operations & Customer Services	(27)	377	0
Revenues & Benefits	816	769	0
Highways & Transport	6,125	6,378	75
Community, Protection & Enforcement Services	6,957	7,223	(470)
Customer Services	1,704	1,813	40
Technology & Change Delivery	2,915	2,687	(250)
Library, Arts & Heritage Services	2,316	2,440	50
<b>Total Operations &amp; Customer Services</b>	<b>20,806</b>	<b>21,687</b>	<b>(555)</b>
Director of Corporate & Community Services	85	14	0
Planning, Development and Regeneration Service	(813)	(726)	(61)
Corporate Management	433	560	0
Performance	429	475	1
Democratic Services	1,955	1,938	14
Elections	261	263	0
Legal	104	104	(47)
Finance	2,353	2,426	0
Building Services	40	26	0
Communities and Economic Development	(801)	(885)	65
<b>Total Corporate &amp; Community Services</b>	<b>4,046</b>	<b>4,195</b>	<b>(28)</b>
<b>TOTAL EXPENDITURE</b>	<b>81,652</b>	<b>83,092</b>	<b>(425)</b>

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
<b>Total Service Expenditure</b>	<b>81,652</b>	<b>83,092</b>	<b>(425)</b>
Contribution to / (from) Development Fund	1,133	555	0
Pensions deficit recovery	2,115	2,115	0
Pay reward	500	5	(5)
Transfer to/(from) Provision for the clearance of Shurlock Road		(180)	0
Transfer to/(from) Provision for Redundancy		(405)	0
Environment Agency levy	150	150	0
Capital Financing inc Interest Receipts	<u>5,128</u>	<u>5,258</u>	<u>0</u>
<b>NET REQUIREMENTS</b>	<b>90,678</b>	<b>90,590</b>	<b>(430)</b>
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	<u>0</u>	<u>88</u>	<u>430</u>
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b>89,697</b>	<b>89,697</b>	<b>0</b>
<b>General Fund</b>			
Opening Balance	4,681	4,768	4,856
Transfers to / (from) balances	<u>0</u>	<u>88</u>	<u>430</u>
	<u><u>4,681</u></u>	<u><u>4,856</u></u>	<u><u>5,286</u></u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			

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

<b>Corporate Development Fund (AE35) £000</b>		
<b>Balance B/F from 2015/16</b>		<b>649</b>
<b>Transacted amounts in 2016/17</b>		
<b>To/From Capital Fund</b>		0
<b>To/From General Fund</b>		
Transition Grant (2016/17 budget - February Council)	1,278	
Restructure of the Development and Regeneration service (2016/17 budget - February Council)	-56	
Minerals and Waste Strategy (2016/17 budget - February Council)	-61	
Adjustment to contribution due to revised New Homes Bonus (2016/17 budget - February Council)	-28	
Delivering Children's Services (March Cabinet)	-200	
Additional Transport Model costs (April CMT)	-43	
Heathrow Expansion (March Cabinet)	-30	
Delivering Operations Services (March Cabinet)	-100	
Road & Streetworks Permit scheme (March Cabinet)	-120	
Review of Sunday Parking charges (April Council)	-81	
Forest Bridge Contingency (CMT June 2016)	-100	
Dynamic Purchasing System (March Cabinet)	-4	
Forest Bridge Contingency no longer required - revenue budget removed	100	
		555
		<u><b>1,204</b></u>

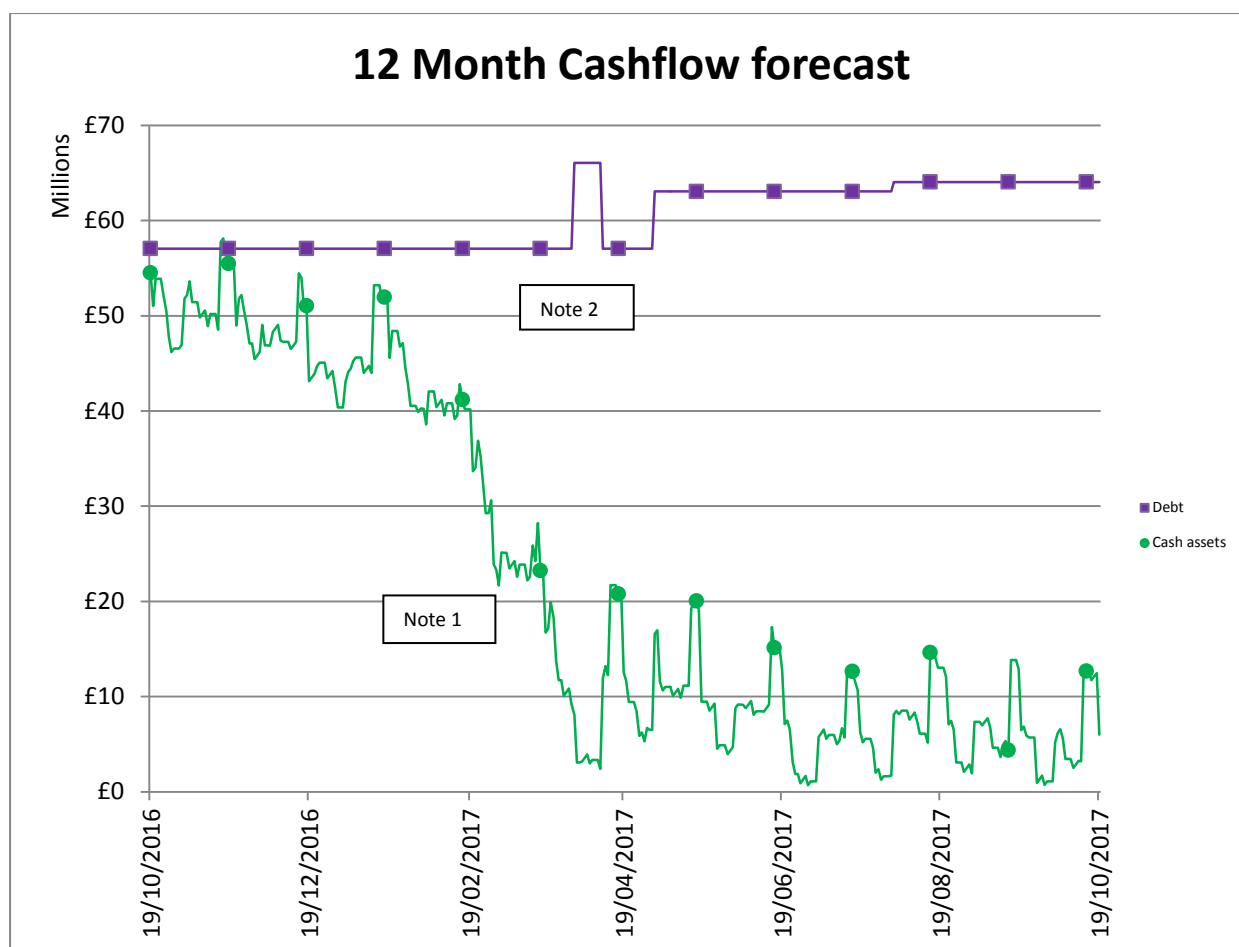
## Budget Movement Statement 2016-17

	Funded by Development Fund (1)	Funded by the General Fund (2)	Funded by Provision (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
<b>Original Budget</b>					<b>81,652</b>	
1 Transforming Services	200				200	Cabinet March
2 Disabled Facilities Grant				(302)	(302)	Council Feb.
3 Transport model	43				43	CMT April
4 Heathrow Expansion	30				30	Cabinet March
5 Redundancy cost			73		73	Cabinet May
6 Redundancy cost			92		92	Cabinet May
7 Desborough improvements		50			50	Cabinet March
8 Transforming Services	100				100	Cabinet March
9 NRSWA parking scheme	120				120	Cabinet March
10 Sunday parking	81				81	Cabinet April
11 Cleaning & maintenance costs at Cox Green Youth Centre		20			20	Council Feb.
12 Redundancy cost			96		96	Cabinet May
13 Forest Bridge Contingency	100				100	CMT June
14 Pay reward				191	191	Council Feb.
15 Pay reward				173	173	Council Feb.
16 Pay reward				131	131	Council Feb.
17 Dynamic purchasing system	4				4	Cabinet March
18 Redundancy cost			25		25	Cabinet May
19 Bus contract		44			44	Cabinet May
20 Loss of rental income		50			50	Cabinet June
21 Transforming Services		100			100	Cabinet June
22 Redundancy cost			18		18	Cabinet May
23 Redundancy cost			101		101	Cabinet May
<b>Changes Approved</b>	<b>678</b>	<b>264</b>	<b>405</b>	<b>193</b>	<b>1,540</b>	
<b>Approved Estimate September Cabinet</b>					<b>83,192</b>	

