

NOTICE
OF
MEETING

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CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

will meet on

THURSDAY, 16TH NOVEMBER, 2017

at

6.30 PM

in the

COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD,

TO: MEMBERS OF THE CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

COUNCILLORS COLIN RAYNER (CHAIRMAN), DAVID BURBAGE (VICE-CHAIRMAN), DR LILLY EVANS, MOHAMMED ILYAS, EILEEN QUICK, LYNNE JONES AND GERRY CLARK

SUBSTITUTE MEMBERS

COUNCILLORS JESSE GREY, JOHN LENTON, JOHN STORY, SIMON WERNER, PAUL BRIMACOMBE, JUDITH DIMENT AND RICHARD KELLAWAY

Karen Shepherd - Democratic Services Manager

Issued: 08/11/2017

Members of the Press and Public are welcome to attend Part I of this meeting.

The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **David Cook**, david.cook@rbwm.gov.uk

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>WARD</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES</u> To receive any apologies of absence.		-
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.		5 - 6
3.	<u>MINUTES</u> To approve the Part I minutes of the meeting held on 24 October 2017.		7 - 12
4.	<u>ELECTORAL REVIEW PROCESS</u> To consider the report.		13 - 16
5.	<u>GUILDHALL</u> To receive a presentation on projected income levels.		Verbal Report
6.	<u>FINANCIAL UPDATE REPORT</u> To comment on the Cabinet report.		17 - 32
7.	<u>COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK QUARTERS 1 AND 2</u> To consider the Cabinet report.		33 - 52
8.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"		-

PART II PRIVATE MEETING

<u>ITEM</u>	<u>SUBJECT</u>	<u>WARD</u>	<u>PAGE NO</u>
9.	<u>MINUTES</u> To approve the Part II minutes of the meeting held on 24 October 2014. <i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i>		53 - 54
	ii.		

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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) include:

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

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

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

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

Prejudicial Interests

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

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

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

Personal interests

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

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

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Agenda Item 3

CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

TUESDAY, 24 OCTOBER 2017

PRESENT: Councillors Colin Rayner (Chairman), John Bowden, Dr Lilly Evans, Mohammed Ilyas, Eileen Quick and Lynne Jones

Also in attendance: Councillor Geoffrey Hill, Councillor Asghar Majeed, Councillor Jack Rankin, Councillor Claire Stretton, Councillor Derek Wilson and Councillor Edward Wilson

Officers: Russell O'Keefe, David Scott, Jacqui Hurd, Rob Stubbs and David Cook.

APOLOGIES

Apologies for absence were received by Cllr Burbage (Vice-Chairman) and Cllr D Evans (for agenda item 10).

Cllr Bowden was elected as Vice-Chairman for the duration of the meeting.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

The Part I minutes of the meeting held on 27 September 2017 were approved as a true and correct record.

COUNCIL TRUST REPORT

David Scott introduced the Council Trust report and informed that Panel that there were three sections:

- Category 1 – Charitable trusts where Cabinet were acting as Trustees on behalf of the Council.
- Category 2 - Charitable trusts which RBWM were involved with and provides the lead and all admin support for, including completion and submission where required for Annual Charity Commission Returns.
- Category 3 - Those charitable trusts where RBWM were involved with, but did not provide lead or administrative support for the trust.

There were no significant issues to report but in response to issues raised by trustees the Panel were informed that the Porny's Charity had been contacted by officers and had informed that a meeting of the trust would be scheduled before the new year. With regards to New Windsor Municipal Charities Cllr Airey as one of the trustees had now been contacted by the organisation.

During discussion on the item it was suggested that there be an article in Around the Royal Borough about the services provided by the charities. The Panel also requested a breakdown of The Spoore, Merry and Rixman Foundation payments.

MAIDENHEAD GOLF CLUB

The Panel considered the Cabinet Regeneration Sub Committee report that provided an update on the emerging masterplan options for the golf club site and approval of the procurement route.

The Lead Member, Cllr Rankin, explained that the council had agreed to purchase the leasehold of the golf course with the proposal to build 2000 homes on the 132 acre site, along with associated infrastructure including educational provision. In June 2015 the council had taken the decision to procure a joint venture partner. The report was the result of the initial work undertaken by the consultant Savills. To ensure transparency the Council was putting as much information as possible into the public domain and had invited the public to submit questions for the Extraordinary Full Council meeting on 30 October 2017.

The Lead Member explained that the first appendix was the vision document prepared by Savills for the Council as the landowner. It demonstrated the sustainability and deliverability of the proposal in terms of planning. The second (Part II) document detailed the Masterplan Options. Significant open space had been left on the site and the deciduous woodland would remain. The third (Part II) document detailed the procurement options. The recommended option was for a contractual joint venture structure where the council would maintain complete control over the development.

The report to Council would ask for £20m to purchase residential and commercial properties to provide highways access. The funding was being requested at this stage to give as much flexibility as possible and allow the Council to conduct purchases in an opportunistic way.

The Chairman informed that he had received a number of requests from the public to speak / ask questions on this item (questions and answers not verbatim):

Patrick Griffin mentioned that the report requested £20m for the Council to buy access to the golf club and asked why the Council was taking on this risk rather than the joint venture partner.

The Lead Member replied that if the Council waited the risk was that they would have to take CPO action rather than being able to be more flexible and purchase properties on the open market. The risk of purchasing properties on the open market was minimal as the Council's property company would manage the asset and have the option to rent at an affordable rate.

Patrick Griffin asked that if the Borough Local Plan (BLP) was not adopted what would the plans be for the golf club and the properties purchased by RBWM.

The Lead Member replied that from a property point of view the Council as land owner could still proceed in plans to develop the site pending appropriate approvals.

Margaret Morgan mentioned that the Council had entered into a legal agreement with the golf club regarding the surrender of the lease, if the BLP was not adopted would be negate the agreement. The Lead Member replied that he would not discuss contractual arrangements.

Margaret Morgan mentioned that club members were already aware of the term of the legal agreement and the need to secure planning consent. The Lead Member re-iterated that he would not discuss the legal agreement.

Claire Milne mentioned that the golf club site was a major development site with RBWM proposing 30% affordable housing yet the boroughs own evidence showed an affordable need of over 60%. This leaves a shortfall of 30%.

The Lead Member replied that the BLP gives a 30% affordable housing target. The viability study for the BLP showed that development in the town centre would be a major part in the delivery of affordable housing. There was a balance between providing affordable housing on

our land and maximising our assets. We could not solve national and regional issues but the Council could do its share.

Claire Milne replied that such a large shortfall would impact on homelessness and overcrowding in the borough. The Lead Member replied that there would be a supplementary planning document on affordable housing; however he would provide a written letter to the supplementary question.

Kobie Cadle questioned why community housing fund development opportunities had not been included in the proposals. The Lead Member replied that in March 2017 there had been a report presented to the Cabinet Regeneration Sub Committee regarding community land trusts and that there had been funding from DCLG for a feasibility study. There was a report due back in December 2017 and there remained the possibility of having a community land trust on the development site if feasible.

Kobie Cadle replied that a community land trust would require community involvement and partner to be successful. The Lead Member informed that local community groups / organisations would be consulted as part of the feasibility study and that he was happy to contact Kodie Cadle about involvement.

Cllr D Wilson, Cllr Hill and Cllr Majeed as ward Members addressed the Panel.

Cllr D Wilson informed that he had been contacted by a number of local residents about the development on the golf club when they had read about the plans in the local press. He mentioned that with regards green belt boundaries that these needed to be reviewed as part of the BLP and therefore the due process would be the examination in public. Regulation 18 was carried out over a six week period and Regulation 19 over a longer period as an additional month was given.

Cllr D. Wilson thought that the report was a little premature and had caused concern for local residents especially those that backed onto the golf course. The recommendation was to spend £20m to purchase properties but no-one knew which properties had been identified. This effectively blighted properties in the area. As a major planning application, it would be subject to an Environmental Impact Assessment, requiring a 16 week consultation. The application would then go to the Borough-wide Development Management Panel and would need very special circumstances to proceed to the next stage, potential referral to the Secretary of State and a likely public enquiry.

Cllr Hill informed that all three ward councillors wished the report to be withdrawn. He raised concern that the first he had heard about the report was when he had been contacted by local residents. Cllr Hill felt that the report was premature and was concerned that ward members had not been consulted and that not all Cabinet Members were aware of the report. Local properties would be blighted by the release of the report and values may be effected. Members had seen the communication from the secretary of state that local authorities could set their own affordable housing numbers and this was not a target. There could be consultation on the density of the development and that 2000 properties could result in about 4000 additional cars on an already congested highway infrastructure.

Cllr Majeed raised concern about the proposal to allocate £20m for the purchase of properties for a site that may not receive planning permission. He felt that there had been a lack of democratic process with Members not being consulted and was concerned that there were Part II elements of the report. Cllr Majeed felt that the Lead Member needed to answer if the golf club development was dependent on the BLP being adopted and what agreement was in place if it was not adopted. Cllr Majeed also raised concern about the impact on local infrastructure and the amount of council tax being committed with the site purchase and additional £20m.

The Lead Member informed the Panel that concern had been raised that the report was premature but this was not the start of the process. This was a significant development and he felt that it was important that the public should be made aware of the plans. The process could have been undertaken under delegated authority but it was felt to have it in the public domain hence the report coming to scrutiny as well as Council where it had been agreed to allow public questions during the extraordinary meeting. This report presented options with the detail coming further down the line and would follow a similar process to the Maidenhead regeneration process.

The Chairman mentioned that the proposal to purchase properties when they came available was similar to Heathrow airports plans.

With regards to the issue of appendices being in Part II the Lead Member mentioned that he had to be mindful of the effect on local properties.

Cllr Stretton mentioned that she felt that there should have been some discussion with Members before the report was made public. With regards to the request for £20m she questioned why this was required as the Council already had their property company to purchase properties. She raised concern that there had been no transparency.

Cllr Jones raised concern that there was the proposal to allow a £20m provision to purchase properties before the BLP had been adopted and there needed to be better scrutiny of this process.

With regards to questions regarding the transparency of the report the Lead Member informed that the report had been listed on the Council's Forward Plan and it had only been three months since a related report had been to scrutiny. Cabinet Members were aware of the report and had been part of workshops. The report was also going to Council for discussion.

The Lead Member for Finance, Cllr Saunders, informed that Cabinet had been aware of the proposals and this had included Cllr D Wilson when he had been a Member of Cabinet.

The Panel requested that further discussion be undertaken in Part II with the recommendations being published in Part I.

