

NOTICE
OF
MEETING

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

will meet on

WEDNESDAY, 27TH JUNE, 2018

At 6.30 pm

in

DESBOROUGH 4 - TOWN HALL

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

COUNCILLORS SAYONARA LUXTON, MARION MILLS, NICOLA PRYER,
EILEEN QUICK, EDWARD WILSON, WESLEY RICHARDS AND
CHARLES HOLLINGSWORTH

SUBSTITUTE MEMBERS

COUNCILLORS LYNNE JONES, HASHIM BHATTI, MAUREEN HUNT,
MOHAMMED ILYAS, HARI SHARMA, JOHN STORY AND GERRY CLARK

David Cook - Democratic Services Manager - Issued: Tuesday, 19 June 2018

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 **Andy Carswell 01628 796319**

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>ELECTION OF CHAIRMAN AND VICE CHAIRMAN</u> To appoint a Chairman and Vice Chairman for the 2018/19 municipal year.	-
2.	<u>APOLOGIES FOR ABSENCE</u> To receive apologies for absence.	-
3.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	3 - 4
4.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on May 16 th 2018.	5 - 10
5.	<u>ANNUAL PERFORMANCE REPORT</u> To note the contents of the report.	11 - 36
6.	<u>OPTIONS FOR INCREASED CAPACITY AT NEWLANDS GIRLS' SCHOOL</u> To note the contents of the report.	37 - 46
7.	<u>WORK PROGRAMME</u> To note the Work Programme and suggest items for future meetings.	47 - 48

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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CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

WEDNESDAY, 16 MAY 2018

PRESENT: Councillors Eileen Quick (Chairman), Marion Mills (Vice-Chairman), Sayonara Luxton, Lynne Jones and Edward Wilson

Also in attendance: Sarah Bellars and Paul Loudon

Officers: Lynne Lidster, Kevin McDaniel and Andy Carswell

APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs Hollingsworth, Pryer and Mrs Airey. Cllr Jones was attending as a substitute.

DECLARATIONS OF INTEREST

There were no declarations of interest received. Cllr Jones stated that her ward included St Peter's School, but was informed that she did not need to declare an interest.

MINUTES

The Part I minutes of the meeting held on March 15th 2018 were approved as a true and correct record.

SEND STATEMENT OF ACTION UPDATE

The Director of Children's Services reminded Members that the Panel had previously considered the SEND area inspection, and informed them that this report was to provide an update on the progress that had been made over the two quarters that had since passed.

Members were informed that an Inclusion Summit was held on April 19th, which was the culmination of the first stage of the plan to address the weaknesses that had been identified by Ofsted and the CQC. The Director of Children's Services said that the Summit allowed the Council to meet with partner agencies; although issues had not been raised by the SEND inspection report regarding individual care, concerns had been raised over the lack of joined-up thinking between different partners.

Members were told that the DfE and Ofsted had identified 107 action points for the Council to carry out. The Director of Children's Services informed the Panel that of these, 49 were in the green category and on track to be completed; 30 were in the amber category as more work needed to be done; six were in the red category as significant issues had been identified; and five had not yet been started. A further 17 had been completed. The Panel was informed that the six red actions of concern related to four activities: reviewing whether the matrix used to assess the level of pupil need in mainstream schools was working effectively; reviewing the use of text messaging for obtaining feedback; implementing an updated ICT system; and agreeing the datasets and information to be updated on the Local Offer. The Director of Children's Services informed Members that the Local Offer was a requirement for all local authorities to make available online information to parents and carers regarding services that were applicable to them that were provided by the Council, health authority and voluntary sector, as well as schools with their own Local Offers. Members were told that the information needed to be easier to navigate and should include clear descriptions of the roles and responsibilities of each care provider. Regarding the ICT system, Members were told that the Council was on the software developer's work list.

Sarah Bellars, Director of Nursing at East Berkshire CCG, stated that it was important to emphasise the progress that had been made since the initial inspection, due to the complexities faced by some service users. In particular the progress that had been made in relation to getting the different groups to work together was of great importance. A key achievement that Sarah Bellars identified was the fact that all 750 statements of special education had been successfully converted into Education Health and Care Plans. The Chairman congratulated officers on completing this transfer.