45

## NOTES

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



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

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

Portfolio Summary	2016/17 Original Budget			New Schemes – 2016/17 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure				
	Gross £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 Projected (£'000)	2016/17 SLIPPAGE Projected (£'000)	TOTAL Projected (£'000)	VARIANCE Projected (£'000)	VARIANCE Projected (%)
<b>Community &amp; Corporate Services</b>														
SMILE Leisure	428	(120)	308	678	(120)	558	46	(14)	32	724	0	724	0	0%
Community Facilities	155	0	155	265	(100)	165	17	0	17	272	0	272	0	0%
Outdoor Facilities	370	(100)	270	593	(154)	439	760	(486)	274	1353	0	1,353	0	0%
Property & Development	0	0	0	30	0	30	512	0	512	435	107	542	0	0%
Governance, Policy, Performance_Partnerships	588	0	588	459	0	459	433	0	433	892	0	892	0	0%
Regeneration & Economic Development	6,377	(185)	6,192	7,586	(450)	7,136	4,812	(1,075)	3,737	9,576	2,822	12,398	0	0%
<b>Total Community &amp; Corporate Services</b>	<b>7,918</b>	<b>(405)</b>	<b>7,513</b>	<b>9,601</b>	<b>(824)</b>	<b>8,777</b>	<b>6,580</b>	<b>(1,575)</b>	<b>5,005</b>	<b>13,252</b>	<b>2,929</b>	<b>16,181</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Customer Services</b>														
Technology & Change Delivery	0	0	0	0	0	0	335	(6)	329	335	0	335	0	
Revenues & Benefits	0	0	0	48	0	48	48	0	48	96	0	96	0	
Customer Services	0	0	0	0	0	0	249	0	249	249	0	249	0	
Green Spaces & Parks	343	(308)	35	436	(322)	114	269	(136)	133	705	0	705	0	0%
Highways & Transport	9,609	(3,155)	6,454	10,519	(3,555)	6,964	2,117	(892)	1,225	11,963	673	12,636	0	0%
Community,Protection & Enforcement Services	890	(380)	510	960	(380)	580	992	(721)	271	1,952	0	1,952	0	0%
Libraries, Arts & Heritage	367	(295)	72	367	(295)	72	468	(147)	321	835	0	835	0	0%
<b>Total Operations &amp; Customer Services</b>	<b>11,209</b>	<b>(4,138)</b>	<b>7,071</b>	<b>12,330</b>	<b>(4,552)</b>	<b>7,778</b>	<b>4,478</b>	<b>(1,902)</b>	<b>2,576</b>	<b>16,135</b>	<b>673</b>	<b>16,808</b>	<b>0</b>	<b>0</b>
<b>Adult, Children &amp; Health</b>														
HR	0	0	0	0	0	0	0	0	0	0	0	0	0	
Adult Social Care	41	0	41	48	0	48	217	(185)	32	267	0	267	2	5%
Housing	0	0	0	0	0	0	2,397	(2,017)	380	1,897	0	1,897	(500)	
Non Schools	0	0	0	89	(89)	0	305	(233)	72	394	0	394	0	
Schools – Non Devolved	4,550	(4,190)	360	5,732	(3,767)	1,965	2,192	(2,192)	0	7,775	0	7,775	(149)	-3%
Schools – Devolved Capital	250	(250)	0	933	(933)	0	1,085	(1,085)	0	2,018	0	2,018	0	0%
<b>Total Adult, Children &amp; Health</b>	<b>4,841</b>	<b>(4,440)</b>	<b>401</b>	<b>6,802</b>	<b>(4,789)</b>	<b>2,013</b>	<b>6,196</b>	<b>(5,712)</b>	<b>484</b>	<b>12,351</b>	<b>0</b>	<b>12,351</b>	<b>(647)</b>	<b>0</b>
<b>Total Committed Schemes</b>	<b>23,968</b>	<b>(8,983)</b>	<b>14,985</b>	<b>28,733</b>	<b>(10,165)</b>	<b>18,568</b>	<b>17,254</b>	<b>(9,189)</b>	<b>8,065</b>	<b>41,738</b>	<b>3,602</b>	<b>45,340</b>	<b>(647)</b>	<b>0</b>

	(£'000)	(£'000)	(£'000)
<b>Portfolio Total</b>	<b>23,968</b>	<b>45,987</b>	<b>41,738</b>
<b>External Funding</b>			
Government Grants	(7,890)	(12,512)	(12,363)
Developers' Contributions	(933)	(5,775)	(5,275)
Other Contributions	(160)	(1,067)	(1,067)
<b>Total External Funding Sources</b>	<b>(8,983)</b>	<b>(19,354)</b>	<b>(18,705)</b>
<b>Total Corporate Funding</b>	<b>14,985</b>	<b>26,633</b>	<b>23,033</b>

**Capital Monitoring Report - October 2016-17**

At 31 October 2016, the approved estimate stood at £45.987m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	45,987	(19,354)	26,633
Variances identified	(647)	649	2
Slippage to 2017/18	(3,602)	0	(3,602)
Projected Outturn 2016/17	41,738	(18,705)	23,033

**Overall Projected Expenditure and Slippage**

Projected outturn for the financial year is £41.738m

Variances are reported as follows.

## Schools - Non Devolved

CSDW	Prep work for future expansion schemes - 2013-14	(28)	28	0 Budget no longer required
CSEU	Riverside (Ellington) Primary expansion 2014-15	(37)	37	0 Final account now agreed
CSGM	Dedworth Green Drainage Improvements-2015-16	(14)	14	0 Budget no longer required
CSGU	Holy Trinity Sunningdale Bulge Classroom	(70)	70	0 Final account agreed.
CSFF	School Kitchens	(150)	150	0 Revised Business Case
CSGF	Woodlands Park School Roof-2015-16	(20)	20	0 Revised Business Case
CSHA	Woodlands Park School Internal Remodelling	170	(170)	0 Revised Business Case

## Adult Social Care

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

## Housing

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

Slippage is reported as follows

## Highways &amp; Transport

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

## Property &amp; Development

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

## Regeneration

CI29	Broadway Opportunity Area-Nicholsons CP 2015-16	(2,700)	0	(2,700) The construction of the extended car park is currently on hold and being reviewed. The project will not commence this financial year.
CI48	Development Manager, Maidenhead Regeneration	(100)	0	(100) Reform Road feasibility work has been paused while the JV procurement progresses.
CX20	Ross Road - repairs & redecoration	(22)	0	(22) Project to commence during 2017/18.
		<u>(3,602)</u>	<u>0</u>	<u>(3,602)</u>

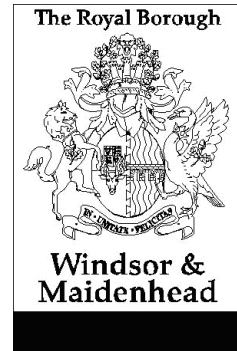
**Overall Programme Status**

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	92	17%
In Progress	299	56%
Completed	112	22%
Ongoing Programmes e.g.. Disabled Facilities Grant	28	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
<b>Total Schemes</b>	<b>532</b>	<b>100%</b>



Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	Improving Choice in Education
<b>Responsible Officer(s)</b>	Alison Alexander, Managing Director & Strategic Director of Adult, Children and Health Services
<b>Contact officer, job title and phone number</b>	Kevin McDaniel, Head of Schools and Education Services, 01628 683592
<b>Member reporting</b>	Cllr N Airey, Lead member for Children's Services
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	24 November 2016
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. In September 2016 the government published a consultation called "Schools that work for everyone" and is seeking responses by 12 December 2016. This report sets out the response from the Royal Borough of Windsor and Maidenhead that confirms our commitment to excellent education for all pupils who live in the borough, particularly for those living with financial disadvantage.
2. Education standards in the Royal Borough continue to rise and parents continue to demand choice of school type. With our commitment to schools of all types which strive to provide excellent education, the Royal Borough welcomes the opportunity to support the option of selective education for those who choose to access it.
3. In addition, the Royal Borough welcomes the intention of the consultation to make education attainment for financially disadvantaged pupils a shared responsibility across the education sector. It is clear from the attainment results over the last three years that these children do not do as well as their peers in local schools and we are committed to improving their success.
4. This report concludes that the Royal Borough should engage actively in the coming months with any existing school that wishes to explore the opportunity to enable some admissions through selection by academic aptitude. All opportunities must ensure that every school in the borough continues to offer an excellent education for all pupils and contributes to improving outcomes for our pupils living with financial disadvantage as table 1 (section 2.6) clearly shows this group continues to do less well than their peers.

<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
Greater education choice available locally.	To be confirmed with national legislation but unlikely to be before September 2018 admission to secondary school.