After a discussion on the Part II elements the following resolution was approved:

Resolved unanimously: That the Corporate Services O&S Panel considered the Cabinet Regeneration Sub Committee / Council report and fully endorsed the recommendations subject to the following amendments (*in italics*) being accepted:

- a. Approves the emerging masterplan (Option 1) for the redevelopment of Maidenhead Golf Course *subject to Full Council approval.*
- b. Approves the proposed procurement route (Option 7, Contractual Joint Venture Partnership) *subject to Full Council approval.*
- c. Recommends to Council a capital budget of £20,000,000 be included in the Capital Programme for the acquisition of residential or commercial properties that will benefit future access to the Golf Course development site *subject to Full Council approval.*
- d. Delegate authority to the Executive Director *with* the Cabinet Member for Economic Development and Property to acquire residential or commercial properties that will benefit future access to the Golf Course development site.
- e. Agrees that in the interim period, any properties acquired can be utilised by RBWM Property Company for rental purposes *for local residents or key workers.*
- f. *The concerns of local ward councillors and residents be noted and that they are fully consulted on future proposals.*
- g. *That the Lead Member for Economic Development and Property liaise with the opposition leader over the report's recommendations with regards to the*

acquisition of properties that would benefit the Golf Course development site with consideration of the Borough Local Plan timeframe. That the approved recommendation be presented to Council on 30 October 2017.

The Chairman thanked the Lead Member, Ward Members and speakers for attending the meeting

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

Following deliberations of the Part II (Private Meeting) item the Panel returned to Part I (Public Meeting).

COMPLIMENTS AND COMPLAINTS ANNUAL REPORT

Jacqui Hurd, Head of Library and Resident Services, introduced the annual report and explained that it covered all complaints received in 2016/17 under the statutory complaints procedures for adults and children's care, as well as the formal procedure for corporate complaints.

The Panel were informed that the authority took complaints seriously and the policy enabled staff the opportunity to receive feedback from customers and lessons learned.

The Panel were informed that the complaints procedure had changed during the course of the time period referred to in the report, the complaints process now consisted of two stages rather than three. Members were informed that the Council aimed to resolve complaints within ten days for stage one and 20 for stage two. The Complaints Team would liaise with a complainant if there were delays to their complaint. It was also explained that a complainant could refer their complaint to the Local Government Ombudsman.

The Panel were informed that 802 complaints had been received, which was a 35% increase from the previous year. One of the reasons highlighted for the increased number of complaints was the improved complaints process and awareness that had been introduced.

Section 4.11 of the report highlighted the themes of the complaints and this included themes of complaints received by directorate. Table five of the report showed the results of the complaints with 55% of complaints being fully or partially upheld.

Appendix A of the report showed complaints received by post code across the UK to the Council, whilst maps 2 and 3 highlighted the location of complaints within the Royal Borough.

The Chairman received reassurance that none of the complaints had been as a result of serious harm to a child or vulnerable adult.

Cllr Ilyas mentioned that it was a good report moving in the right direction especially considering the variety of services provided. Cllr Ilyas asked if residents could provide comments on services and was informed that there were feedback forms.

Cllr Jones mentioned that about 50% of complaints were being dealt with within the timeframe and asked if there had been constraints on improving performance. The Panel were informed that the complaints system used to be manual and that it was now automated with residents being able to track the progress of complaints. Replying to complaints early allowed the team to negotiate with the complainant.

Cllr Quick highlighted the list of activities undertaken by the Council in pages 33-34 of the agenda pack and said residents should be aware of the services supported. The Chairman recommended that he Lead Member put something appropriate in Around the Royal Borough (ATRB).

The Panel noted the report.

FINANCIAL UPDATE

The Panel considered the latest Cabinet Financial Update report.

The Lead Member informed that there had been little variance between this report and the one considered by the Panel the previous month. The Panel were informed that there had been a review undertaken at the half way stage in the year to determine the accuracy of forecasts for the year-end balance had confirmed that £2m of funds would remain unspent as a buffer. Issues may arise throughout the remainder of the year such as additional child placements which could be expensive.

Cllr Jones questioned section 4.14 of the report where it showed a £60,000 shortfall of the Guildhall. The Panel were informed that the Chairman had requested a report on this at the Panels next meeting.

The Lead Member informed that in November all overview and scrutiny panels would be receiving a report on the budget preparation. Corporate Overview and Scrutiny Panel would receive the full report whilst the other Panels would receive sections related to their remit. The report would include draft fees and charges, capital expenditure and savings. It was noted that there may be movement in the final budget build.

The Chairman mentioned that all Members were welcome to attend the Panel's meeting as they would be considering the report in its entirety.

Resolved unanimously: that the Corporate Services O&S Panel considered the Cabinet report and fully endorsed the recommendations. The Chairman thanked the Lead Member for attending the meeting.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

The meeting, which began at 6.30 pm, finished at 9.30 pm

CHAIRMAN.....

DATE.....

Agenda Item 4

Subject:	Electoral Review process
Reason for briefing note:	To provide an overview of the key stages of the electoral review and the processes involved.
Responsible officer(s):	Suzanne Martin, Electoral Services Manager
Senior leader sponsor:	Alison Alexander, Managing Director
Date:	16 November 2017

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SUMMARY

The Local Government Boundary Commission for England (LGBCE) is currently engaged in a review of the Royal Borough's warding arrangements which will conclude in June 2018. The process is governed by strict timelines that must be adhered to at each stage to ensure that sufficient time is allocated for members of the public and other interested parties or organisations to fully engage if they wish to do so.

The LGBCE will use the evidence provided to them during consultation to shape the Draft and Final Recommendations that they decide upon for RBWM's new warding arrangements which come into effect in May 2019.

1 BACKGROUND

- 1.1 At a meeting of Full Council in September 2016, it was decided that the Royal Borough could contact the Local Government Boundary Commission for England and request an electoral review. In November 2016, the LGBCE confirmed that it would accept the Royal Borough's onto its review programme. Consequently any electoral changes arising from the review would come into effect for May 2019. The next scheduled local elections in May 2019 will be conducted on the new ward boundaries.
- 1.1 The electoral review is concerned with only the configuration of the internal ward boundaries within the Royal Borough and only minimal changes to arrangements at parish level would be made if they arise as a direct consequence of alterations to wards at Borough level.
- 1.2 The electoral review is a local review which is entirely independent of the national parliamentary review overseen by the Boundary Commission.

2 DETAILS

- 2.1 The electoral review has been divided into two distinct stages of activity. Stage one commenced in February 2017 and concluded in July 2017. Stage two commenced in September 2017 and will conclude in June 2017.

Stage 1: Council size

- 2.2 Stage 1 of the review determines the future council size of the Royal Borough from 2019 onwards. LGBCE consults with only the Borough Council at Stage 1 and requires the local council to make a submission outlining the number of councillors it considers it will need

from 2019 onwards in order to deliver effective and convenient local government. The Borough Council needs to justify its case and explain how the number identified effectively delivers its core executive, regulatory and scrutiny functions.

2.3 An Electoral Review Working Group was established to examine the future delivery of the council's services from 2019 and to determine what the future council size should be. The Group of seven members (six Conservative and one Opposition) met three times between February and June 2017 and concluded that the future council size should be 43 members. The Stage 1 report was approved at the Full Council meeting in June 2017. Consequently, four items were submitted to the LGBCE at the end of July:

- Stage 1 report on future council size
- Electorate forecasts for 2023 by current polling district
- Electoral register as at 1 July 2017
- Stakeholder database for consultation.

Stage 2: Warding patterns

2.4 On 19 September 2017, the LGBCE wrote to the Managing Director to advise that it was minded to recommend a future council size of 43 members.

2.5 On 26 September 2017, the first phase of public consultation opened where the LGBCE would be inviting submissions on warding patterns which could accommodate the 43 members it was minded to recommend as the new council size. The closing date for submissions is 4 December 2017.

2.6 Consultation during Stage 2 of the review is open to the general public and the LGBCE are interested in gathering as many views as possible from organisations or individuals who have expressed a vested interest in the review.

2.7 In order to raise awareness about the review, the LGBCE have provided the council with copies of posters to display in the parish council offices and library/contact points. They have also issued press releases.

2.8 The Royal Borough has been advised to make a representation on a pattern for the whole Borough. In order to achieve this, the Electoral Review Working Group intends to meet three times from September to November 2017 to discuss and decide a pattern of wards. An integral part of the process is ensuring that local communities and identities are reflected in the new pattern of wards, whilst balancing this requirement with the delivery of electoral equality where each councillor will represent on average the same number of electors for each ward.

2.9 The agreed pattern of wards will form the basis of the council's Stage 2 report and will be presented to Full Council on 12 December 2017. Provided it is approved, it will be submitted to the LGBCE by 15 December 2017.

3 NEXT STEPS

3.1 From December 2017 until February 2018, the LGBCE will consider all of the representations they have received in order to create their own pattern of wards. The LGBCE will publish its Draft Recommendations of warding patterns for RBWM on 6 February 2018. This also marks the second phase of public consultation where the

LGBCE invites comments on its Draft Recommendations and alternative warding patterns to its proposed patterns up until 16 April 2018.

- 3.2 From the close of the second phase of consultation and early June 2018, the LGBCE will consider any counter proposals to its patterns that have been received and will make revisions where appropriate. The Final Recommendations for the Royal Borough will be published on 5 June 2017 and the LGBCE will commence the process to lay the Statutory Order before Parliament shortly thereafter.

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Report Title:	Financial Update
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	Cabinet – 23 November 2017
Responsible Officer(s):	Russell O’Keefe, Executive Director, Rob Stubbs, Deputy Director and Head of Finance.
Wards affected:	All

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REPORT SUMMARY

1. This report sets out the Council’s financial performance to date in 2017-18. Pressures continue within Children’s Services, Housing, Visitor Management, Revenues and Benefits, Community Protection, and Library & Resident Services.
2. An in-year mitigation exercise was undertaken prior to September Cabinet and £1,290,000 of savings were identified. These savings continue to offset the pressures above.
3. The projected over spend on the General Fund is now £185,000 see Appendix A. The projected variances in each Directorate are detailed in section 4.
4. The Council remains in a strong financial position; with combined General Fund Reserves of £7,800,000 (8.82% of budget) in excess of the £5,780,000 (6.54% of budget) recommended minimum level set at Council in February 2017.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) **Notes the Council’s projected outturn position for 2017-18 and mitigating actions to address service pressures.**
- ii) **Approves an additional revenue budget of £50,000 p.a. for three years for a service level agreement with SportsAble, as detailed in paragraph 4.14.**
- iii) **Approves a £20k capital budget to support Cookham Parish Council in developing a Neighbourhood Plan.**

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

- 2.1 This is a monitoring report and cabinet are being asked to note it not make a decision.

3 KEY IMPLICATIONS

- 3.1 The Council is projecting a General Fund Reserve of £4,629,000 and a Development Fund balance of £3,171,000, see appendix B for a breakdown of the Development Fund. The combined reserves total £7,800,000. The 2017-18 budget report recommended a minimal reserve level of £5,780,000 to cover known risks for 18 months.