Members were informed that a draft of the Inclusion Charter would be brought to Council by the Lead Member for Children's Services in due course.

It was agreed that the Evaluation Report would be brought to Panel when the review that was currently in progress was completed.

Regarding the money provided by the Better Care Fund, it was clarified that the approval of £150,000 for three years meant that a total of £450,000 would be provided.

Cllr Luxton asked if the multi agency group that looked at EHC plans to suggest improvements and highlight good practice, which was referenced in the report, had been set up. Sarah Bellars stated that the first meeting of the group had taken place and their first set of recommendations could be made available to Members. The next set of thematic audits would be available in September.

Responding to a question from Cllr Jones about satisfaction levels over the statement conversions, the Director of Children's Services stated that the feedback had been largely positive. He stated that five cases had progressed to the Tribunal Stage; of these, three had been settled in favour of the proposals put forward by the Council and two were settled in favour of those proposed by the parents. The Director of Children's Services said that the thematic audit created by the multi agency group had identified a need for improving communication with service users.

Sarah Bellars informed Members that a transformation programme was being implemented with CAMHS, in order to provide support for emotional health and wellbeing to families at the earliest possible opportunity and to prevent the need for secondary care and inpatient admissions. Members were told that the Ofsted inspection had highlighted that the needs of those on the autism pathway had not been met quickly enough. Sarah Bellars stated that unless things changed, a backlog of cases would build up. It was clarified that the autism pathway was a mechanism for ensuring parents could be given a diagnosis of autism, and to be signposted to services that were the most appropriate to them. The Director of Children's Services informed Members that he had recently met with his counterparts from Bracknell Forest and Slough, where it was agreed that mental health and wellbeing should be a key focus.

Cllr Wilson asked if the Inclusion Summit had been well received by those who had attended. The Director of Children's Services informed Members that 174 people had attended, including more than 70 from schools within the Royal Borough. He stated that in his opinion he had never seen such a high level of participation by attendees at an event, and there appeared to be a willingness amongst school headteachers to work together in sharing best practice. The possibility of establishing a network for SENCO employees was being investigated. Members were informed that some of the smaller schools, who may not be able to employ their own specialist SENCO officer, were sharing a single member of staff to work across more than one site.

Members were informed that going forward, an update would be provided each school term.

The Chairman asked for the Panel's thanks and congratulations to be passed on to the teams that had been involved in progressing the statement of action. The Director of Children's

Services stated that the Parent Care Forum had been of particular importance in ensuring this had happened.

It was agreed that the Panel:

- i) Noted the report and endorsed the work undertaken to meet the statutory deadline of converting all statements of educational needs to EHC plan by the due date**
- ii) Noted the progress on the delivery of 107 actions in the action plan and requested an update in October 2018.**

WINDSOR MIDDLE SCHOOL EXPANSION

Members were reminded that a strategic approach regarding school places up to and through 2035 had been formulated as a result of the Borough Local Plan. It had been noted that in 2019 the middle school provision in Windsor would be insufficient, which had prompted a recommendation to expand middle school capacity. It had been agreed in principle to expand St Peter's CE Middle School as Dedworth Middle School was already in the process of expanding its capacity, St Edward's Royal Free Ecumenical School had no capacity to expand further and Trevelyan Middle School did not presently wish to extend so soon after conversion to Academy status. It had been agreed in principle that £2.7million would be provided for the expansion of St Peter's.

It was noted that there was a low response rate to the initial consultation on the proposals, and that the major finding from this was concerns relating to the impact on parking and traffic.

Cllr Jones noted that St Peter's was the smallest middle school and stated that doing nothing to expand it was not an option. She stated that the proposals had been discussed by Old Windsor Parish Council, which had only raised concerns over the dropping-off point. Cllr Jones asked if the prioritisation model could be reviewed, as she felt that it did not take a long-term view. The Director of Children's Services said it was difficult to forecast parental preference and there had been significant shifts in the last 18 months.