## **1. DETAILS OF RECOMMENDATIONS**

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

- i. Endorse the development of selective or partially selective education within the education provision of the Royal Borough to further improve the choice of education available to pupils and the families.**
- ii. Authorise the Managing Director & Strategic Director of Adult, Children and Health Services with the Cabinet Member for Children’s Services to finalise and respond to the “Schools that work for everyone” consultation by the Department for Education as set out in appendix A.**
- iii. Authorise the Managing Director & Strategic Director of Adult, Children and Health Services and the Lead Member for Children’s Services to write to all secondary schools in the borough inviting expressions of interest in allowing some or all admissions through a selective stream, and to follow up on the responses to secure a range of options for residents.**
- iv. Authorise the Managing Director & Strategic Director of Adult, Children and Health Services and the Lead Member for Children’s Services to write to selective schools across the country inviting them to actively pursue the establishment of a new wholly selective school or a school with a selective stream in the borough.**

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

- 2.1 The Royal Borough has a wide range of school choice, offering both two and three-tier options with access at ages 8,11,13 and 16, in a range of community, faith, single gender and mixed schools. This council remains committed to ensuring every pupil can choose the education they want to receive and that all education is high quality education. To this end this council has invested £21m in primary school capacity over the last five years and has an active investment programme of £30m for secondary school expansion. The investment programme will support the education sector to achieve high standards while meeting the forecast level of demand for school places, including the provision of up to 10% extra capacity. This council believes that the availability of additional places offering selective education will increase choice, quantity and quality of school places available to pupils and families living within the borough.
- 2.2 The quality of education within the Royal Borough is rising. Following inspections this academic year, at the end of October 2016, 84% of the state-funded schools

in the borough are judged by Ofsted to be Good or Outstanding. The impact on pupils is also good with strong attainment in the 2016 examination season. 59% of students who completed the year 6 SAT test in 2016 reached the national benchmark making the Royal Borough the 17th highest attaining local authority out of the 150 authorities with sufficient schools in England. Similarly, 72.2% of students who took GCSE examinations in September 2016 achieved an A\*-C grade in English and Mathematics making the Royal Borough the 9<sup>th</sup> highest attaining local authority in England in this measure.

- 2.3 Whilst overall quality and attainment are high within the Royal Borough, some pupils seek places in other local authority areas. Historically 20%-30% of pupils applied for selective school places when this process took place before the entrance test results were known. The system changed in 2014 so that pupils knew their score in the test prior to making an application. This change led to a reduction in the number of applications as some families recognised the reduced chance of being accepted. In 2015, 16% of parents sought a selective school place outside of the Borough with 13% putting this as their first preference of school type based on the result of their child's entrance test result. In the last five years over 12% of pupils living in the Royal Borough have been offered a selective school place in year 7, see appendix B for a summary of the applications for secondary school places.
- 2.4 The 666 pupils attending a selective school outside of the Royal Borough since September 2011 are having a limited positive effect on the borough's education environment. This council is committed to residents having the choice to attend a selective school within the borough boundary and has made a manifesto commitment, in response to residents' demands, to promote selective education within the Royal Borough.
- 2.5 Whilst this council is investing in existing schools to meet planned demand for the next three years, there will be further population growth in the next ten years. The plans as proposed in the Borough Local Plan will require at least one new primary and secondary school to meet the needs of the families. An opportunity exists within the borough to build the two new schools in the centre of Maidenhead on a number of council-owned sites including Maidenhead Golf Club.
- 2.6 The government consultation makes several proposals relating to the contribution of selective schools, independent schools and universities to improving the educational standards for pupils from financially disadvantaged backgrounds. In the Royal Borough, 6.0% of our young people are currently eligible for free school meals while 14.4% have been eligible at some point in the last six years<sup>1</sup>. This larger cohort is eligible for the Pupil Premium and numbered 3052 pupils by the Department for Education in April 2016. This cohort is typically referred to as the "Free School Meals" cohort in schools and there is comparative data available for this segmentation at the end of Key Stages. Nationally, this cohort of young people does not achieve as well as their peers and that is true in the Royal Borough. Locally over the last three school years these pupils have achieved around the national average for those from financially disadvantaged backgrounds and significantly below other pupils in the Royal Borough. Table 1 shows the attainment of these pupils in comparison to the national benchmark for their age group and the gap with other pupils in the Royal Borough.

---

<sup>1</sup> Taken from DFE data in 2016 following the refresh of IDACI data which is updated every five years. Previously the Royal Borough had 9% of the school population eligible for Free School Meals.

**Table 1: Performance of pupils eligible for Free School Meals**

			2013	2014	2015
Key Stage 2 Level 4+ reading, writing and maths	RBWM	FSM	68%	68%	58%
		Gap	-11%	-15%	-26%
	National	FSM	60%	64%	66%
		Gap	-19%	-18%	-17%
Key Stage 4 5+ A*-C inc. English & maths	RBWM	FSM	48%	34%	39%
		Gap	-22%	-30%	-28%
	National	FSM	38%	33%	34%
		Gap	-27%	-27%	-28%

- 2.7 Improvement in this area is priority for this council and is supported by a manifesto commitment to “Work with schools to close any attainment gaps for poor pupils”. Already this academic year, our school improvement service has offered every school targeted support regardless of school type. This council welcomes the proposals outlined in the consultation to improve the support provided by the most advantaged in the education system to increase the attainment of young people living with financial disadvantage.
- 2.8 In this context, it is recommended that the Royal Borough respond positively to the proposals set out by the government to allow wholly or partially new selective school places to be developed. This council believes the range of options, from new schools to the conversion of existing schools, offers the best chance to develop a broad range of school types while maintaining high quality education in them all.
- 2.9 The consultation “Schools that work for everyone” requires respondents to answer a batch of questions following each section of the paper. Appendix A contains the proposed response from the Royal Borough.
- 2.10 Whilst the government will consider all consultation responses before bringing forward the necessary changes in policy, guidance or statute in due course, this council wishes to move forward as quickly as possible and will therefore take the following steps to establish a number of options by March 2017.
- Write to all state funded secondary schools within the borough to invite expressions of interest in allowing some or all admissions through selection.
  - Write to selective schools across the country inviting them to actively pursue the establishment of a new wholly selective school or a school with a selective stream in the borough.
- 2.11 This council will support any proposal that considers full or partial selective education only where the proposal includes a detailed commitment to raise the academic achievement of young people eligible for pupil premium and those struggling to get by as identified in the Resolution Foundation “Hanging On” report in September 2016<sup>2</sup>. Any school proposal must outline concrete steps to include a representative proportion of those pupils within the provision. For example, a new selective school admitting 120 pupils in a year group would be expected to prioritise the admission of significantly in excess of the 17 young people whose

<sup>2</sup> <http://www.resolutionfoundation.org/publications/hanging-on-the-stresses-and-strains-of-britains-just-managing-families/>

education attracts Pupil Premium because of their free school meals eligibility. Further, any solutions will have to be supported by resident demand which is clearly evidenced.

### 3. KEY IMPLICATIONS

3.1 The following outcomes are required from the process.

Defined Outcomes	Unmet	Met	Exceeded	Sig. Exceeded	Date they should be delivered by
Consultation response submitted by due date.	Not submitted	Submitted	NA	NA	12 December 2016
Expressions of interest are received from existing schools	None received	1 received	2 received	At least 3 received	End of March 2017
Interest from existing Selective schools	None received	1 received	2 received	At least 3 received	July 2017

### 4. FINANCIAL DETAILS

4.1 There are no financial implications of this report.

### 5. LEGAL IMPLICATIONS

5.1 The local authority is able to respond to the consultation as set out in the recommendations. Until such time as a new regulations are published, there is no mechanism for new selective schools to open in the UK.

### 6. VALUE FOR MONEY

6.1 There is no expenditure resulting from this report.

### 7. SUSTAINABILITY IMPACT APPRAISAL

7.1 Not required.

## 8. RISK MANAGEMENT

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Too many selective places are proposed	HIGH	An open process and demographic needs analysis by RBWM will make clear to proposers, DFE and EFA the likely impact of individual schemes	MEDIUM

## 9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 This paper contributes to the council's strategic objective to make sure every pupil can access excellent education. It is directly related to the manifesto commitments to explore the provision of selective school education within the borough and to close the gap for disadvantaged pupils.

## 10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

- 10.1 This report relates to the principles of maintaining choice and high quality education for all. There are specific recommendation regarding those eligible for free school meals and any forthcoming proposals will contain detail that may require a full Equality Impact Assessment. This report does not require such an assessment.

## 11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

- 11.1 None.

## 12. PROPERTY AND ASSETS

- 12.1 None.

## 13. ANY OTHER IMPLICATIONS

- 13.1 None

## 14. CONSULTATION

- 14.1 This report will be considered by the Children's Overview and Scrutiny panel on 15 November 2016. The government consultation is available to all for submission and the council has encouraged schools to express their specific opinions.

## 15. APPENDICES

- Appendix A: The Royal Borough response to government consultation – "Schools that work for everyone".
- Appendix B: Selective School Analysis

## 17. BACKGROUND INFORMATION

17.1 The historical data generated from recent school admissions years has been used to establish the demographic figures used in section 2 and the Governments “Schools that work for everyone” document, which can be downloaded from <https://consult.education.gov.uk/school-frameworks/schools-that-work-for-everyone>, is the source of the questions for the proposed responses.