Table 1: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	<£5,800,000	£5,800,000 to £6,000,000	£6,000,001 to £6,500,000	> £6,500,000	31 May 2018

4 FINANCIAL DETAILS / VALUE FOR MONEY

Managing Director's Directorate

- 4.1 The Managing Director reports a projected outturn figure for 2017-18 of £62,184,000 against a net controllable budget of £62,214,000, showing an underspend of £30,000. The underspend has reduced by £101,000 from the position reported last month.
- 4.2 The mitigations of £1,056,000 identified in the 28 September 2017 cabinet report have been extracted from the budgets and are shown on a separate line in appendix A.

Children's Services

- 4.3 Children's Services has a net overspend of £1,659,000 which in appendix A is reflected as AfC Contract £1,159,000 & pre AfC Contract £500,000. This represents an increased overspend of £102,000 from the last reported position. The material variances are explained with sections 4.4 and 4.5 of this report.

Placement costs for children in care

- 4.4 The number of children in care and under child protection has grown over the last two years; currently there are insufficient placements available locally to meet the growth in demand and complexity of need. Consequently more children, than in previous years, are being placed outside of the borough in specialist provision that is at a higher rate than locally provided placements. As at 9th October 2017, if demand and placement type continue through 2017-18 the projected overspend will be £975,000, an increase of £102,000. Mitigating action includes the continued drive to increase the level of in-house foster care provision. To support this, the service has contracted Cornerstone to run a programme of foster carer recruitment.

Children's Services previously reported variances which are unchanged

- 4.5 Other variances previously reported within Children's Services:
- Home to school transport £296,000
 - Legal Services £162,000
 - Agency and interim employees £326,000
 - Health Visitor Services (£100,000)

Dedicated schools grant

- 4.6 There is a net in year deficit of £483,000 relating to the dedicated schools grant funded services. This is an increase of £325,000 on the position reported last month, mainly relating to the release of underachievement of the High Needs Block savings plan. The deficit of £483,000 consists of:
- underachievement of the High Needs Block savings plan due to schools not agreeing to a reduction in Top Up allocations and an increase in annual fees; further strategies are underway to deliver the remainder of the savings plan £300,000
 - estimated increased numbers of pupils receiving Alternative Provision support £80,000
 - costs of conversion to academy status for Bisham Church of England Primary School £69,000
 - in year increased school rates charged to the central school budget £40,000
 - other minor variances net (£6,000) underspend
- 4.7 The net overspend will be an additional pressure on the dedicated schools grant reserve which as at 31 March 2017 was a deficit of £752,000; the revised projected deficit as at 31 March 2018 has increased to £1,235,000. The Schools Forum authorised the original deficit of £752,000 and a three year recovery plan which began in April 2017.
- 4.8 The National Funding Formula for Schools and High Needs policy document published September 2017 states there is a degree of flexibility enabling the transfer up to 0.5% of schools block into other funds such as the high needs block, with the agreement of their schools forum. Based on the latest National Funding Formula schools block allocation this transfer would contribute a maximum of £416,000 towards the mitigation of pressures in 2018-19.

Other previously reported variances which are unchanged

- 4.9 Other variances contributing to the position of the overall directorate:
- Adult Social Care (£407,000)
 - Housing £213,000 offset by grant income (£213,000)
 - Commissioning and Support (£252,000)
 - Law and Governance (£35,000)
 - Communications £60,000

Communities Directorate

- 4.10 The Executive Director reports an overspend projection of £295,000 on the Communities directorate's 2017-18 approved estimate of £14,985,000.
- 4.11 This is unchanged from the position reported to October Cabinet.

Place Directorate

- 4.12 The Executive Director projects an underspend of £80,000 in the Place directorate's 2017-18 approved estimate of £2,892,000.
- 4.13 The position has reduced by £66,000 since last month from a new pressure on the Building Control budget from the Shared Service contract terms.

SportsAble

- 4.14 An additional revenue budget of £50,000 p.a. for three years for a service level agreement (SLA) with SportsAble. The SLA will commence on January 1 2018, there will therefore be a £12,500 impact in 2017-18. Future year's budget will be adjusted through the medium term plan. The budget will be funded from the development fund.

Revenue budget movement

- 4.15 Revenue budget movements this month are in table 2, see appendix C for an expanded full year movement statement.

Table 2: Revenue budget movement

Service expenditure budget reported to October	£80,030,000
Salary budget increase (CMT)	£25,000
Redundancy cost funded by provision	£36,000
Service expenditure budget this month	£80,091,000

Cash balances projection

- 4.16 Appendix D provides details of the Borough's cash balance which is based on the assumptions contained in the 2017-18 budget report. Some of the capital schemes discussed in the 2017-18 budget report have been re-profiled prior to approval for budgets being sought. Consequently the projected new borrowing in 2017-18 has been revised downwards from £72,999,000 to £46,596,000.

Capital programme

- 4.17 The approved 2017-18 capital estimate is £74,995,000, see table 3. The projected outturn for the financial year is £72,350,000, an increase on the capital outturn in 2016-17 of £28,861,000.
- 4.18 There is no further slippage to report this month. Major slippage schemes this month include £485,000 for the Maidenhead Station Interchange and Car Park. RBWM's match funding of the works on this LEP project are now scheduled for 2018/19. £431,000 of Additional Car parking for Windsor is also likely to slip to 2018/19. A delay in the commencement of the Brill House project also means that funding is unlikely to be requested until 2017/18. Further details of variances and slippage are provided in appendix E and F. Table 4 shows the status of schemes in the capital programme.
- 4.19 Further information on key capital schemes has been provided in Appendix G.

Table 3: Capital outturn

	Exp	Inc	Net
Approved estimate	£74,995,000	(£29,386,000)	£45,609,000
Variances identified	(£59,000)	£49,000	(£10,000)
Slippage to 2018-19	(£2,586,000)	£1,281,000	(£1,305,000)
Projected Outturn 2017-18	£72,350,000	(£28,056,000)	£44,294,000

Table 4: Capital programme status

	Report Cabinet November 2017
Number of schemes in programme	300
Yet to Start	30%
In Progress	41%
Completed	14%
Ongoing Programmes e.g. Disabled Facilities Grant	15%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

Business rates

- 4.20 Business rate income at the end of September was 58.6% against a target of 57.8%. The annual collection target is 98.8%.
- 4.21 Following the Chancellor's announcement in the Spring Budget of 3 new types of Business Rate Relief, the Council has, to date, undertaken the following activity in connection with these:
- 4.22 **New business rate relief for pubs.** We identified 89 public houses that fit within the guidelines provided by DCLG. An application form was designed and issued to them on 21st July 2017, inviting them to confirm their eligibility for this assistance i.e. essentially that they are not disqualified on the grounds of State Aid. As at 12th October, we have received 39 applications back. Those eligible receive a flat £1,000 relief against their current year bill.
- 4.23 **New Discretionary Relief Scheme.** In line with the requirements for receipt of the S31 grant, the Council has consulted with the Fire Authority and received confirmation of their agreement to proceed with the proposed scheme. The Discretionary Rate Relief policy has been re-written and has now been approved by both Members and Officers. We identified 870 potential ratepayers and issued them with a claim form w/c 28th August. As at 12th October we have received 23 applications back. Only 2 have sufficient evidence/information to be able to make an award e.g. accounts or estimates of annual income/expenditure, a history of the business, details of the amount of assistance requested etc. Requests for the missing evidence/information have been made. A streamlined decision making process has now been agreed with a pro-forma developed for sign off by the S151 and Deputy Lead Member for Finance following officer recommendation.
- 4.24 **Supporting small businesses.** We have identified a potential 34 ratepayers who may benefit from this new relief and it is our intention to amend the existing Small Business Rate Relief application form to cover applications from these ratepayers. The required software upgrade has now been received by IT but it has not yet been made available for testing due to issues with the release.

5 LEGAL IMPLICATIONS

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

6 RISK MANAGEMENT

Table 5: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

7 POTENTIAL IMPACTS

7.1 None.

8 CONSULTATION

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

9 TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately.

10 APPENDICES

10.1 Appendices attached to this report are shown below.

- Appendix A Revenue budget summary
- Appendix B Development fund analysis
- Appendix C Revenue movement statement
- Appendix D Cash flow projection
- Appendix E Capital budget summary
- Appendix F Capital variances
- Appendix G Key capital scheme performance

11 BACKGROUND DOCUMENTS

11.1 Background documents relating to this report are detailed below.

- Budget Report to Cabinet February 2017.

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr, Saunders	Lead Member for Finance		
Cllr Rankin	Deputy Lead Member for Finance		
Alison Alexander	Managing Director	16/10/07	
Russell O'Keefe	Executive Director	16/10/07	

Name of consultee	Post held	Date sent	Commented & returned
Andy Jeffs	Executive Director	16/10/07	

REPORT HISTORY

Decision type: For information	Urgency item? No
Report Author: Rob Stubbs, Deputy Director and Head of Finance, 01628 796222	

Revenue Monitoring Statement 2017/18 for November 2017 Cabinet

SUMMARY	2017/18		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Management	292	429	1
Communications	294	359	60
Human Resources	1,441	1,118	0
Law & Governance	1,918	1,912	(35)
Commissioning & Support	5,139	2,738	(252)
Children's Services - AfC Contract	0	14,547	1,159
Children's Services - pre AfC Contract	15,865	3,822	500
Dedicated Schools Grant - Spend	63,413	62,036	483
Adult Social Care - Optalis Contract	0	29,099	0
Adult Social Care - Spend	24,107	13,247	114
Adult Social Care - Income	8,152	(8,387)	(521)
Better Care Fund	9,305	11,594	0
Public Health	4,910	4,909	0
Housing	1,107	1,251	213
Grant Income	(76,396)	(77,516)	(696)
Budget Extracted in Year	0	1,056	(1,056)
Total Managing Director's Directorate	59,547	62,214	(30)
Executive Director of Communities	184	187	0
Revenues & Benefits	370	256	160
Communities & Highways	5,203	5,126	(24)
Community Protection & Enforcement	5,825	5,889	180
Library & Resident Services	3,459	3,439	67
Budget Extracted in Year	0	88	(88)
Total Communities Directorate	15,041	14,985	295
Executive Director of Place	153	301	15
Planning Service	1,471	1,491	0
Property Service	(1,805)	(2,102)	51
Finance	2,149	1,532	0
ICT	2,199	1,524	0
Budget Extracted in Year	0	146	(146)
Total Place Directorate	4,167	2,892	(80)
TOTAL EXPENDITURE	78,755	80,091	185