It was noted that the proposals only scored one out of ten in terms of value for money. The Director of Children's Services explained that typically a figure of £14-15,000 per school place represented good value for money. The concerns over the impact on traffic had raised this figure to £20,000 per school place; however the Director of Children's Services stated that it could be argued that this level of expenditure was appropriate, and that the benchmark scoring had been harsh. The Panel requested that the Cabinet paper explained why the scoring matrix had given the proposals one out of ten for value for money.

The Chairman noted that the Memorandum of Understanding only mentioned St Peter's School's admission policy once, and stated that changing the policy had been agreed by the school and the Diocese as part of the Academy conversion process. Cllr Wilson stated that the Memorandum of Understanding cleared up a lot of ambiguity regarding the Council's role with Academy schools. He said however that the Memorandum of Understanding should state that the expansion of St Peter's School would cover basic need for school places as a result of demographic growth, in order to aid public understanding. It was agreed that the Cabinet paper should be updated so that the Memorandum of Understanding should state that the expansion of St Peter's School was to cover basic need, and for the clause about PAN to also cover wider admission arrangement changes. Members noted that it was important that parents were kept well informed about the admission policy.

The Director of Children's Services informed Members that it was relevant Diocese's wish for the school to serve the local community, rather than being exclusively for those of faith. However this was not the case for all Diocese.

Cllr Mills asked if the school could take responsibility for getting out the right messages about expansion and school places, rather than leaving it to the Council. The Director of Children's Services stated his belief that there was a desire by the school to work with the Council, and

this had been evidenced hitherto. He stated that it needed to be made clear that expansion was in the school's own best interests, due to an ever-growing population, and a communications strategy was being developed to achieve this aim. The Director of Children's Services reminded Members that more of the Royal Borough's children than ever before were attending schools that were rated either Good or Outstanding and that in the most recent round of allocations 88 per cent of applicants were given their first preference school; by far the highest level in the last ten years.

It was agreed that the Panel noted the report and:

- i) Approved a budget estimate of £2.7m and authorised the Director of Children's Services with the Lead Member for Children's Services to undertake procurement and enter into contracts for the delivery of the expansion of St Peter's CE Middle School.**
- ii) Approved the signing of the *Memorandum of Understanding: St Peter's CE Middle School* by the Director of Children's Services.**

A) SCHOOL CATERING CONTRACT

The Chairman informed Members that this had been added as a late item to the agenda as it had been agreed to produce a full report for scrutiny, with the item having previously existed only as a briefing note to Cabinet. The Director of Children's Services informed Members that there had been a delay in compiling the report due to the initial responses from schools, with a significant number no longer wishing to be part of a central contract. Additionally some schools had asked to see the terms of the contract before making a decision on whether to sign. This impacted on the suppliers who were tendering, with some asking how they would cope with this uncertainty and what would happen if some schools changed their mind. The Director of Children's Services stated that he hoped to have been able to provide Members with a more detailed report.

The Director of Children's Services informed the Panel that the tendering process had involved asking the suppliers to describe their menus and to provide proof that they met children's nutritional requirements. Feedback from people that were supplied by these companies had also been sought in order to make a more informed decision. However the contract had been written in such a way so as to provide redress if the provider fell below the required standard.

The contents of the report were noted by Members.

WORK PROGRAMME

Cllr Wilson requested an agenda item on Alternative Provision within the Royal Borough. The Chairman said she would like a presentation on the Council's obligations towards home schooled children. The Director of Children's Services said that as the two items were linked he would look to provide a report in the autumn.

Cllr Jones asked for an overview of the provisions made by Children's Centres, as there had been some statutory changes. The Director of Children's Services informed Members that a new Deputy Director had recently been appointed and she would be able to provide an update on social care and early help provision with regard to Children's Centres. Cllr Jones also requested that she be made aware of when scrutiny reports were going to be discussed at Panel.

The Chairman asked for a progress report on the Council's linked working with other local authorities in order to deliver services. The Director of Children's Services informed the Panel that this would be covered in the AfC Annual Performance Review at the next meeting.