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr N Airey	Leader Member for Children’s Services	21/10/16	24/10/16	Comments
Cllr D Evans	Deputy Lead Member for Children’s Services	21/10/16		
Russell O’Keefe	Strategic Director Corporate and Community Services	21/10/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	21/10/16	22/10/16 8/11/16	Comments
Simon Fletcher	Strategic Director Operations and Customer Services	21/10/16		

## REPORT HISTORY

Full name of report author	Job title	Full contact no:
Kevin McDaniel	Head of Schools and education Support	01628 683592

## **Appendix A: The Royal Borough response to government consultation - Schools that work for everyone**

The answers below are labelled by the paragraph number in the consultation paper which contains the questions. There is often more than one question per paragraph number

### **Families who are just about managing**

10 Q: How can we better understand the impact of policy on a wider cohort of pupils whose life chances are profoundly affected by school but who may not qualify or apply for free school meals?

*There is an existing IDACI measure for deprivation which identifies, in statistical terms, the relative deprivation in postcode areas based on a number of existing measures. It would be feasible to look at progress and attainment data by IDACI band and therefore assess the school's contribution to the lower bands. This device could be further used to direct the potential engagement of selective schools, independent schools or universities towards schools with higher levels of need.*

10 Q: How can we identify them?

*Many parents will not be comfortable with school having personal information about their family circumstances, (in particular their income). We believe therefore the use of address as a broad proxy would appear to be the most accessible way to identify a cohort.*

### **Independent schools**

12 Q: What contribution could the biggest and most successful independent schools make to the state school system?

*In the Royal Borough of Windsor and Maidenhead we have seen the success of Holyport College, a free school sponsored by Eton College. This school has generated a high quality school for local pupils, taken an active position to support disadvantaged pupils and contributes to the wider state-school network. We believe this is a great example of the most effective way for independent schools to make a contribution to the local area. Full bursaries are more challenging as we believe that there are more barriers to success in education than just the cost of school fees. If places are offered on a bursary basis then the success measure must relate to the progress and outcomes for those students, not just the offering of the place at a point in time.*

12 Q: Are there other ways in which independent schools can support more good school places and help children of all backgrounds to succeed?

*In addition to school place support as set out in the paper we believe the independent sector has a role to increase the social capital of the area by opening up opportunities that are typically beyond the state-funded sector and those disadvantaged families. This may be*



*creating extra-curricular activities that are open to all; holiday time opportunities for enrichment; and supporting local networks such as sport and drama*

13 Q: Are these the right expectations to apply to all independent schools to ensure they do more to improve state education locally?

*It is not clear that every independent school is a good school and there are some that would struggle to meet the demands made of a state-funded school. Where their quality is good enough however we would welcome their contribution. In addition to the proposals to build social capital through extra-curricular enrichment, we would suggest that these schools could take an active role in securing apprenticeship and other workplace opportunities in the area based on their typical network of supporters.*

13 Q: What threshold should we apply to capture those independent schools who have the capacity to sponsor or set up a new school or offer funded places, and to exempt those that do not?

*The threshold for sponsorship or funded places should relate to the financial capacity of the organisation to deliver its services. A combination of turnover and asset base would create a metric to assess the level of requirement on the school which should then feed into inspection.*

14 Q: Is setting benchmarks the right way to implement these requirements?

*Sponsorship decisions do not fit a simple benchmark / numeric threshold. We would support a more qualitative regime, assessed by the Independent School Inspectorate which is able to assess the capability a school has to make a contribution to state education.*

14 Q: Should we consider legislation to allow the Charity Commission to revise its guidance, and to remove the benefits associated with charitable status from those independent schools which do not comply?

*Yes, providing that it is recognised that any closure as a result might add to the school place pressures in a given area.*

14 Q: Are any other changes necessary to secure the Government's objectives?

*It is not uncommon for the pupils targeted by this policy to have 'additional needs'. The guidance needs to be explicit that independent schools are expected to meet those needs without increasing the demand on High Needs funding. This will need to be carefully handled so that costs are not comparable to independent special schools but the normal fees for state-funded mainstream schools.*

## **Universities**

11 Q: How can the academic expertise of universities be brought to bear on our schools system, to improve school-level attainment and in doing so widen access?

*The University Technical College model is one that works well in the case where an employer or University has some relevant expertise about which an ‘upper’ school can be created and embraced by local industry. These should compliment the range of high quality broad-based provision available for the community. Some Universities would be excellent sponsors of schools, however the assessment of teaching in others does not create a strong sense of capability to deliver the desired Good or Outstanding state-funded schools.*

11 Q: Are there other ways in which universities could be asked to contribute to raising school-level attainment?

*The most common criticism of schools that are **not** Good or Outstanding is that their staff do not have either the requisite subject knowledge or passion for their subject which transmits itself to the students. Universities should be asked to work within their local area to lead and inspire subject teachers of all phases to improve the quality of what goes on in the classroom. Measuring the number of teachers who take part and the coverage of schools will be important along with overall improvements in the success of students in those subjects. Further, Universities can do more to raise the understanding of the role of qualifications – GCSE, A Level, BTEC, Degree, professional body exams etc – with young people in their local area to improve the quality of careers advice and inspiration beyond the statutory duty that sits with schools.*

15 Q: Is the DFA guidance the most effective way of delivering these new requirements?

*We are not in a position to comment on this question as local authorities are not familiar with the workings of the DFA guidance to Universities.*

16 Q: What is the best way to ensure that all universities sponsor schools as a condition of higher fees?

*We are not in a position to comment on the best way to influence Universities.*

18 Q: Should we encourage universities to take specific factors into account when deciding how and where to support school attainment?

*Universities should be required to support all of their local area schools to prevent the direction of support only to those schools likely to feed them students directly. The success of the University should be tied to a local area measure which rewards partnership working to improve outcomes for disadvantaged pupils; reduces the NEET rate and grows employment.*

## **Selective Schools**

15 Q: How should we best support existing grammars to expand?

*Existing selective schools face the threat of legal challenge when attempting to meet the “single integrated school” definition. We can reduce these hurdles by enabling existing selective schools to expand without fear that the status of “single integrated school” can be challenged. The funding of “expansion of places upfront on the basis of estimates” must relate to revenue and reflects a common battleground between schools of all types. Such*

*funding would be welcome but should apply to all expansions not just selective schools if a balanced provision to meet the needs of the local residents is to be maintained.*

15 Q: What can we do to support the creation of either wholly or partially new selective schools?

*We should not try to go backwards. In our area we have a great deal of choice. We have both two- and three- tier admission arrangements, faith and community, mixed and single gender schools. This range gives real choice over type of school and timing of entry however 16% of our families sought an out of borough selective school in 2015 and such provision will further develop that choice. Selective entry must fit into that model by offering a range of pathways in including different age entry points and academic thresholds to match the demographic demands of the community they serve. It must also play it's part in a high quality system: 76% of pupils in our Borough attend a Good or Outstanding secondary school and in 2016, 72.2% of students achieved A\*-C GCSE grades in maths and English, the 9<sup>th</sup> highest ranking for an English local authority.*

*It is likely that a selective school will have a wider catchment area and therefore a requirement for travel support. In areas which do not run entrance testing for all pupils, access to a selective school is currently treated as parental choice and this could be a real barrier for those families who are just about managing. We would recommend that the local authority could be supported to provide transport assistance, with end of day flexibility, for such schools.*

15 Q: How can we support existing non-selective schools to become selective?

*The issues with changing admissions criteria are manifold and last for many years. It will be important to allow some flexibility in the admission arrangements for siblings and those who will have selected a location because of the ability to access a particular school. It is possible that schools making the transition will need to upskill the level of teacher they have (e.g. 3 top sets vs 3 tiers) so an investment and training programme to grow the appropriate staff could be required.*

17 Q: Are these the right conditions to ensure that selective schools improve the quality of non-selective places?

*Running an outstanding school is hard; running a group of outstanding schools with similar ethos and approach is harder; running outstanding schools with very different characteristics is the hardest of all. It should not be required that a selective school runs other schools, instead they should have targets to increase the proportion of lower income households attending and achieving in their schools. We would welcome proposals which support differential thresholds to support this ambition. They should similarly be asked to lead on the generation of aspiration in primary years so more of these families opt for selective education regardless of where it is delivered. We also believe that disadvantaged families don't believe the entrance tests are fair to their children. Selective schools should be*

*required to promote the fairness and resistance to “test coaching” of their admission arrangements.*

17 Q: Are there other conditions that we should consider as requirements for new or expanding selective schools, and existing non-selective schools becoming selective?

*There are relatively few children with additional needs in selective schools (often because taking a test is challenging) and it will be important that selective schools support those with strong mainstream ability wrapped up with complex needs. The planning of a coherent education offer is crucial to the overall standards in an area so that non-selective schools can maintain a mixed intake. It will matter therefore how the places are distributed and the overall balance of the areas school mix.*

17 Q: What is the right proportion of children from lower income households for new selective schools to admit?

*Selective schools should be expected to serve the wider community area they serve and their intake should mirror the demographic mix of that community. It is important that this is not just catchment area as we know that over time the financially advantaged secure property near the best schools. Where appropriate we would welcome a selective school which overtly seeks to take a high proportion of disadvantaged pupils and therefore would not support a ceiling.*

19 Q: Are these sanctions the right ones to apply to schools that fail to meet the requirements?

*The proposed financial sanctions can work, however we would like to see more.*

19 Q: If not, what other sanctions might be effective in ensuring selective schools contribute to the number of good non-selective places locally?