Revenue Monitoring Statement 2017/18 for November 2017 Cabinet

SUMMARY	2017/18		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	78,755	80,091	185
Contribution to / (from) Development Fund	2,255	2,167	0
Pensions deficit recovery	2,415	2,415	0
Pay reward	500	0	0
Transfer to/(from) Provision for Redundancy	0	(353)	0
Apprentice Levy	280	211	0
Environment Agency levy	153	153	0
Variance on income from Trading Companies		143	0
Variance on Education Services Grant		(109)	0
Capital Financing inc Interest Receipts	5,069	5,110	0
	<u> </u>	<u> </u>	<u> </u>
NET REQUIREMENTS	89,427	89,828	185
Less - Special Expenses	(1,009)	(1,009)	0
Transfer to / (from) balances	0	(401)	(185)
	<u> </u>	<u> </u>	<u> </u>
GROSS COUNCIL TAX REQUIREMENT	88,418	88,418	0
General Fund			
Opening Balance	5,291	5,215	4,814
Transfers to / (from) balances	0	(401)	(185)
	<u>5,291</u>	<u>4,814</u>	<u>4,629</u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			

Memorandum Item	
Current balance on the Development Fund	
	£000
Opening Balance	1,004
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	2,167
	<u>3,171</u>

Corporate Development Fund £000
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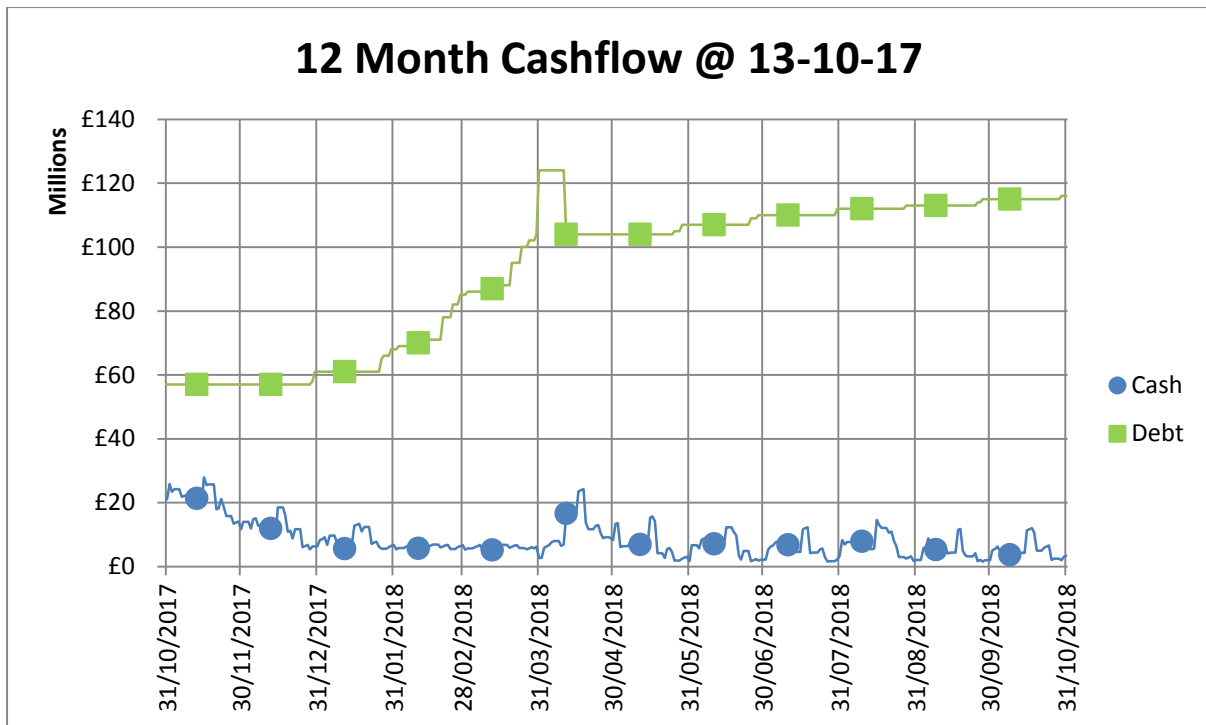
Balance B/F from 2016/17		1,004
Transacted amounts in 2017/18		
To/From Capital Fund		0
To/From General Fund		
Transition Grant (2017/18 budget - February 2017 Council)	1,263	
Contribution from the General Fund (2017/18 budget - February 2017 Council)	1,109	
Restructure of the Development and Regeneration service (2017/18 budget - February 2017 Council)	-56	
Minerals and Waste Strategy (2017/18 budget - February 2017 Council)	-61	
Crematorium feasibility study (CMT April 2017)	-30	
Contact Centre investment (May Cabinet)	-58	
	2,167	
		3,171

Appendix C

Budget Movement Statement 2017-18						
	Funded by Development Fund (1)	Funded by the General Fund (2)	Funded by Provision (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
Original Budget					78,755	
1 Carry forward of transforming services budgets re-allocated		264			264	Cabinet May 2017
2 Optalis share of pay reward / award budget re-allocated				75	75	Council Feb. 2017
3 Optalis share of apprentice levy budget re-allocated				36	36	Council Feb. 2017
4 Redundancy cost			43		43	Cabinet May 2017
5 Crematorium feasibility study	30				30	CMT April 2017
6 Budget rounding		4			4	N/A
7 Allocation of pay reward budget to services				425	425	Council Feb. 2017
8 Legal budget for Heathrow expansion		40			40	Prioritisation Sub Committee Oct 2016
9 Redundancy cost funded by provision			38		38	Cabinet May 2017
10 Election security costs		19			19	CMT June 2017
11 iPad / iPhone maintenance budget		10			10	Head of Finance delegated powers
12 Return on pre-payment of Optalis pension contributions		(41)			(41)	Treasury management policy
13 Redundancy cost funded by provision			236		236	Cabinet May 2017
14 Contact Centre investment	58				58	Cabinet May 2017
15 AfC share of apprentice levy budget re-allocated				33	33	Council Feb. 2017
16 Additional Members SRA budget		5			5	Council July 2017
17 Staff cost budget due to additional pay costs in MD's directorate		25			25	CMT
18 Redundancy cost funded by provision			36		36	Cabinet May 2017
Changes Approved	88	326	353	569	1,336	
Approved Estimate May Cabinet					80,091	

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. When the 2017-18 budget was approved by Council in February 2017, new borrowing was anticipated to be £72,999,000 for 2017/18. Due to the re-profiling of a number of schemes on the cash flow forecast, expected new borrowing has reduced to £47m by the year end.

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

	2017/18 Original Budget			New Schemes – 2017/18 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure				
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2017/18 Projected	2017/18 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)
Portfolio Summary														
Communities Directorate														
Sports & Leisure	2,050	0	2,050	2,050	0	2,050	647	(11)	636	2,697	0	2,697	0	0%
Community Facilities	710	(70)	640	710	(70)	640	423	0	423	1,122	10	1,132	(1)	0%
Outdoor Facilities	310	(120)	190	610	(420)	190	920	(400)	520	1,530	0	1,530	0	0%
Revenues & Benefits	0	0	0	0	0	0	126	0	126	76	50	126	0	
Green Spaces & Parks	281	(231)	50	281	(231)	50	99	(81)	18	332	0	332	(48)	-17%
Highways & Countryside	5,438	(2,977)	2,461	6,094	(3,633)	2,461	3,610	(1,004)	2,606	8,751	931	9,682	(22)	0%
Community Protection & Enforcement Services	668	(608)	60	668	(608)	60	1,063	(493)	570	1,300	431	1,731	0	0%
Library & Resident Services	470	(12)	458	753	(12)	741	978	(312)	666	1,731	0	1,731	0	0%
Total Communities Directorate	9,927	(4,018)	5,909	11,166	(4,974)	6,192	7,866	(2,301)	5,565	17,539	1,422	18,961	(71)	(0)
Place Directorate														
Technology & Change Delivery	275	0	275	275	0	275	96	0	96	348	23	371	0	0%
Property & Development	4,950	0	4,950	11,350	0	11,350	852	(251)	601	12,002	197	12,199	(3)	0%
Regeneration & Economic Development	560	0	560	1,235	0	1,235	5,685	(328)	5,357	6,920	0	6,920	0	0%
Planning	470	0	470	470	0	470	339	(185)	154	665	144	809	0	0%
Total Place Directorate	6,255	0	6,255	13,330	0	13,330	6,972	(764)	6,208	19,935	364	20,299	(3)	(0)
Managing Director														
Adult Social Care	0	0	0	0	0	0	51	(51)	0	51	0	51	0	
Housing	500	(500)	0	1,995	(1,995)	0	575	(545)	30	1,770	800	2,570	0	0%
Democratic Representation	88	0	88	88	0	88	131	0	131	189	0	189	(30)	-34%
Non Schools	75	0	75	114	(39)	75	259	(234)	25	374	0	374	1	1%
Schools – Non Devolved	28,030	(16,640)	11,390	28,220	(15,812)	12,408	3,283	(1,726)	1,557	31,547	0	31,547	44	0%
Schools – Devolved Capital	223	(223)	0	292	(292)	0	653	(653)	0	945	0	945	0	0%
Total Managing Director	28,916	(17,363)	11,553	30,709	(18,138)	12,571	4,952	(3,209)	1,743	34,876	800	35,676	15	(0)
Total Committed Schemes	45,098	(21,381)	23,717	55,205	(23,112)	32,093	19,790	(6,274)	13,516	72,350	2,586	74,936	(59)	(1)

	(£'000)	(£'000)	(£'000)
Portfolio Total	45,098	74,995	72,350
External Funding			
Government Grants	(17,447)	(17,583)	(17,152)
Developers' Contributions	(3,934)	(7,396)	(6,497)
Other Contributions	0	(4,407)	(4,407)
Total External Funding Sources	(21,381)	(29,386)	(28,056)
Total Corporate Funding	23,717	45,609	44,294

Capital Monitoring Report - October 2017-18

At 31 October 2017, the approved estimate stood at £74.995m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	74,995	(29,386)	45,609
Variances identified	(59)	49	(10)
Slippage to 2018/19	(2,586)	1,281	(1,305)
Projected Outturn 2017/18	72,350	(28,056)	44,294

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £72.350m

Variances are reported as follows.

Highways & Countryside			
CD95	Safer Routes-Holyport College	(22)	0 (22) Planning Permission refused/delayed
Green Spaces & Parks			
CZ46	P&OS-Vansittart Road Skate Park-Extension /Imps	(48)	48 0 Scheme will not be undertaken due to insufficient funding
Property & Development			
CX32	MASH Building Works-Town Hall, Maidenhead	(3)	0 (3) Scheme completed
Democratic Representation			
CN75	Performance Management System	(30)	0 (30) Scheme no longer required
Schools - Non Devolved			
CSHH	Maidenhead Nursery School Structural Improvements	4	(4) 0 Revised Estimate
CSHX	Newlands Girls School	45	0 45 Revised Estimate
CSJA	Larchfield Nursery Refurbishment	(15)	15 0 No further expenditure expected
CSJK	Riverside Double Classroom	10	(10) 0 Revised Estimate
		(59)	49 (10)

There is no further slippage to report this month.