The meeting, which began at 7.00 pm, finished at 8.19 pm

CHAIRMAN.....

DATE.....

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Report Title:	Annual Performance Report 2017/18
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Dudley, Leader of the Council and Chairman of Cabinet
Meeting and Date:	Cabinet - 28 June 2018
Responsible Officer(s):	Hilary Hall, Deputy Director Strategy & Commissioning
Wards affected:	All

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REPORT SUMMARY

- 1 An overview of the council's performance for the 2017/18 year is summarised in this report, see the Royal Borough of Windsor and Maidenhead Annual Report 2017/18, appendix A. This includes progress against its summary indicators as well as contextual information about its resources, key projects and ambitions for 2018/19.
- 2 17 (68%) of the council's 25 key performance indicators met or exceeded target in 2017/18. Six (24%) were just short of target and two (8% were off target), see table 1 and page 30-33 appendix A.
- 3 In addition, the Royal Borough delivered a range of key projects across the breadth of its services, see point 2.5.

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RECOMMENDATION: That Cabinet notes the report and:

- i) **Notes the progress towards meeting the council's strategic objectives.**
- ii) **Endorses the Annual Report 2017/18, appendix A, to be reviewed at a meeting of the Full Council.**
- iii) **Requests the Managing Director and Executive Directors, in conjunction with Lead and Principal Members, to progress improvement actions for areas that are off target.**

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

- 2.1 In July 2017, the Council Plan 2017-2021 was approved. The Plan set 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.
- 2.2 The council's performance management framework was revised to focus on a set of key strategic indicators, moving away from operational indicators, to measure performance against delivery of the six priorities. 25 of these indicators are reported bi-annually to Cabinet, with further quarterly reports on an additional set of operational indicators to the relevant O&S panels.

- 2.3 The 25 key strategic measures give a top level view of progress. Given the complex and broad nature of the council, the Annual Performance Report draws together contextual information about the council's resources, as well as key projects and other milestones and challenges from the year in order to provide a holistic view of progress towards the six identified priorities. This is common and best practice in local government, providing residents with an accessible document; see the Royal Borough of Windsor and Maidenhead's Annual Report 2017/18, appendix A.

Summary of key indicator performance

- 2.4 Detail of performance against the 25 strategic performance indicators is set out in Table 1 and in the new Annual Report 2017/18, appendix A pg 30-33.

Table 1: Performance against strategic priorities

	Green	Amber	Red	Total
Healthy, skilled and independent residents	6	0	1	7
Safe and vibrant communities	2	2	0	4
Growing economy, affordable housing	4	0	0	4
Attractive and well-connected borough	3	1	0	4
An excellent customer experience	1	2	1	4
Well-managed resources delivering value for money	1	1	0	2
Total	17 (68%)	6 (24%)	2 (8%)	25

Key projects

- 2.5 A number of key activities were completed in the year, see Appendix A pg 15-16 for more details:
- Delivering Adults' Services and Children's Services differently through Optalis and Achieving for Children, successfully transferring staff and maintaining quality service provision.
 - Repairing 4,660 potholes as part of the council's annual highways management programme.
 - Appointing a joint venture partner (Countryside) for the four opportunity areas in Maidenhead Town Centre and shortlisting joint venture partners for the Maidenhead Golf Club development site which together will provide in the region of 4,000 new homes.
 - Phase 1 of the Maidenhead Waterways.
 - Progress in the council's £30 million secondary school expansion programme across the major towns including Charters in Ascot, Windsor Boys' and Girls School and Cox Green, Furze Platt Senior and Newlands' Girls schools in Maidenhead.
 - A number of expedited capital projects to prepare for the Royal Wedding in Windsor including four new Variable Messaging Signs to assist visitors with up-to-date information as well as street-scene improvements and resurfacing along the carriage route.
 - Submitting the Borough Local Plan for inspection.