*Sanctions have to be financial otherwise they have no impact on the school, however we also believe that in state education, the judgement of the regulator is a crucial indicator to parents and for the reputation of the school. We would welcome the ability for Ofsted to inspect any school that falls short of its commitment, with a particular focus on the arrangements for that group of pupils.*

20 Q: How can we best ensure that new and expanding selective schools and existing non-selective schools becoming selective are located in the areas that need good school places the most?

*We need to build on the existing SCAP data system and ensure that there is joined up school place planning between LAs and the DFE / EFA so that every school offers a real choice to families.*

21 Q: How can we best ensure that the benefits of existing selective schools are brought to bear on local non-selective schools?

*All schools need to collaborate to secure the best outcomes for local pupils. In our role as the champion for children local authorities should be responsible for building effective local partnerships (as this is beyond the statutory role of Multi Academy Trusts) so that parents and pupils have access to the best that all schools have to offer.*

21 Q: Are there other things we should ask of existing selective schools to ensure they support non-selective education in their areas?

*The network of selective schools typically has access to a wider range of extra-curricula activities and individuals who are passionate about raising aspiration. We should expect selective schools to enable others to access such experiences through increased local sharing.*

21 Q: Should the conditions we intend to apply to new or expanding selective schools also apply to existing selective schools?

*Yes, in order for selective education to support the overall ambition the playing field must be level for all selective schools.*

## **Faith schools**

13 Q: Are these the right alternative requirements to replace the 50% rule?

*Unlike many of the free schools listed in the consultation, the 7000 Christian faith schools in England are a crucial part of local place planning. Local Authorities would like to see admission requirements which ensure local families have priority access to some places at any oversubscribed school with a religious character ahead of out of area families of faith.*

13 Q: How else might we ensure that faith schools espouse and deliver a diverse, multi-faith offer to parents within a faith school environment?

*We support the proposal for an Independent governor with a specific duty to ensure a diverse, multi-faith offer. Further we would recommend that these issues are monitored by Ofsted inspection to ensure faith teachings do not block crucial safeguarding education for all young people.*

16 Q: Are there other ways in which we can effectively monitor faith schools for integration and hold them to account for performance?

*Local Authorities already have to invest several thousand pounds a year in SACRE, for the teaching of religion. This body could be asked, through expanding statutory reach, to be accountable for integration and the cross-faith teaching needed to improve integration.*

16 Q: Are there other sanctions we could apply to faith schools that do not meet this requirement?

*Sanctions have to be financial otherwise they have no impact on the school, however we also believe that in state education, the judgement of the regulator is a crucial indicator to parents and for the reputation of the school. We would welcome the ability for Ofsted to inspect any school that falls short of its commitment, with a particular focus on the arrangements for that group of pupils.*

# 1st preference applications for grammar school places from RBWM residents

Data excludes Late Applications

	2007	2008	2009	2010	2011	2012	2013	2014	2015			
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Trend	Average	Weighted Average

Slough gives result of 11+ to parents before applications deadline  
 Bucks follows suit  
 Holyport College opens

## 1st preference analysis

<b>A</b> 1st preference applications for Grammar schools, by area of residence	Ascot	8	8	7	6	6	9	1	4	4		6	5
	Maidenhead	144	171	165	151	171	177	201	126	106		157	126
	Windsor	33	34	54	41	46	37	39	32	30		38	33
	Datchet & Wraysbury	39	38	37	39	29	37	27	35	22		34	28
	RBWM	224	251	263	237	252	260	268	197	162		235	192
<b>B</b> Total No. On Roll in Year 6 (in RBWM school) by area of residence <small>(rbwm school means any state maintained school in the borough, incl. free schools and academies) (January School CENSUS)</small>	Ascot	117	112	113	119	103	117	117	119	122		115	119
	Maidenhead	671	719	704	730	653	693	669	730	699		696	703
	Windsor	296	341	321	335	323	322	330	305	369		327	344
	Datchet & Wraysbury	73	73	78	88	65	77	64	87	87		77	84
	RBWM	1157	1245	1216	1272	1144	1209	1180	1241	1277		1216	1251
<b>C</b> All 1st preference applications for Year 7, by area of residence <small>(incl. those made for non-selective schools)</small>	Ascot	148	161	179	175	176	190	191	195	211		181	198
	Maidenhead	553	678	673	706	701	739	724	801	780		706	759
	Windsor	50	60	63	58	62	50	61	70	81		62	73
	Datchet & Wraysbury	76	70	67	63	62	66	71	90	74		71	76
	RBWM	827	969	982	1002	1001	1045	1047	1156	1146		1019	1105
<b>D</b> 1st preference applications for Grammar schools, as a % of the 1st preference applications made  (i.e. A ÷ C)	Ascot	5%	5%	4%	3%	3%	5%	1%	2%	2%		3%	2%
	Maidenhead	26%	25%	25%	21%	24%	24%	28%	16%	14%		23%	17%
	Windsor	66%	57%	86%	71%	74%	74%	64%	46%	37%		64%	47%
	Datchet & Wraysbury	51%	54%	55%	62%	47%	56%	38%	39%	30%		48%	37%
	RBWM	27%	26%	27%	24%	25%	25%	26%	17%	14%		23%	18%
<b>E</b> Successful 1st preference applications for Grammar Schools as at National Offer Day  <small>(The green bars represent the proportion of successful 1st preference applications)</small>	Ascot	2	3	4	0	1	4	0	1	0		2	1
	%	25%	38%	57%	0%	17%	44%	0%	25%	0%		26%	13%
	Maidenhead	44	64	61	49	52	74	90	94	86		68	81
	%	31%	37%	37%	32%	30%	42%	45%	48%	48%		41%	67%
	Windsor	13	17	17	13	18	11	13	17	18		15	17
%	39%	50%	31%	32%	39%	30%	33%	53%	60%		38%	52%	
Datchet & Wraysbury	24	11	16	20	6	14	8	13	11		14	12	
%	62%	29%	43%	51%	21%	38%	30%	37%	50%		39%	44%	
RBWM	83	95	98	82	77	103	111	125	115		99	111	
%	37%	38%	37%	35%	31%	40%	41%	63%	41%		40%	59%	

Average = average (mean) of all years, 2007 to 2014.  
 Weighted Average = average calculated on years 2007 to 2014, but with more weight given to later years. It reflects more recent trends, whilst taking account of the overall average.

1st preference applications made, by school and selected years	2010				2014				2015			
	Applications	Allocated	No Offer	% allocated	Applications	Allocated	No Offer	% allocated	Applications	Allocated	No Offer	% allocated
Sir William Borlase's Grammar S Bucks	46	19	27	41%	60	46	14	77%	38	34	4	89%
St Bernard's Catholic Grammar S Slough	45	19	26	42%	30	11	19	37%	22	14	8	64%
John Hampden Grammar School Bucks	46	2	44	4%	25	21	4	84%	16	13	3	81%
Upton Court Grammar School Slough	6	4	2	67%	17	5	12	29%	11	4	7	36%
Wycombe High School Bucks	18	9	9	50%	15	11	4	73%	12	10	2	83%
Burnham Grammar School Bucks	17	7	10	41%	13	10	3	77%	9	8	1	89%
Beaconsfield High School Bucks	3	1	2	33%	10	5	5	50%	5	1	4	20%
Kendrick Girls Grammar School Reading	21	6	15	29%	8	4	4	50%	13	9	4	69%
Reading School Reading	9	5	4	56%	6	5	1	83%	18	13	5	72%
Langley Grammar School Slough	12	5	7	42%	5	3	2	60%	12	5	7	42%
The Royal Grammar School Bucks	2	2	0	100%	3	1	2	33%	2	2	0	100%
Herschel Grammar School Slough	11	3	8	27%	2	2	0	100%	2	1	1	50%
Tiffin School Surrey	1	0	1	0%	2	1	1	50%	1	0	1	0%
The Tiffin Girls' School Surrey	0	0	0	0%	1	0	1	0%	0	0	0	0%
Dr Challoner's High School Bucks	0	0	0	0%	0	0	0	0%	1	1	0	100%
<b>TOTAL</b>	<b>237</b>	<b>82</b>	<b>155</b>	<b>35%</b>	<b>197</b>	<b>125</b>	<b>72</b>	<b>63%</b>	<b>162</b>	<b>115</b>	<b>47</b>	<b>44%</b>

	2007	2008	2009	2010	2011	2012	2013	2014	2015			
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Trend	Average	Weighted Average