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	91	30%
In Progress	121	41%
Completed	43	14%
Ongoing Programmes e.g.. Disabled Facilities Grant	44	15%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	300	100%

		October 2017 @ 05/10/17																
Project	CAPITAL SCHEME	2017/18 APPROVED ESTIMATE			APPROVED SLIPPAGE FROM PRIOR YEARS			TOTAL BUDGET 2017/18			PROJECTION		PROJECT STATUS					
		Gross £000	Income £000	Estimate £000	Gross £000	Income £000	Estimate £000	Gross £000	Income £000	Estimate £000	2017/18 Projected Variance <i>Underspend as negative</i> £000	2018/19 SLIPPAGE Projected £000	Yet To Start	Preliminary / Feasibility Work	Work On-site	Ongoing Annual Programme	Expected Completion	
Communities Directorate																		
Sports & Leisure																		
CZ18	Magnet LC Reprovision Design / Initial Site Costs	1,650	0	1,650	350	0	350	2,000	0	2,000	0	0						
Highways & Transport																		
CD12	Roads Resurfacing-Transport Asset & Safety	1,650	(1,650)	0	132	(131)	1	1,782	(1,781)	1	0	0						
CD84	Street Lighting-LED Upgrade	1,600	0	1,600	634	0	634	2,234	0	2,234	0	0						
31 Community, Protection & Enforcement Services																		
CT52	Disabled Facilities Grant	600	(600)	0	0	0	0	600	(600)	0	0	0						
Place Directorate																		
Regeneration																		
CI14	Maidenhead Waterways Construction phase 1	0	0	0	1707	(141)	1566	1,707	(141)	1,566	0	0						
CI29	Broadway Car Park & Central House Scheme	0	0	0	2952	(187)	2765	2,952	(187)	2,765	0	0						
Managing Director																		
Housing																		
CT51	Key Worker DIYSO	0	0	0	510	(510)	0	510	(510)	0	0	100						
CT55	Brill House Capital Funding	500	(500)	0	0	0	0	500	(500)	0	0	500						
Non Schools																		
CKVT	Marlow Road Youth Centre Roofing and Maintenance Work	400	0	400	0	0	0	400	0	400	0	0						

Project	CAPITAL SCHEME	2017/18 APPROVED ESTIMATE			APPROVED SLIPPAGE FROM PRIOR YEARS			TOTAL BUDGET 2017/18			PROJECTION		PROJECT STATUS				
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	2017/18 Projected Variance	2018/19 SLIPPAGE Projected	Yet To Start	Preliminary / Feasibility Work	Work On-site	Ongoing Annual Programme	Expected Completion
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000					
	Schools – Non Devolved																
CSGR	Charters Expansion	3,630	(2,952)	678	203	(203)	0	3,833	(3,155)	678	0	0					
CSGT	Windsor Boys Expansion	1,120	(1,120)	0	(108)	108	0	1,012	(1,012)	0	0	0					
CSGV	Cox Green School Expansion Year 1 of 3	4,880	(2,514)	2,366	133	(133)	0	5,013	(2,647)	2,366	0	0					
CSGW	Furze Platt Senior expansion Year 1 of 3	6,750	(2,212)	4,538	431	(431)	0	7,181	(2,643)	4,538	0	0					
CSGX	Dedworth Middle School Expansion Year 1 of 3	3,780	(2,081)	1,699	153	(153)	0	3,933	(2,234)	1,699	0	0					
CSHU	Windsor Girls Expansion	1,800	(1,800)	0	(64)	64	0	1,736	(1,736)	0	0	0					

Report Title:	Council Performance Management Framework Quarters 1 and 2
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Simon Dudley, Leader of the Council and Chairman of Cabinet Councillor Ross McWilliams, Principal Member for Housing and Communications
Meeting and Date:	Cabinet – 23 November 2017
Responsible Officer(s):	Alison Alexander, Managing Director
Wards affected:	All

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REPORT SUMMARY

- 1 The Council Plan 2017-2021 was approved in July 2017, identifying six strategic priorities. The delivery of the Plan will be measured via 25 indicators. This report provides performance data, covering quarters 1 and 2 in 2017/18, against the 25 indicators, see Appendix 1.
- 2 In addition to measuring performance against the 25 indicators, a wider scrutiny of performance, in relation to key activity and outcomes that support the delivery of the strategic priorities, will take place by the service specific Overview and Scrutiny Panels, see Appendix 2.
- 3 As at 30 September 2017, 16 of the 25 indicators were performing at or above target, eight indicators were just short of target and one indicator was below target. A summary of the mitigating actions which are in place to improve performance in these areas is included in the report at Appendix 3.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) **Notes the progress towards meeting the council's strategic priorities.**
- ii) **Requests the Managing Director provides progress reports of key activity and outcomes to the service specific scrutiny panel, in line with appendix 2.**
- iii) **Requests the Managing Director, in conjunction with Lead and Principal Members, to progress improvement actions for indicators that are currently off target.**

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

Council Plan

2.1 In July 2017, the Council Plan 2017-2021 was approved. The Plan sets out the six strategic priorities for delivery over the plan period:

- Healthy, skilled and independent residents.
- Safe and vibrant communities.
- Growing economy, affordable housing.
- Attractive and well-connected borough.
- Well-managed resources delivering value for money.
- An excellent customer experience.

Performance management framework

2.2 The council's performance management framework has been revised to focus on a set of key strategic indicators, moving away from operational indicators, that will effectively measure performance against delivery of the six priorities.

2.3 The framework includes 25 measures, compared with the previous 69, see appendix 1. The criteria for including a measure in the framework is based on it either providing a clear contribution to a strategic priority, linking to a new policy or due to previous reported under performance. The 25 indicators will be reported half yearly to Cabinet and monitored by the Corporate Services Overview and Scrutiny Panel.

2.4 An additional measure for resident satisfaction is being developed reflecting significant changes to the council's operating model this year. The survey will be developed with an external provider with expertise in measuring residents' satisfaction. This will include baselining satisfaction and establishing a target for improvement during the next financial year.

2.5 Cabinet recognise that a small set of indicators alone does not provide sufficient assurance around performance and consequently there will be a wider scrutiny of aspects of performance through the service specific Overview and Scrutiny Panel, see appendix 2. The performance reports submitted quarterly to Overview and Scrutiny will draw from a wider set of operational performance indicators, covering:

- Activity and outcomes.
- Quality of provision.
- Progress against agreed action plans.
- Resident feedback, including compliments and complaints.

Half year performance of strategic priorities

2.6 As end of quarter 2, 30 September 2017, 16 indicators, 64%, were performing at or above target, eight indicators, 32%, were just short of target and one indicator, 4%, was below target, see table 1 and appendix 1 for the full schedule. Commentary and mitigation actions in relation to the 9 indicators that are currently short of, or below, target is at appendix 3.

Table 1: Performance against strategic priorities

	Green	Amber	Red	Total
Healthy, skilled and independent residents	4	3	0	7
Safe and vibrant communities	2	2	0	4
Growing economy, affordable housing	4	0	0	4
Attractive and well-connected borough	2	1	1	4
An excellent customer experience	2	2	0	4
Well-managed resources delivering value for money	2	0	0	2
Total	16	8	1	25

Table 2: Options

Option	Comments
Endorse the evolution of the performance management framework focused on measuring delivery of the council's six strategic priorities. The recommended option.	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.
Continue with the old approach of performance reporting. Not the recommended option.	This approach does not secure sufficient focus on how performance measures are assisting the council to achieve its strategic priorities which could result in less focus on service improvement and reduced transparency, accountability and clarity for residents.

3 KEY IMPLICATIONS

3.1 The key implications of the report are set out in table 4.

Table 4: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its strategic priorities	Less than 100%	100% of strategic priorities on target	N/A	N/A	31 March 2018

4 FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no financial implications arising from this report, see table 5. Delivery of any mitigating actions in respect of performance will be met from existing budgets.

5 LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report.

6 RISK MANAGEMENT

6.1 The risks and their control are set out in table 5.

Table 5: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Poor performance management processes in place causing a lack of progress towards achieving the council's strategic aims and objectives.	HIGH	Robust performance management within services and effective and timely reporting.	LOW

7 POTENTIAL IMPACTS

7.1 An Equality Impact Assessment is not required for this report.

8 CONSULTATION

8.1 The report will be considered by Corporate Services Overview and Scrutiny Panel on 16 November 2017 and comments will be reported to Cabinet.

9 TIMETABLE FOR IMPLEMENTATION

9.1 The implementation timetable is at table 76

Table 6: Implementation timetable

Date	Details
Ongoing	Managing Director and Executive Directors, in conjunction with Lead and Principal Members, continue to manage performance, particularly in relation to those indicators that are off target
December 2017	Performance reports to service specific Overview and Scrutiny Panels.
March 2018	Performance reports to service specific Overview and Scrutiny Panels.
May 2018	Year end performance report considered by Cabinet.

9.2 Implementation date if not called in: Immediately

10 APPENDICES

10.1 There are four supporting appendices:

- Appendix 1: Quarters 1 and 2, 2017-2018, performance report against all strategic priorities.

- Appendix 2: Scrutiny of performance by service specific Overview and Scrutiny Panels.
- Appendix 3: Commentary and mitigation actions in respect of indicators are short of target.
- Appendix 4: Council performance indicators infographics.

11 BACKGROUND DOCUMENTS

11.1 Council Plan and performance management framework, Council 25 July 2017
http://rbwm.moderngov.co.uk/documents/s14958/meetings_170725_council_strategy_full.pdf

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Simon Dudley	Leader of the Council and Chairman of Cabinet	20/10/17	23/10/17
Cllr Ross McWilliams	Principal Member for Housing and Communications	18/10/17 20/10/17	23/10/17
Alison Alexander	Managing Director	18/10/17 20/10/17	18/10/17
Russell O'Keefe	Executive Director	20/10/17	
Andy Jeffs	Executive Director	20/10/17	
Rob Stubbs	Section 151 Officer	20/10/17	
Terry Baldwin	Head of HR	20/10/17	
Mary Kilner	Head of Law and Governance	20/10/17	
Louisa Dean	Communications and Marketing Manager	20/10/17	

REPORT HISTORY

Decision type: Key decision: No	Urgency item? No
Report Author: Hilary Hall, Deputy Director Strategy and Commissioning, 01628 683893	

Appendix 1: Council Plan - performance report

This scorecard sets out performance in relation to the 25 indicators that measure delivery of the Council Plan, as at 30 September 2017.

DoT = Direction of Travel arrows reflect overall progress against target (not performance against the previous period).