Ambitions for 2018/19

- 2.6 As part of the council's overall planning and performance cycle, information from the annual report has been used to inform and develop the service plans for the 2018/19 municipal year. This will ensure activity remains focused on the council's priorities and on the areas for continued improvement. These include:
- Delivering a new CCTV system.
 - Successfully procuring the new waste contract.
 - Refreshing the Joint Strategic Needs Assessment.
 - Co-ordinating and delivering a number of neighbourhood planning referendums in support of local decision making.
 - Implementing procedures to support residents with the roll out of Universal Credit.

Table 2: Options

Option	Comments
Endorse the Annual Report for review by the Full Council, noting the progress against the six priorities for the Council Plan 2017-21. The recommended option.	The council's Annual Report 2017/18 provides residents and the council with accessible and relevant information to secure continuous improvement in delivering quality, efficient, user-focused services for residents.
Continue with the old approach of performance reporting and management. Not the recommended option.	An ad-hoc, narrow approach does not secure sufficient focus on how performance measures and significant council activity assists the council to achieve its strategic priorities. This 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 3.

Table 3: 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 2019

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no financial implications arising from this report, see table 4. Delivery of any mitigating actions in respect of performance or service improvement will be met from existing budgets.

Table 4: Financial impact of report's recommendations

REVENUE	2016/17	2017/18	2018/19
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

CAPITAL			
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

5 LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the report.

6 RISK MANAGEMENT

6.1 The risks and their control actions 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 the Corporate Services Overview and Scrutiny Panel, as well as each of the council's other Overview and Scrutiny Panels. The comments will be reported to Cabinet.

9 TIMETABLE FOR IMPLEMENTATION

9.1 Timetable of implementation is at table 6.

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
30 June 2018	Service Plans confirmed by Heads of Service for delivery
30 November 2018	Mid-year review of progress against Service Plans by Senior Management Team

9.2 Implementation date if not called in: Immediately

10 APPENDICES

10.1 The appendices to the report are as follows:

- Appendix A: The Royal Borough of Windsor and Maidenhead's Annual Report 2017/18

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 issued for comment	Date returned with comments
Cllr Dudley	Leader of the Council	01/06/18	01/06/2018
Alison Alexander	Managing Director	01/06/18	01/06/2018
Russell O'Keefe	Executive Director	01/06/18	
Andy Jeffs	Executive Director	01/06/18	04/04/2018
Rob Stubbs	Section 151 Officer	01/06/18	
Hilary Hall	Deputy Director Strategy and Commissioning	31/05/2018	31/05/2018
Nikki Craig	Head of HR and Corporate Projects	01/06/18	03/04/2018
Louisa Dean	Communications	01/06/18	

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No	To Follow item? N/A
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Report Author: Anna Robinson, Strategy and Performance Manager		



Royal Borough of
Windsor & Maidenhead

ANNUAL REPORT 2017/2018

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Royal Borough
of Windsor &
Maidenhead

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FOREWORD

Message from the Leader of the Council and Managing Director

As we looked back on 2017/18 when compiling this first annual report, it became clear just how busy a year it has been for the Royal Borough of Windsor & Maidenhead.

The council has been through a considerable amount of change and transformation to ensure it is in the best position to keep up the high quality services we know people value. We are proud of the council's progress this year, but it is important to pause, reflect and focus on where there is still more we can achieve.

The council's objectives mirror what matters to residents, from being healthy and safe, to living and working in an attractive, dynamic and vibrant area, enabling people to fulfil their potential to expecting excellent services, whilst providing value for your money.

Progress in each of our six priority areas (see page 17-29) is a mixture of long term activity generating steady change as well as actions which can deliver 'quick wins'. Some of the highlights of the milestones we reached, as well as an overview of our ambitions for the year ahead, are set out in this document. The breadth of which reflects just how diverse and wide-ranging the work of the council, together with its many partners, is.

While reflecting on progress, this document serves to remind ourselves of the unwavering commitment of councillors and staff to continue achieving more so that we can continue our efforts to build a borough for everyone.