## G Breakdown of the data in Table E into 'subareas'

Ascot	Ascot	2	3	4	0	1	4	0	1	0		2	1
	%	25%	38%	57%	0%	17%	44%	0%	25%	0%		23%	12%
Maidenhead	Bisham and Cookham	17	17	20	10	21	19	18	14	10		16	13
	%	52%	44%	65%	50%	49%	50%	46%	78%	67%		55%	65%
	Central Maidenhead	5	3	7	7	9	5	12	7	10		7	9
	%	31%	13%	33%	30%	38%	25%	55%	70%	67%		40%	58%
	Maidenhead Villages	2	3	3	0	0	2	0	4	2		2	2
	%	33%	30%	27%	0%	0%	18%	0%	80%	100%		32%	74%
	North East Maidenhead	6	6	10	5	3	11	17	11	14		9	12
	%	32%	25%	38%	21%	10%	38%	45%	55%	83%		39%	66%
North West Maidenhead	9	26	13	19	11	21	30	36	30		22	28	
%	18%	59%	29%	40%	30%	48%	54%	82%	97%		51%	79%	
South East Maidenhead	3	5	4	7	6	11	8	14	9		7	9	
%	17%	28%	19%	32%	38%	46%	29%	82%	90%		42%	73%	
South West Maidenhead	2	4	4	1	2	5	5	8	11		5	8	
%	67%	33%	40%	14%	20%	45%	31%	67%	72%		45%	72%	
Windsor	East Windsor	4	4	3	4	3	3	8	3	6		4	5
	%	57%	44%	21%	50%	30%	33%	67%	50%	67%		47%	57%
	Eton	2	1	1	1	0	0	0	3	1		1	1
	%	40%	33%	20%	20%	0%	0%	0%	75%	50%		26%	46%
	Windsor North	2	3	8	0	4	0	2	4	3		3	3
%	50%	60%	42%	0%	33%	0%	22%	67%	60%		37%	53%	
Windsor South	2	6	1	4	10	2	1	3	4		4	4	
%	22%	67%	10%	33%	71%	22%	20%	38%	57%		38%	47%	
Windsor Villages	3	3	4	4	1	6	2	4	4		3	4	
%	38%	38%	47%	50%	13%	55%	20%	50%	57%		43%	51%	
Datchet & Wraysbury	Datchet and Wraysbury	24	11	16	20	6	14	8	13	11		14	12
	%	62%	29%	43%	51%	21%	38%	30%	37%	50%		40%	45%

<b>H</b> 1st preference applications for Grammar schools, as a % of the Year 6 numbers on roll  (i.e. A ÷ B)	Ascot	7%	7%	6%	5%	6%	8%	1%	3%	3%		5%	4%
	Maidenhead	21%	24%	23%	21%	26%	26%	30%	17%	15%		23%	18%
	Windsor	11%	10%	17%	12%	14%	11%	12%	10%	8%		12%	10%
	Datchet & Wraysbury	53%	52%	47%	44%	45%	48%	42%	40%	25%		44%	34%
	RBWM	19%	20%	22%	19%	22%	22%	23%	16%	13%		19%	15%





Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	No - Part I
<b>Title</b>	<b>Delivering Differently – Future Provision of Customer and Library Services</b>
<b>Responsible Officer(s)</b>	Simon Fletcher, Strategic Director of Operations and Customer Services
<b>Contact officer, job title and phone number</b>	Simon Fletcher, Strategic Director of Operations and Customer Services
<b>Member reporting</b>	Councillor Hill – Lead Member for Customer & Business Services  Councillor Rayner – Lead Member for Culture and Communities
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	24 November 2016
<b>Implementation Date if Not Called In</b>	After Employment Panel Paper is approved
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. The purpose of the proposal is to create a modern, first in class customer facing, high performing service called 'Customer Experience' with three access channels, 24/7 digital, face-2-face and telephone.
2. This report sets out the two phase approach to achieving this proposal:
  - Phase one: Merge the functions of Customer Services and the Culture, Libraries, and Registration Service in new hubs in Maidenhead and Ascot, and in Windsor, to operate the combined services across the two locations, Windsor Library and York house. With the services operating out of the Library whilst York House is refurbished, and then in York House.
  - Phase two: Redesigned telephone contact centre.
3. The new 'Customer Experience' service is based on good practice and benchmarking across the country. Phase one will go-live on 1 July 2017. It keeps our traditional library service, but over time, will deliver the majority of council services locally to residents seven days a week. This face-to-face service will be supported by extending the range of 24/7 digital services and moving telephone services to a seven day a week operation.

<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
Improved services for residents alongside financial efficiencies.	1 July 2017
Residents will have access to more services, closer to home, seven days a week in person, by phone and 24/7 through digital access.	1 July 2017

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

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

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

- 2.1. The functions which will form part of the new 'Customer Experience' team, are:
  - Libraries (Reading; Information; Learning; Assisted Digital and support to Health & Wellbeing Services);
  - Customer Services (Face-to-face contact; Telephone customer contact; Digital services);
  - Registration Services (Births; Deaths; and Marriages);
  - Specialised Business Support (Facilities Management; Housing Options and Homelessness Parking (permits and appeals);
  - Customer Feedback (Comments; Compliments; and Complaints);
  - Culture and Heritage (Arts & Heritage Grants; Outreach Events; Museums; Arts Delivery; Public Art; and Blue Plaques).
- 2.2. The proposed operating model is based on good practice, lessons learnt and benchmarking, and is designed to meet the needs of our residents, deliver commitments embedded in the council's manifesto, while delivering financial efficiencies. It will involve multiskilling staff across the two current services which will require a dedicated training hour for at least the first six months of operation.
- 2.3. Phase one will deliver:
  - **Optimisation:** merger and restructure of Customer Services and Culture, Libraries and Registration teams (including Customer Contact, Housing Options and Homelessness, Facilities Management, Parking permits and appeals, and Complaints) to create a single 'Customer Experience' team.
  - **Face-to-Face transactions:** creation of three multi-service customer 'hubs' at Maidenhead and Ascot Libraries, and ~~66~~ Windsor, operate the combined

services across the two locations, initially in Windsor Library and then in York House. To deliver all face-to-face transactions 7 days a week. Over the next couple of years, proposals will be brought forward to enable access to more council services across all libraries, using new technologies and ways of working.

- **Telephone transactions:** the telephone contact channel will be extended to operate 7 days a week (9am – 7pm, Monday, Tuesday, Thursday and Friday; 10am – 7pm on Wednesdays; 9am – 5pm Saturday and 11am – 2pm Sunday).
- **On-Line Transactions:** enhancing ‘Digital by Choice’ with a range of additional services and transactions available by January 2017. These include: parking permits and appeals; pot holes; street lighting; fly tipping; licensing; complaints; call backs; online appointments, bulky waste, appointments and space bookings.
- Remodel the existing **Town Hall reception area**. Residents and other customers will go to the new service hubs for their needs.

2.4. Some of the existing functions will be affected, the detail of which will be set out in a paper to Employment Panel. In brief, areas subject to change include:

- Facilities Management (security of and the running of the council buildings, courier services, events concierge and printing) – this function will work 7-days a week to support the new operating model;
- Culture and Heritage (museum, grants, learning and outreach roles) – roles will be subject to change;
- Registrations (registration of births, deaths, marriages and citizenship) –this function remains largely unaffected other than appointments will be booked across 7 days and on at least one evening with an appropriate structure to support;
- Customer Relations and Feedback (compliments, statutory and formal corporate complaints, residents champion) – this function remains largely unaffected other than a requirement to work over 7 days as necessary; sharing of logging; initial responses and low level resolutions across the wider supervisory team.

2.5. A parallel piece of work is currently underway to develop phase two, a redesign of the service offered by the contact centre, to create an improved, high-performing customer contact service. A paper will be brought to Cabinet in February 2017 containing a number of recommendations to deliver outstanding telephony services, which meet customer needs with more responses being ‘right first time’.

2.6. Options for the services which have been considered are:

Option	Comments
Retain the existing service configuration. <b>This is not a recommended option</b>	The current service configuration is a high cost model. This option would not realise the benefits and accessibility improvements or the identified savings.
Seek a third party provider <b>This is not a recommended option</b>	Elements of this service area could potentially be delivered by a third party provider. However, the Council would not realise the full potential of the efficiency savings or service improvements.

Option	Comments
Create shared services  <b>This is not a recommended option</b>	Shared services have been reviewed generally by Chief Officer groups across Berkshire but no appetite has been identified to share these services at this time.
Optimise; merge and restructure the existing Customer Services and Culture, Libraries & Registration team into a single 'Customer Experience' team based around three service hubs, supported by enhanced digital and telephone transactions. <b>This is the recommended option</b>	This option protects and enhances frontline resident facing services while delivering financial efficiencies as set out in this paper.

### 3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Number of council services available at libraries increased from 4 to:	<5	5-6	7- 8	>8	31 March 2018
Increase of digitally delivered services from 28% to:	<50%	50-60%	61-70%	>70%	31 March 2018
% of avoidable customer contacts reduced from 54% to:	>40%	40%	39%-35%	<35%	31 March 2017
Increased number of contacts resolved at first contact point from 83% to:	<85%	85-88%	88-90%	>90%	31 March 2018
Increased physical visits to libraries (annual) from 740,000 to:	<780,000	780,000-790,000	791,000-800,000	>800,000	31 March 2018

### 4. FINANCIAL DETAILS

#### Revenue

- 4.1 Phase one will generate £286,000 of savings in 2017-18, and a further £100,000 of savings will be generated in 2018-19 from phase 2. This reduction in service cost will be achieved while protecting frontline services.