Council Strategic PMF 2017/18										
Council Priority	Measure Name	Current Period	DoT	Actual	Target	Previous Period	Previous Period Actual	Previous Period Target	Service	Lead Member
Healthy, skilled and independent residents	(1.1.2) Percentage of persons offered a NHS health-check from the target cohort (40-74yrs)	★	➔	69.8	50.0	★	50.8	50.0	Strategy & Commissioning	Cllr Carroll
Healthy, skilled and independent residents	(1.1.7) Number of training sessions delivered to schools/professionals in relation to mental health	★	➔	4	4	★	8	7	Strategy & Commissioning	Cllr Carroll
Healthy, skilled and independent residents	(1.2.1) Percentage of children with a review at 2-2.5 years of age	★	➔	100.0	99.0	★	99.1	99.0	Children's Services	Cllr N Airey
Healthy, skilled and independent residents	(1.2.3) Percentage of care-leavers in education, employment or training	★	➔	75.0	70.0	★	77.3	70.0	Children's Services	Cllr N Airey
Healthy, skilled and independent residents	(1.4.1) Number of permanent admissions to care for those aged 65+yrs	●	➔	61	52	★	38	53	Adult Services	Cllr Carroll
Healthy, skilled and independent residents	(1.4.2) Number of delayed transfers of care, per 100,000 population, which are attributable to ASC	●	➔	1.6	1.5	★	0.9	1.5	Adult Services	Cllr Carroll
Healthy, skilled and independent residents	(1.4.3) Percentage of residents living independently 91 days after discharge from hospital	●	➔	83.5	87.5	●	82.9	87.5	Adult Services	Cllr Carroll
Safe and vibrant communities	(2.1.1) Percentage of Child Protection Plans lasting 2yrs or more	★	➔	0.0	0.0	★	0.0	0.0	Children's Services	Cllr N Airey
Safe and vibrant communities	(2.1.2) Percentage of children referred to children's social care more than once within last 12mths	●	➔	23.5	18.0	★	11.2	18.0	Children's Services	Cllr N Airey
Safe and vibrant communities	(2.1.4) Percentage of adult safeguarding service users reporting satisfaction	●	➔	73.6	80.0	★	90.5	80.0	Adult Services	Cllr Carroll
Safe and vibrant communities	(2.3.1) Number of volunteers supporting council services	★	➔	5,216	1,325	★	2,923	1,325	Communities & Highways	Cllr S Rayner
Growing economy, affordable housing	(3.2.1) Percentage of shops, offices, commercial spaces vacant	★	➔	12.4	13.0	★	12.3	13.0	Revenue & Benefits	Cllr Rankin
Growing economy, affordable housing	(3.4.1) Number of affordable homes delivered	★	➔	17	12	★	0	0	Strategy & Commissioning	Cllr McWilliams
Growing economy, affordable housing	(3.5.1) Number of homelessness preventions through council advice and activity	★	➔	474	400	▲	306	400	Library & Residents' Services	Cllr McWilliams
Growing economy, affordable housing	(3.5.2) Number of homeless households placed in temporary accommodation	★	➔	35	80	★	72	80	Library & Residents' Services	Cllr McWilliams
Attractive and well-connected borough	(4.1.2) Percentage of residents reporting satisfaction with borough parks and open spaces	★	➔	88.8	80.0	★	87.4	80.0	Communities & Highways	Cllr S Rayner
Attractive and well-connected borough	(4.1.4) Percentage of Minor planning applications processed in time	★	➔	69.3	65.0	★	65.7	65.0	Planning	Cllr Coppinger
Attractive and well-connected borough	(4.2.1) Percentage of household waste sent for reuse, recycling	●	➔	48.0	50.0	●	49.1	50.0	Community Protection & Enforcement	Cllr Cox
Attractive and well-connected borough	(4.4.1) Number of days of roadworks on highways saved	▲	➔	16	28	★	45	40	Communities & Highways	Cllr Bicknell
An excellent customer experience	(5.3.1) Percentage of calls answered within 60 seconds	●	➔	74.4	80.0	▲	36.8	80.0	Library & Residents' Services	Cllr S Rayner

Council Strategic PMF 2017/18

Council Priority	Measure Name	Current Period	DoT	Actual	Target	Previous Period	Previous Period Actual	Previous Period Target	Service	Lead Member
An excellent customer experience	(5.3.2) Percentage of calls abandoned after 5 seconds	●	↗	5.2	5.0	▲	19.0	5.0	Library & Residents' Services	Cllr S Rayner
An excellent customer experience	(5.3.3) Average no. days to process new claims and changes in circumstances (Housing Benefits)	★	↗	3.3	3.5	●	4.3	3.5	Revenue & Benefits	Cllr S Rayner
An excellent customer experience	(5.3.4) Percentage of calls resolved right first time	★	↘	93.7	83.0	★	97.3	83.0	Library & Residents' Services	Cllr S Rayner
Well-managed resources delivering value for money	(6.1.1) Percentage collection rate for Council Tax	★	↗	58.8	58.6	●	30.9	31.0	Revenue & Benefits	Cllr Saunders
Well-managed resources delivering value for money	(6.1.2) Percentage collection rate for Non Domestic Rates (Business Rates)	★	↘	58.7	57.9	★	33.0	32.3	Revenue & Benefits	Cllr Saunders

Appendix 2: Royal Borough of Windsor & Maidenhead - scrutiny of performance

Scrutiny by Overview & Scrutiny Panel	Strategic priority	Service area	Areas to cover	Quantitative performance indicators
Children's Services	Healthy, skilled and independent residents	Children's Services	Delivery of health visiting and children's centre services. Delivery of services for schools including school nursing, education psychology and education welfare. Free school meal attainment action plan. SEND action plan. Children's social care.	<ol style="list-style-type: none"> 1. Percentage uptake of MMR2 vaccination 2. Mental health awareness raising 3. Children with a review at 2-2.5 years of age 4. Percentage of early years settings rated 5. good/outstanding 6. Care leavers in education, employment or training 7. Percentage of borough schools rated by Ofsted as good or outstanding 8. Ranking for Free School Meal Attainment cohort achieving Early Years Foundation Stage (EYFS) 9. Ranking for Free School Meal Attainment cohort achieving Key Stage 2 (KS2) 10. Ranking for Free School Meal Attainment cohort achieving Key Stage 4 (KS4) 11. Number of permanent exclusions from schools in Royal Borough of Windsor and Maidenhead 12. Child Protection Plans lasting 2 years or more 13. Repeat referrals to children's social care within 12 months 14. Timeliness of Education, Health and Care Plans 15. Number of complaints received relating to children's services 16. Number of compliments received
Adult Services and Health	Healthy, skilled and independent residents	Adult Services Public Health	Adult social care, including safeguarding. Carers. Drug and alcohol services and health checks.	<ol style="list-style-type: none"> 17. Offer of health checks 18. Number of successful smoking quit attempts 19. Percentage of successful treatment completions (alcohol) 20. Percentage of successful treatment completions (opiates) 21. Percentage of successful treatment completions (non-opiates) 22. Permanent admissions to care for those aged 65+ years 23. Delayed transfers of care where the delay is 24. attributable to social care 25. Residents living independently 91 days after discharge from hospital

Scrutiny by Overview & Scrutiny Panel	Strategic priority	Service area	Areas to cover	Quantitative performance indicators
				26. Percentage of current carers assessed or reviewed in the last 12 months 27. Carers supported through social prescribing 28. Adult safeguarding service user satisfaction 29. Number of complaints received relating to adult services 30. Number of compliments received
Culture and Communities	Safe and vibrant communities	Communities Library and Resident Services	Leisure services. Libraries and museums.	31. Flood schemes delivered or on track for delivery by the target date as a % of total schemes 32. Number of volunteers supporting council services 33. Number of attendances at leisure centres 34. Number of visits (physical and virtual) to libraries 35. Number of visits (physical and virtual) to museums 36. Grant funding 37. Number of council complaints received 38. Number of compliments received
Planning and Housing	Growing economy, affordable housing	Library and Resident Services Housing Enabling Planning	Delivery of homelessness strategy. Provision of affordable housing. Planning service.	39. Affordable homes delivered 40. Number of homelessness preventions through council advice and activity 41. Number of homeless households placed in temporary accommodation 42. Percentage of Major planning applications processed in time 43. Percentage of Minor planning applications processed in time 44. Percentage of "Other" planning applications processed in time 45. Number of council complaints received 46. Number of compliments received
Culture and Communities	Growing economy, affordable housing	Communities	Business development. Town centre management.	47. Footfall in town centres 48. Percentage of shops, offices, commercial spaces vacant 49. Number of apprenticeships offered by the council 50. Number of council complaints received 51. Number of compliments received
Environment and Highways	Attractive and well-connected	Environmenta l Protection Highways	Waste management. Parking. Highways.	52. Number of fly tipping instances across Borough 53. Residents' reported satisfaction with borough parks and open spaces 54. Household waste sent for reuse, recycling

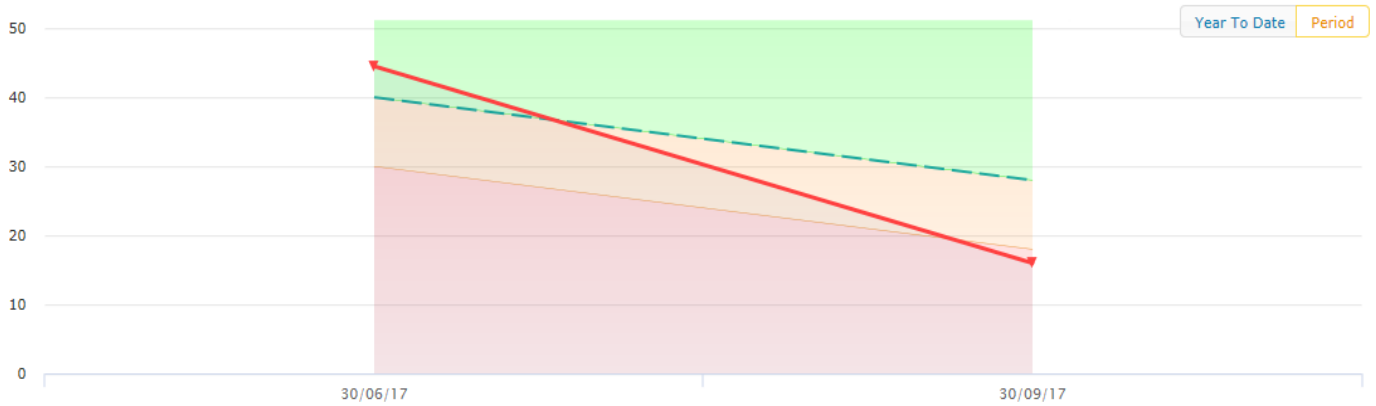
Scrutiny by Overview & Scrutiny Panel	Strategic priority	Service area	Areas to cover	Quantitative performance indicators
	borough		Bus services.	55. Monitoring of residents' parking schemes in the borough 56. Number of cycling trips to / from Maidenhead and Windsor town centres 57. Residents' reported satisfaction with local bus services 58. Reduction in days of roadworks on highways 59. Speed of pothole fixing 60. Number of council complaints received 61. Number of compliments received
Corporate Services	An excellent customer service	Library and Residents Services Revenues and Benefits	Customer services. Housing benefits.	62. Percentage of residents confirming that they feel informed about the council 63. Increase in the number of residents signing up to the residents email newsletter 64. Number of "My Account" users 65. Calls answered within 60 seconds 66. Incoming calls abandoned rate 67. Average no. days to process new claims and changes in circumstances (Housing Benefits) 68. Percentage of calls resolved right first time 69. Number of council complaints received 70. Number of compliments received 71. Percentage of residents expressing satisfaction with services
Corporate Services	Well-managed resources delivering value for money	Human Resources Finance	Delivery of the People Plan. Financial management.	72. Percentage collection rate for Council Tax 73. Percentage collection rate for Non Domestic Rates (Business Rates) 74. Council Tax level compared with other authorities 75. Staff turnover (Voluntary) 76. Percentage of customer interactions that are digital