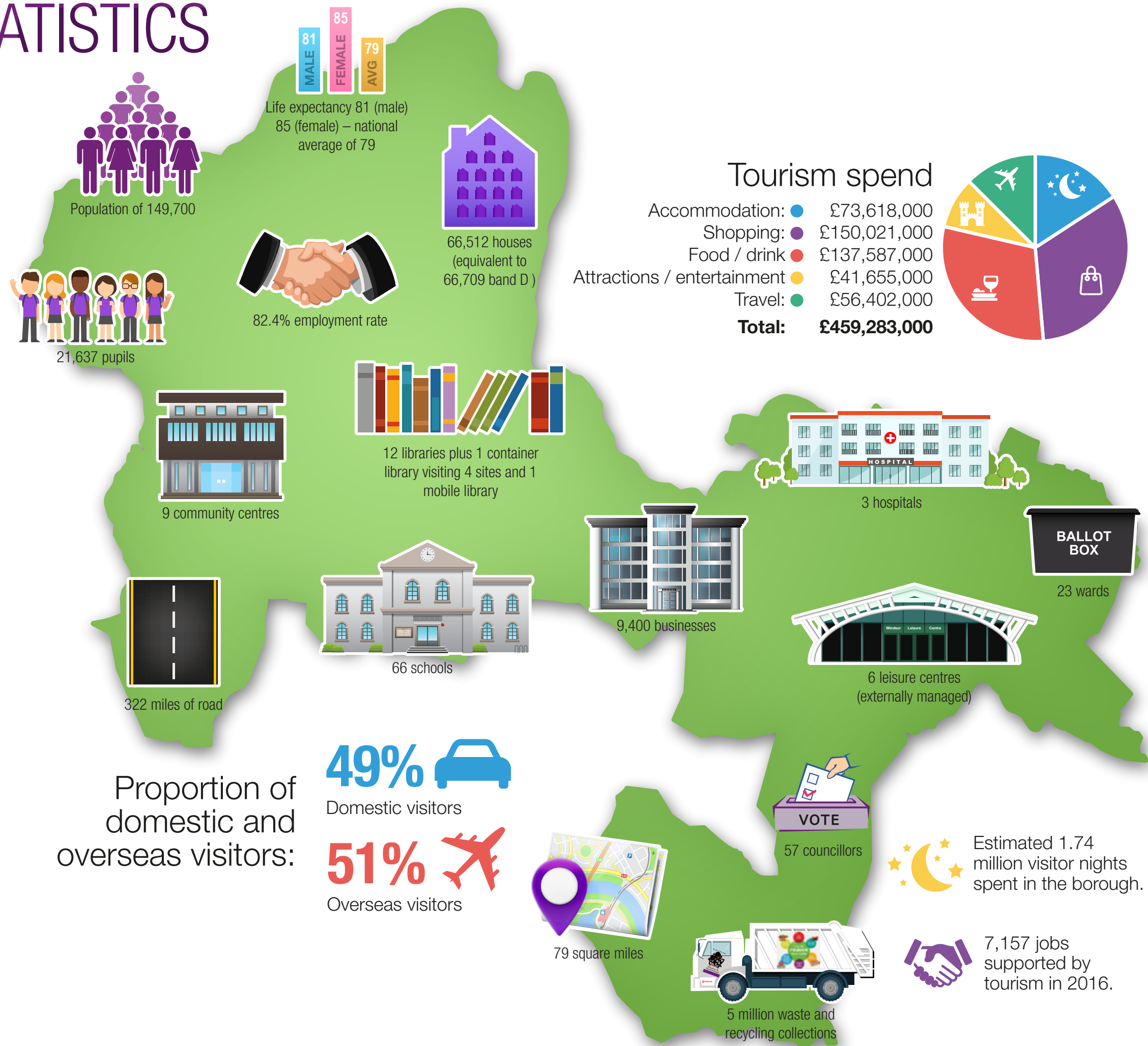
Cllr Simon Dudley, Leader of the Council.



Alison Alexander, Managing Director.