	2016/17	2017/18	2018/19
	Revenue	Revenue	Revenue
Addition	£0	£0	£0
Reduction	£0	£286,000	£100,000

## Capital

- 4.2 The new service model requires £150,000 of capital investment to create the space required in the Libraries to deliver the wider services, and to remodel the space currently used by Customer Services in the Town Hall.
- 4.3 The capital funding will be spent:
- £55,000 – on the new Maidenhead Library service hub layout
  - £60,000 – on Windsor and Ascot Libraries service hub layout
  - £35,000 – on remodelling Maidenhead Town Hall reception
- 4.4 The proposed capital programme for 2017/18 includes an allocation of £150,000. Approval is sought to bring £100,000 of the allocation into the 2016/17 financial year.

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	Capital	Capital	Capital
Addition	£100,000	£50,000	£0
Reduction	£0	£0	£0

## 5. LEGAL

- 5.1 There are no direct legal implications associated with this merger of services.

## 6. VALUE FOR MONEY

- 6.1 As set out in the body of the report.

## 7. SUSTAINABILITY IMPACT APPRAISAL

N/A

## 8. RISK MANAGEMENT

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
The proposals contained in this report do not deliver the expected improvements in service delivery	No improvement in service levels or customer satisfaction	A robust business case has been developed based on extensive research and scenario testing. Each stage of the process has been scrutinised fully.	Medium
The proposals contained in this report do not deliver the expected financial efficiencies.	Savings targets linked to delivery of the Medium Term Financial Plan not achieved	A robust business case has been developed based on extensive research and scenario testing. Each stage of the process has been scrutinised fully. Alternative savings will be identified within the Directorate to achieve the overall level of	Low

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
		savings	
Negative impact on staff morale	Adverse affect on delivering of services	Open and regular communication in place through a variety of channels	Medium
Lack of resource capacity to deliver the new operating model to programme	Delay in achieving customer improvements and achievement of financial efficiencies  Potential impact of other Transformation workstreams across the authority	Resource capacity and capability closely monitored. Short-term, task specific secondments in place. Specialist support commissioned as required	Medium
Negative impact on traditional library users causing complaints to increase and decrease in customer satisfaction	Complaints increase and customer satisfaction decreases	Clear customer engagement and communication plans.	Medium

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

- 9.1 The Council’s corporate strategy 2016-2020 has 14 objectives, one of which is “To bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services”.
- 9.2 Successfully delivering the outcomes of the new operating model will directly support the Council to deliver against this ambition for residents.
- 9.3 In addition, a range of commitments within the manifesto are supported or delivered through the delivery of the new operating model.

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

N/A

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

- 11.1 This proposal requires a report to Employment Panel setting out the detailed implications for staff.

11.2 In summary the 'Customer Experience' structure creates a range of new posts and transition of existing posts. All new posts will have a requirement for staff to work a 7 day a week working pattern, however, the total hours of contracted employment will not exceed, on average, 37 hours a week (in order to ensure 7 day coverage 148 hours over a 4 week period will be worked). It will be the basis of how and when the work will be undertaken in any given 7 day week that will vary. This will be managed locally via a rota to ensure service coverage.

## 12. PROPERTY AND ASSETS

12.1 Maidenhead and Ascot libraries will be remodelled to create the new Customer Service hubs. Windsor library will be remodelled in order to deliver services there while York House is refurbished. Costs for this are set out in the financial implications section above.

12.2 Existing face-to-face Customer Services at the Town Hall will transfer to Maidenhead library. The existing reception area will be remodelled.

12.3 Existing face-to-face customer services at York House will transfer to Windsor library as an alternative place to deliver 'Customer Experience' during the renovation of York House.

## 13. ANY OTHER IMPLICATIONS

N/A

## 14. CONSULTATION

14.1 Staff impacted by this proposal will be formally consulted in line with HR policy and procedures.

14.2 This report will be considered by the Corporate Services and the Culture and Communities Overview & Scrutiny Panel with comments reported to Cabinet for consideration.

## 15. TIMETABLE FOR IMPLEMENTATION

Date	Details
Mar 2016	Delivering Differently discussion paper.
Jun 2016	Service specific proposals approval in principle by Cabinet to develop detailed operating model.
Jun – Sep 2016	Reference visits and best practice research.
Jun – Oct 2016	Detailed Operating Model developed.
Nov 2016	Report to Cabinet seeking approval to operating model and move to implementation phase.
Dec 2016	Begin launch of new digital channels.
Dec 2016 – May 2017	Deliver implementation plan.
Jan 2016	Report to Employment Panel seeking approval to operating model and to move to implementation phase.
Dec 2016 – Mar 2017	Commence 30 day formal staff consultation (subject to approval).

Date	Details
Feb 2017	Cabinet report on phase 2 the telephony improvements.
Mar – Jun 2017	Remodelling of buildings and creation of customer hubs.
1 Jul 2017	New Operating Model 'Go-Live'.

## 16. APPENDICES

None

## 17. BACKGROUND INFORMATION

- 17.1 The new operating model represents a significant change from the current way we do business and is a bold proposal. Officers have visited a number of public and private sector reference sites in Medway, Greenwich, Warwickshire, Newcastle, North Tyneside, Stockton on Tees, North Yorkshire and Cornwall in developing these proposals. Through these visits it was possible to discuss a number of approaches and methods of delivery. This has helped identify and use best practice and learning from the experience of others and validate thinking.

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr Geoff Hill	Lead Member for Customer & Business Services (including IT)	27/10/16		
Cllr Samantha Rayner	Lead Member for Culture and Communities	27/10/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	27/10/16		
Russell O'Keefe	Strategic Director Corporate and Community Services	27/10/16		
Anna Trott	Strategy & Performance Manager	27/10/16		
Jacqui Hurd	Head of Customer Services	24/10/16	25/10/16	Comments
Mark Taylor	Head of Libraries, Culture and Registration	26/10/16	26/10/16 & 09/11/16	Comments
Mark Lampard	Finance Partner (Operations)	24/10/16	25/10/16	Comments
Michelle Dear / Terry Baldwiin	HR Partner (Operations)	24/10/16	24/10/16	Comments
SLS	Legal Partner	24/10/16		



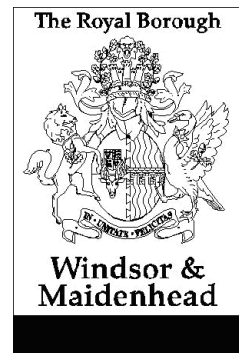
## REPORT HISTORY

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

Full name of report author	Job title	Full contact no:
Simon Fletcher	Strategic Director	01628 796147

This page is intentionally left blank

Report for: INFORMATION



<b>Contains Confidential or Exempt Information</b>	No - Part I
<b>Title</b>	Review of Progress in Hard to Fill Roles
<b>Responsible Officer(s)</b>	Alison Alexander, Managing Director and Strategic Director, Adults, Children and Health.
<b>Contact officer, job title and phone number</b>	Terry Baldwin, Head of Human Resources
<b>Member reporting</b>	
<b>For Consideration By</b>	Children's Takeover Day Special Overview and Scrutiny Panel
<b>Date to be Considered</b>	18 November 2016
<b>Implementation Date if Not Called In</b>	N/A
<b>Affected Wards</b>	None

## REPORT SUMMARY

In July 2016 Employment Panel approved to adopt the definition of 'hard to fill roles' as roles where there have been at least two unsuccessful recruitment campaigns. In addition it approved a number of recommendations to improve the council's ability to recruit and retain workers to these posts.

Members agreed an additional recommendation to ensure monitoring of the implementation of enhanced rates and the effect on the finances of the service and therefore agreed that regular reports be provided to the Children's Services Overview and Scrutiny Panel to monitor the progress against table 2, paragraph 4.2 of the original Employment Panel Report. This report provides that update.

## 1. DETAILS OF RECOMMENDATIONS

**RECOMMENDATION: That the Children's Takeover Day Special Overview and Scrutiny Panel:**

- i. Note the progress to date with regards to hard to fill posts.

## 2. BACKGROUND

2.1 Employment Panel approved a number of immediate actions in July 2016 to improve recruitment and retention to hard to fill roles. These actions largely focused on professional social care roles in Children's and Adult Services. 2.2 to 2.17 provides an update on each of these actions.

### **Increase the maximum salary for Child Protection workers by £3,000**

2.2 A communication has been issued to all Child Protection Social Workers informing them of the increase to the maximum salary and providing information about salary progression.

2.3 In the three months from 1 August 2016 to 31 October 2016 there has been one employee leaving a child protection role. This is a reduction on the previous three months when three employees left child protection roles. All leavers have been Senior Practitioners.

2.4 Adverts for Early Help Social Workers and Children's Services Social Workers have been live on the Council's dedicated Children's services recruitment microsite with the revised salaries since the beginning of August. We have received nine applications during that time. Of these nine, only one was suitable for interview but was not appointed.