Appendix 3: Q2 Exceptions Report

OFF-TARGET (RED) MEASURES

(4.4.1) Number of days of roadworks on highways saved

		30/06/17			30/09/17		
		Actual	Target	Performance	Actual	Target	Performance
Attractive and well-connected borough	(4.4.1) Number of days of roadworks on highways saved	45	40	★	16	28	▲



Q2 Commentary:

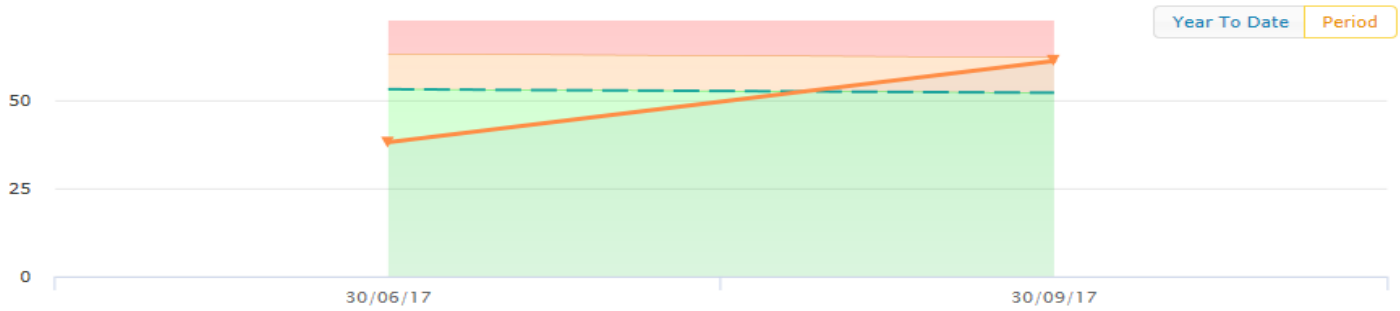
The target is to save a total of 120 days across the year, and this has been profiled to provide a quarterly target of 40 days in Q1, 28 days in Q2, 28 days in Q3 and 24 days in Q4 respectively. The target was exceeded in Q1 (45 days saved against a target of 40). Whilst the figure for Q2 is below the target (16 days saved against a target of 28), the year to date cumulative total (61 days saved against a target of 68) projects that the target will be met over a 12mth period.

It is otherwise acknowledged that the opportunity to save days is dependent on the volume of roadworks, and improved compliance through the operation of the Permit Scheme will therefore reduce this opportunity.

OFF-TARGET (AMBER) MEASURES

(1.4.1) Number of permanent admissions to care for those aged 65+yrs

		30/06/17			30/09/17		
		Actual	Target	Performance	Actual	Target	Performance
Healthy, skilled and independent residents	(1.4.1) Number of permanent admissions to care for those aged 65+yrs	38	53	★	61	52	●



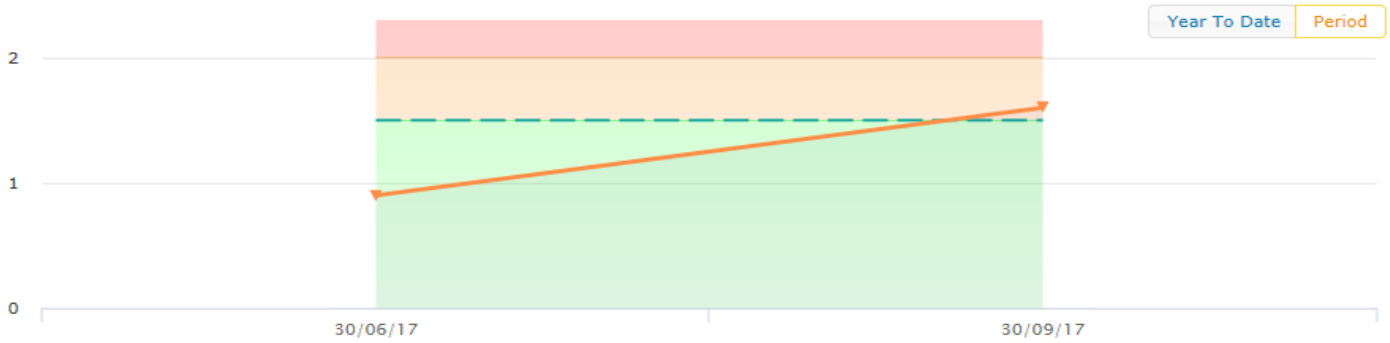
Q2 Commentary:

There has been an increase in the frailty and age of those individuals who require permanent admission for residential care. There is a strong assessment and strength-based assessment process in place. There are good robust services within adult care that promote independence and keep people at home longer and so when a need is identified we know other options have been explored.

(1.4.2)

Number of delayed transfers of care, per 100,000 population, which are attributable to Adult Social Care

		30/06/17			30/09/17		
		Actual	Target	Performance	Actual	Target	Performance
Healthy, skilled and independent residents	(1.4.2) Number of delayed transfers of care, per 100,000 population, which are attributable to ASC	0.90	1.50	★	1.60	1.50	●

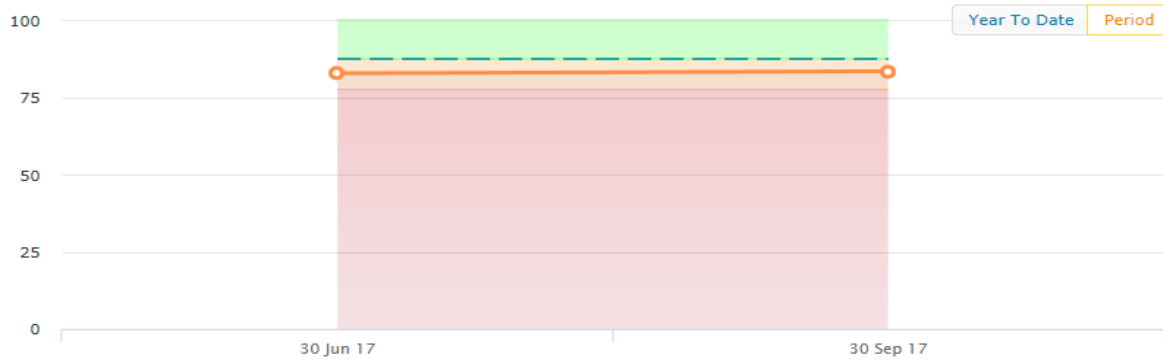


Q2 Commentary:

There is close scrutiny of this information on a weekly basis and good multi-agency liaison between all involved to review delayed discharges. However the increased age and frailty of referrals means there are often complex social and medical reasons affecting discharge.

(1.4.3)**Number of delayed transfers of care, per 100,000 population, which are attributable to Adult Social Care**

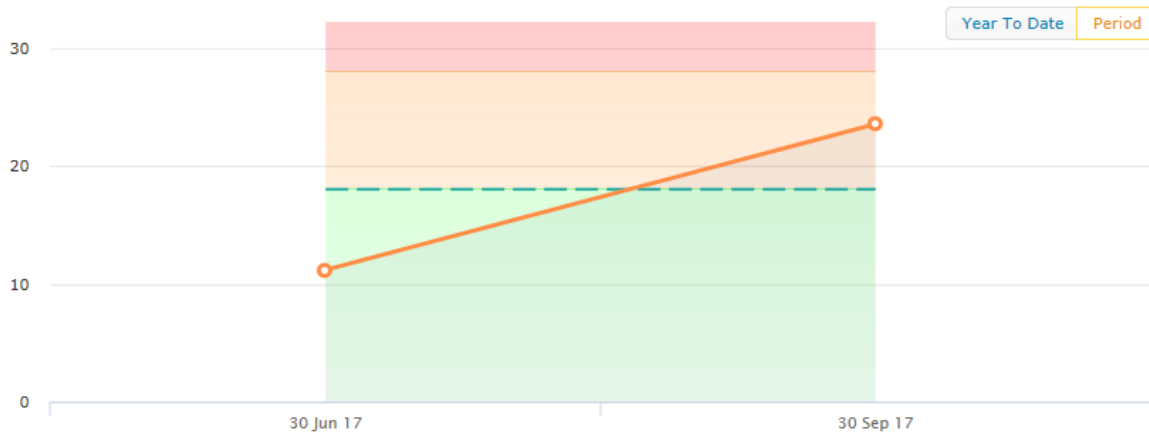
		30/06/17			30/09/17		
		Actual	Target	Performance	Actual	Target	Performance
Healthy, skilled and independent residents	(1.4.3) Percentage of residents living independently 91 days after discharge from hospital	82.9	87.5	●	83.5	87.5	●
	(1.4.3) Percentage of residents living independently 91 days after discharge from hospital						
	(1.4.3a) Number of residents supported by reablement services living independently 91 days after dis	87			198		
	(1.4.3b) Total number of reablement discharges from hospital	105			237		

**Q2 Commentary:**

Performance is generally good but is again related to increased age and frailty of people being discharged into the re-ablement service. However the transformation agenda is looking at a number of ways to support a multi-agency approach to reduce readmissions and improve this area further.

(2.1.2)**Percentage of children referred to social care more than once in last 12 months**

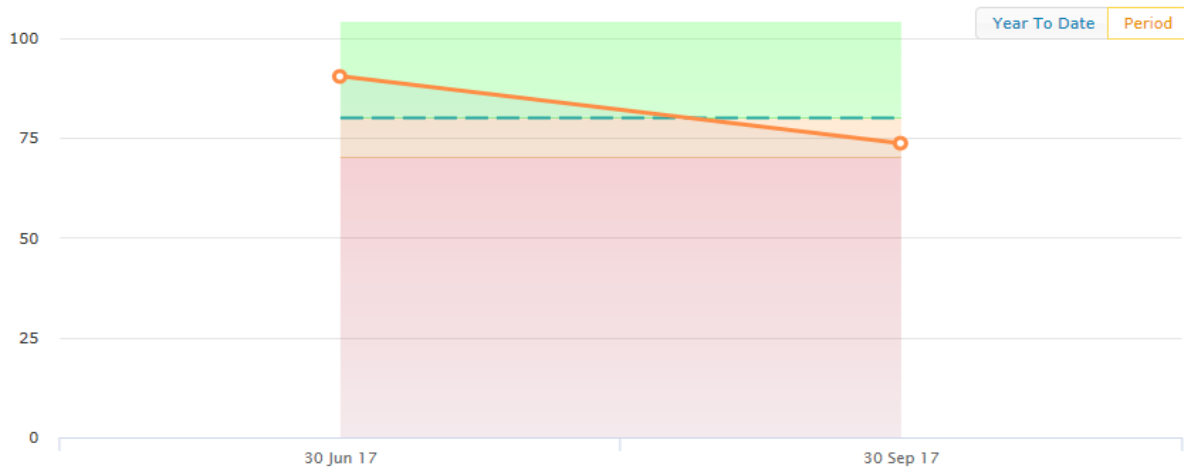
		30/06/17			30/09/17		
		Actual	Target	Performance	Actual	Target	Performance
Safe and vibrant communities	(2.1.2) Percentage of children referred to children's social care more than once within last 12mths	11.2	18.0	★	23.5	18.0	●
	(2.1.2) Percentage of children referred to children's social care more than once within last 12mths						
	(2.1.2a) Number of children who have been referred to children's social care more than once within t	22			48		
	(2.1.2b) Total number of children referred in the last 12mths	197			204		

**Q2 Commentary:**

The Royal Borough, in common with many authorities across the country, has experienced a significant increase in the number of referrals received from different sources as expectations of social care have risen in recent years. It is unsurprising therefore that the number of times the same child or family is recorded is rising. The social care teams look carefully at all historical referrals when assessing the level of need to ensure that children receive a service when the case meets the thresholds. These are published and shared with our partners and overseen by the Local Safeguarding Children's Board.

(2.1.4)**Percentage of adult safeguarding users reporting satisfaction**

		30/06/17			30/09/17		
		Actual	Target	Performance	Actual	Target	Performance
Safe and vibrant communities	(2.1.4) Percentage of adult safeguarding service users reporting satisfaction	90.5	80.0	★	73.6	80.0	●
	(2.1.4) Percentage of adult safeguarding service users reporting satisfaction						
	(2.1.4a) Total score of safeguarding surveys	199			405		
	(2.1.4b) Total possible score for safeguarding surveys	220			550		

**Q2 Commentary:**

This is a relatively new indicator for us and we have recently reviewed and changed the process and methodology for ensuring we collect this key data and ensuring we are making safeguarding investigations and outcomes personal to the individual at risk.

(4.2.1)**Percentage of household waste sent for reuse, recycling**

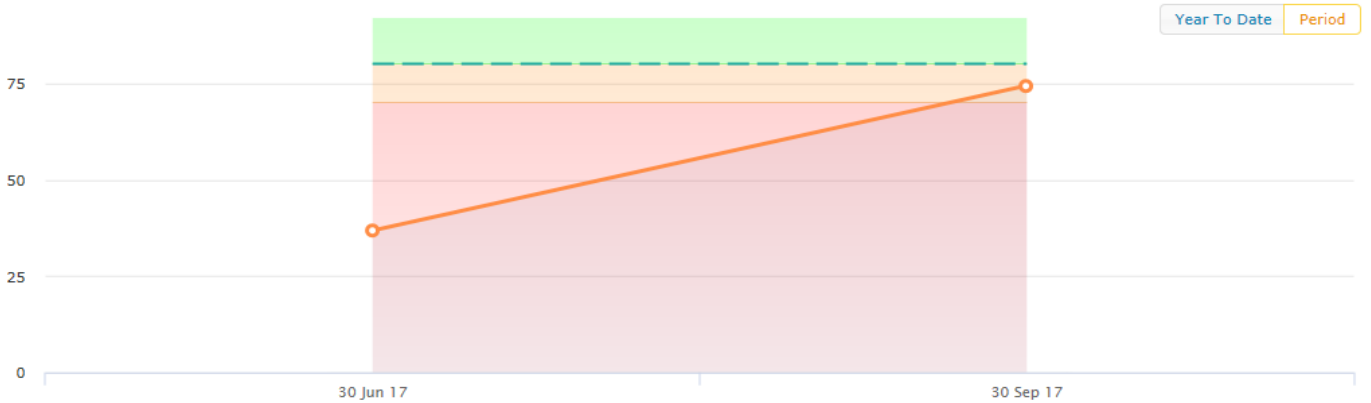
		30/06/17			30/09/17		
		Actual	Target	Performance	Actual	Target	Performance
Attractive and well-connected borough	(4.2.1) Percentage of household waste sent for reuse, recycling	49.1	50.0	●	48.0	50.0	●
	(4.2.1) Percentage of household waste sent for reuse, recycling						
	(4.2.1a) Volume of household waste sent for reuse, recycling (tonnes)	8,799.07			8,609.85		
	(4.2.1b) Total volume of household waste collected (tonnes)	17,935.79			17,948.05		

**Q2 Commentary:**

Residual waste yields have increased, whilst recycling performance has remained steady. This is an issue that is being experienced nationally. Throughput at the Stafferton Way Civic Amenity site is down as a result of the introduction of the permit scheme, this includes a recycling element, particularly rubble, soil and cardboard, which were being brought to the site by traders who are no longer gaining access to the site. This affects the recycling rate in the short term, but provides a positive position for the council when it negotiates its new collection contract in readiness for 2019, as rubble and soil are high cost items to dispose of.

(5.3.1) Percentage of calls answered within 60 seconds

		30/06/17			30/09/17		
		Actual	Target	Performance	Actual	Target	Performance
An excellent customer experience	(5.3.1) Percentage of calls answered within 60 seconds	36.8	80.0	▲	74.4	80.0	●
	(5.3.1) Percentage of calls answered within 60 seconds						
	(5.3.1a) Number of calls answered within 60secs after the introductory message	23,475			25,671		
	(5.3.1b) Total number of calls made to Library & Residents' Services	63,797			34,504		

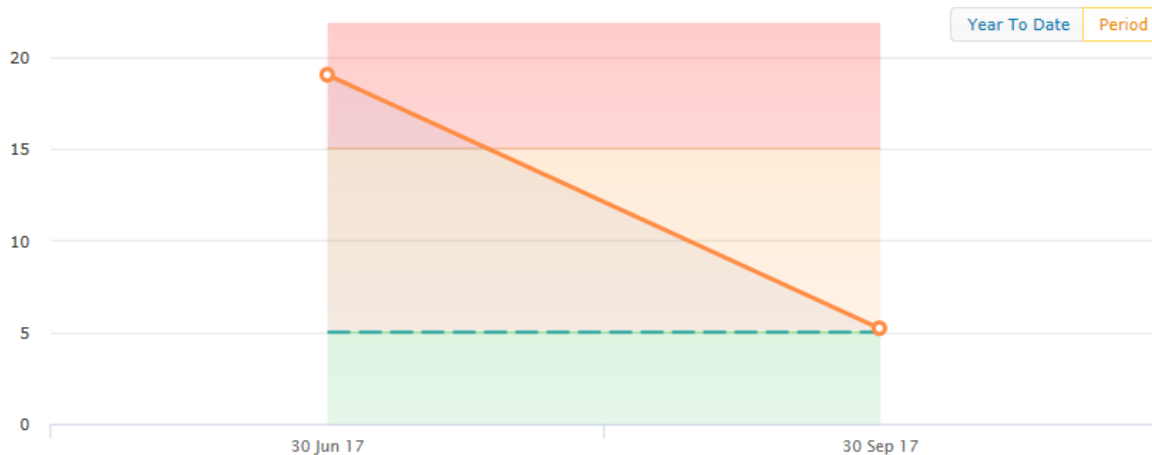


Q2 Commentary:

Whilst Q2's performance is still off target at 74.4% against the target of 80%, there has been a significant improvement compared to Q1 outturn of 36.8%. Improvement continues with an increase in permanent resources to bring this indicator back on track.

(5.3.2) Percentage of calls abandoned after 5 seconds

		30/06/17			30/09/17		
		Actual	Target	Performance	Actual	Target	Performance
An excellent customer experience	(5.3.2) Percentage of calls abandoned after 5 seconds	19.0	5.0	▲	5.2	5.0	●
	(5.3.2) Percentage of calls abandoned after 5 seconds						
	(5.3.2a) Number of incoming calls abandoned (exc 0-5secs)	12,124			1,786		
	(5.3.2b) Total number of calls made to Library & Residents' Services	63,797			34,504		



Q2 Commentary:

Q2 is just off target at 5.2% against the target of 5%. There has been a significant improved from Q1 outturn of 19% and improvement continues with an increase in permanent resources to bring this indicator back on track.

Council performance indicators



Quarterly target: 80%



Quarterly target: 99

children with a review at two and two and a half years of age

Key

- ★★★★ = Target exceeded
- = Off target
- = Below target



Quarterly target: 4

mental health training sessions delivered to schools or professionals.



Quarterly target: 1,325

volunteers supporting council services



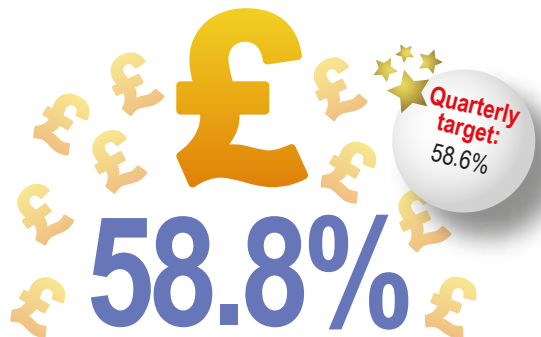
Quarterly target: 80%

residents satisfied with parks and open spaces



Quarterly target: 400

homelessness preventions through council advice and activity



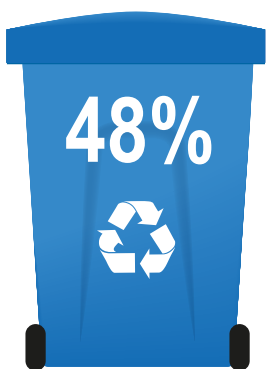
Quarterly target: 58.6%

council tax collection rate



Quarterly target: 52

permanent admissions to residential or nursing care for those over 65



Quarterly target: 50%

household waste sent for re-use or recycling



Quarterly target: 83%

number of first time contact resolutions



Quarterly target: 28

days of roadworks on highways saved

Agenda Item 9

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

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