2.5 In November there will be advertising campaigns for:

- Child Protection Social Work roles in MASH and Assessment.
- Team Managers and Social Workers in the Children and Young People Disability Service (CYPDS).

### **Amend the pay bands for new and existing Adult Social Workers and Occupational Therapists to reflect the current pay bands applied to Children's Social Workers in the Family Placement and Adoption Services.**

2.6 Adjustments to the salaries of the existing Adult Social Workers impacted by the increase in pay band have been actioned and a communication has been sent to all Adult Social Work staff.

2.7 In the three months from 1 August 2016 to 31 October 2016 four employees have left Adult Social Work roles. Of these one was a normal retirement and one an ill health retirement. One Occupational Therapist has left. This represents a slight increase when compared to the previous three months when two employees left Adult Social Work roles, however this increase is not significant taking into account that two of the recent leavers were retirements outside of the council's influence.

2.8 A new dedicated recruitment microsite for Adult Services Social Care has been created which launched in September advertising a range of roles with the improved salary ranges where applicable. The adverts closed in October and selection processes have recently been completed, the results of which are

identified in table 1. The response for some roles was an improvement compared to previous campaigns and therefore the enhanced site and salary ranges have had a positive impact. However it was disappointing that no applications were received from experienced social workers (see paragraph 2.10) or Occupational Therapists.

**Table 1: Results of Adult Services recruitment campaign**

Role	Number of Applicants	Number shortlisted for interview	Number of offers/appointments
Social Worker - Physical Disability and Older Persons Team (PDOP)	7	4	3 offered – all accepted
Occupational Therapist PDOP	0	0	0
Senior Occupational Therapist	1	1	0 – withdrew prior to interview
Team Manager PDOP	2	2	1 offered - declined  Second place candidate offered – awaiting candidate decision
Senior Social Worker Safeguarding	0	0	0
Senior Practitioner Adults	3	3	3 offered – awaiting candidate decision

- 2.9 The recruitment process has only recently concluded and therefore discussions are ongoing with a number of candidates where an offer has been made but not yet accepted. As these appointments have not been confirmed the financial details have not been included in Table 2, Paragraph 4.1.
- 2.10 The three Social Workers appointed are newly qualified and will be supported through their ASYE (Assessed and Supported Year in Employment). Starting salaries reflect their newly qualified status and therefore are significantly below the maximum of the new range. However increased opportunity for pay progression is now available to these staff as they develop their career with RBWM. These appointments will lead to a reduction in agency staff.
- 2.11 Of the three Senior Practitioners who have been offered roles, two are existing agency staff and therefore there will be a reduction in ongoing costs through the conversion from temporary to permanent if they accept the offer. If appointments proceed it is likely that these appointments will be to salaries in the newly extended range.

### **Introduce a £2,000pa out of hours allowance for the role Approved Mental Health professional**

- 2.12 This allowance has been implemented. There has been no turnover of Approved Mental Health professionals during the review period.

### **Key Worker Housing**

- 2.13 Employment Panel noted that on 30 June Cabinet agreed plans to deliver key worker housing that will be available to various staff including social care roles.
- 2.14 Work is progressing on the provision of this accommodation with a view to it being available in 2017.

### **Apply a relocation package of up to £8,000 to hard to fill roles**

- 2.15 Availability of a relocation package has been included in all adverts since the beginning of August.
- 2.16 A relocation package was offered to assist in securing the permanent appointment of an agency staff member to a position in Children's Services. Table 2, Paragraph 4.1 shows additional costs for agency Social Workers however it should be noted that the conversion from temporary to permanent for this position represents a reduction in cost of approximately £50,000 per annum after the expiry of the payment of the relocation allowance .
- 2.17 Relocation packages were not required for the confirmed appointments in Table 1 and therefore no further costs have been incurred to date.

### **Delivering Differently - New Partnerships**

- 2.18 Reactions from staff to announcements regarding the forthcoming partnerships with Achieving for Children and Optalis have been generally positive however turnover and staff feedback will be closely monitored over the coming months. This will enable preventative action to be taken in the event of an anticipated or actual rise in turnover in these critical areas.
- 2.19 In October Employment Panel approved the principles of a retention payments scheme that Directors can apply to their service areas to support the successful delivery of the 'Delivering differently' programme.
- 2.20 It should be noted that the forthcoming changes to service delivery may impact on recruitment to hard to fill roles in the short term until the forming of the new partnerships is complete. It is anticipated that the new partnerships will benefit recruitment and retention due to increased size of the respective organisations and the wider range of development opportunities. In addition adverts for roles that will be affected by the changes contain a positive statement about the forming of the new partnerships and managers are conveying positive messages at interview however it is possible that potential candidates may delay employment decisions up until the transfer date. The situation will be regularly monitored by HR to identify any trends which could indicate a slow down of applicants.

### **Next Steps**

- 2.21 It has been three months since the measures to support recruitment and retention to hard to fill roles were approved. Implementation began immediately although inevitably there were varying lead in times for the different elements and therefore

it is too early to fully assess the impact of the measures. The current round of recruitment in Adult Services is yet to be completed with candidate decisions outstanding on a number of posts. Roles in Children's Services are also due to go out to advert in November. It is also anticipated that the availability of key worker housing will positively impact on our ability to recruit.

- 2.22 Employment Panel agreed that an employment package would be investigated once the impact of this enhanced package has been tested. This review will therefore be undertaken in the new year when further information is available and will take into account the new partnership arrangements with Achieving for Children and Optalis due to be in place with effect from 1 April 2017.

### 3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered by
Improved package reduces the overall vacancy rates for the roles listed as hard to fill	Down by >50%	Down by 50%	Down by 60%	Down by 75%	1 January 2017

### 4. FINANCIAL DETAILS

#### Financial impact on the budget

- 4.1 Members specifically requested regular reports be provided to monitor progress against Table 2, paragraph 4.2 of the original Employment Panel report.

**Table 2: Original predicted cost of the proposals along with agency costs as at 30 June 2016 and updated position**

Table 2 Proposal	On going annual costs	Additional costs pa of agency workers based on current vacancy rates	Update as at 30 October 2016	
			Actual ongoing costs incurred to date	Impact of new appointments on additional costs pa of agency workers
Relocation costs*	£78,160		£7,800	
Revised salaries for existing Adult Social Workers and OT's	£11,544	£251,360	£11,544	-£67,827****
Revised salaries for new Adult Social Workers and OT's**	£26,412		£0	
Out of hours allowance for	£12,202		£12,202	

Approved Mental Health Prof				
Revised salaries for Children's Social Workers ***	£65,844	£368,875	£0	
<b>Total</b>	<b>£194,162</b>	<b>£620,235</b>	<b>£31,546</b>	
<b>Difference</b>		<b>£426,073</b>		

\* Assumes one quarter of all hard to fill roles require relocation expenses.

\*\* Assumes that all new adult social workers/OT's are recruited at £2,000 more than current salary.

\*\*\* Assumes that all new children's social workers are recruited at £3,000 more than current salary, which is unlikely.

\*\*\*\* Assumes all three Social Workers who have been appointed subject to clearances commence employment and therefore three agency social workers can be terminated.

- 4.2 It should be noted that although relocation costs of £7,800 have been incurred to as a result of the conversion to direct permanent employment of an agency Service Lead, this has led to a reduction in costs of approximately £50,000 per annum.

## 5. LEGAL IMPLICATIONS

- 5.1 As detailed in 18 July 2016 report to Employment Panel.

## 6. VALUE FOR MONEY

- 6.1 The aim of the actions to improve recruitment and retention to hard to fill posts is to reduce the reliance on costly agency staff and use the budget spent on agency workers to improve the package for permanent staff, which in turn will improve serviced delivery and impact positively on residents.

## 7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None

## 8. RISK MANAGEMENT

- 8.1

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Failure to take action or if action is unsuccessful is likely to result in turnover continuing at the current level or possibly increasing	HIGH Turnover continues at the present level or increases	Action taken and reviewed to assess impact.	MEDIUM Turnover reduced and workforce stabilised.



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

9.1 The recruitment and retention of key staff support the council's strategic objectives of Equipping Ourselves for the Future in order to allow us to Put Residents First.

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

10.1 No EQIA was done.

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

11.1 Covered elsewhere in this report.

## **12. PROPERTY AND ASSETS**

12.1 None.

## **13. ANY OTHER IMPLICATIONS**

13.1 Continuing recruitment and retention issues will continue to impact on service delivery and existing staff, which may in turn result in further turnover or increased sickness absence.

## **14. CONSULTATION**

14.1 None

## **15. TIMETABLE FOR IMPLEMENTATION**

15.1 Ongoing from 1 August 2016.

## **16. APPENDICES**

## **17. BACKGROUND INFORMATION**

## **18. CONSULTATION (MANDATORY)**

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
<b>Internal</b>				
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	06.11.16	07.11.16	Throughout

## **REPORT HISTORY**

<b>Decision type:</b>	<b>Urgency item</b>
-----------------------	---------------------

Non-key decision	No
------------------	----

Full name of report author	Job title	Full contact no:
Kathy Hook	Lead HR Business Partner	01628 796414