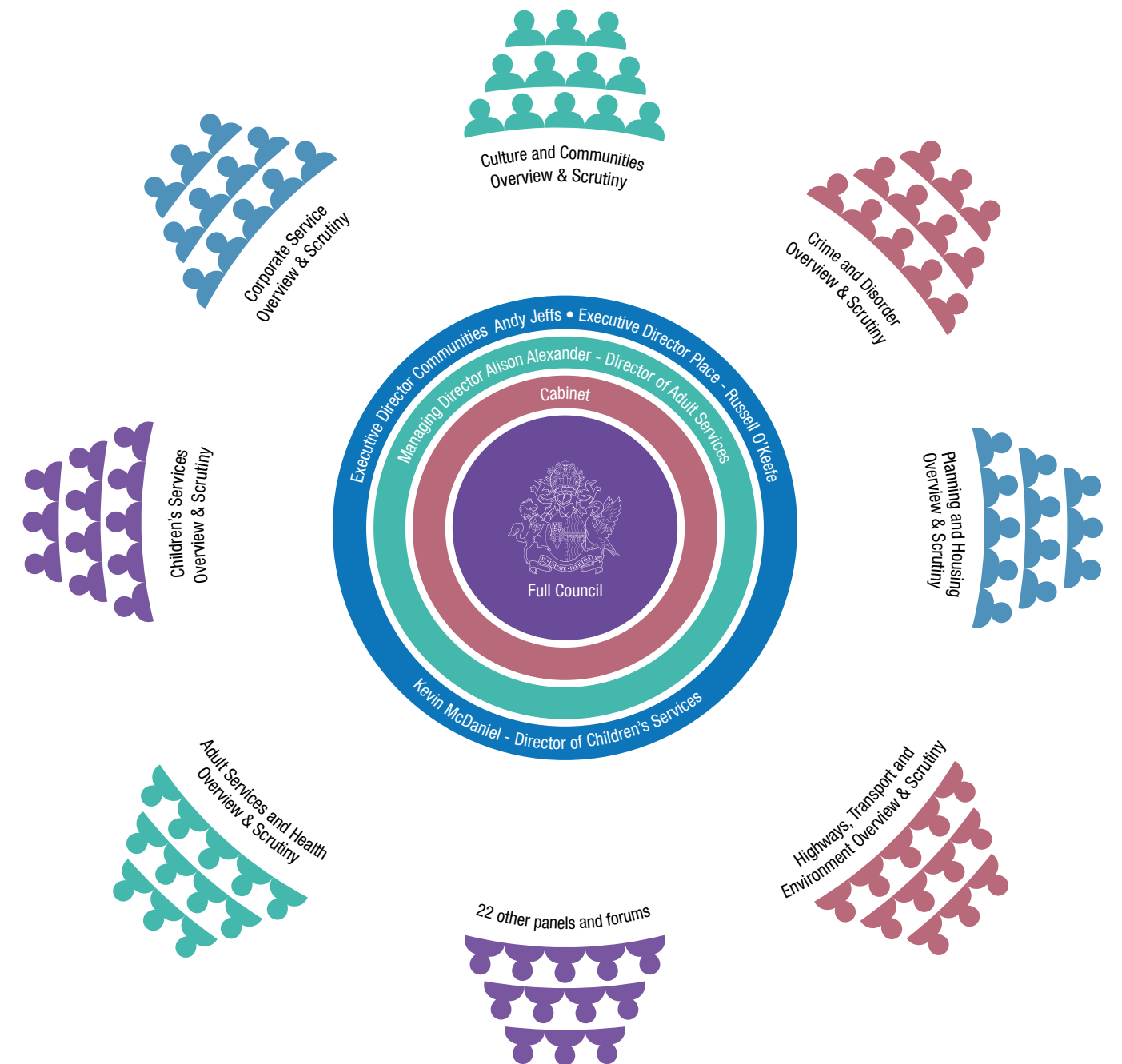
VITAL STATISTICS



WHO WE ARE AND WHAT WE DO



COUNCIL STRUCTURE





OUR VISION AND PRIORITIES



OUR PRIORITIES



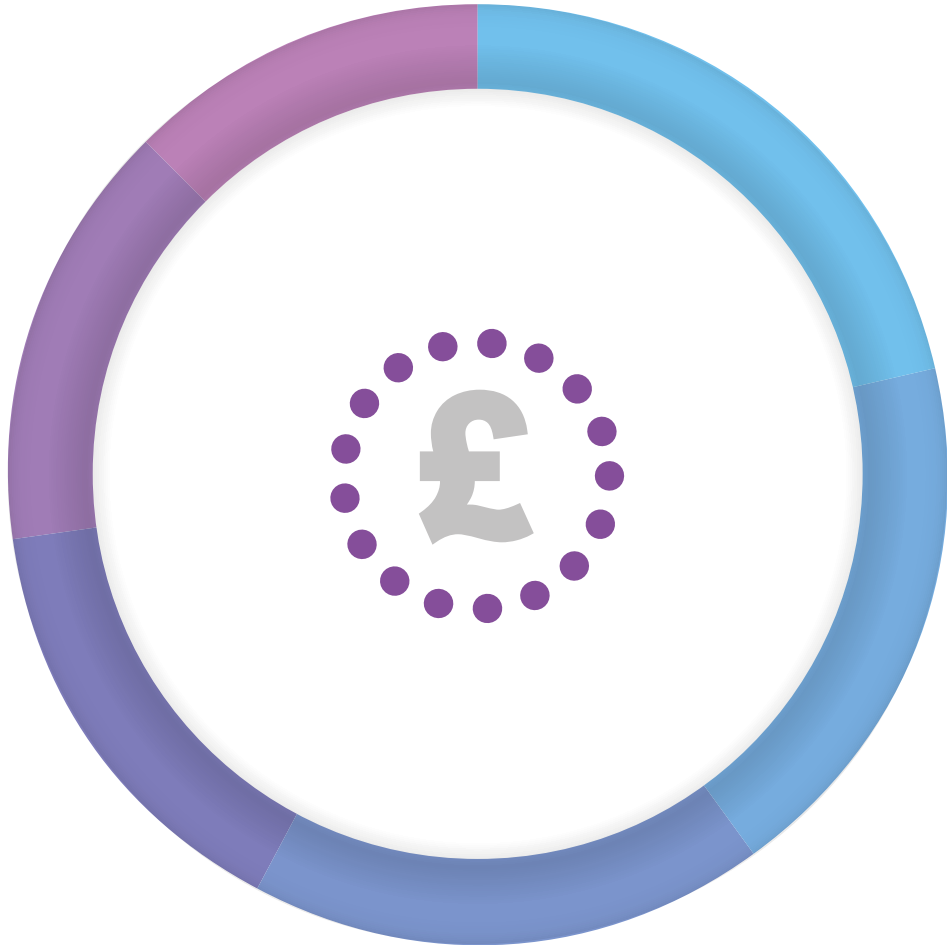
WHERE YOUR MONEY GOES

Expenditure exceeding £1,000,000



Children's Services	£105,788,000
Adult Social Care	£53,645,000
Housing	£38,207,000
Other services	£20,125,000
Roads and Highways	£13,537,000
Bins, recycling and waste disposal	£10,452,000
Capital Financing	£5,170,000
Public Health	£3,037,000
Planning and Enforcement	£2,850,000
Library and Customer Services	£2,635,000
Maintenance of properties	£2,461,000
Parks, open spaces and cemeteries	£2,369,000
Councillors and Elections	£2,004,000
Street cleaning	£1,605,000
Leisure Centres	£1,382,000
Environmental Health and Protection	£1,294,000
Tourism and Town Centres	£1,075,000

Expenditure below £1,000,000



Community Wardens	£617,000
Museum and Arts	£535,000
Communications	£510,000
Community Partnerships and Grants	£433,000
CCTV	£420,000
Regeneration	£353,000
Total	£270,504,000

*total costs less recharges.



KEY PROJECTS

In preparation for the royal wedding, which was watched by 2 billion people across the world, a number of projects in Windsor were completed including four new variable messaging signs as well as streetscene improvements and resurfacing along the carriage route. A number of these were planned for 2018/19 but were brought forward in order to show the town in its best light.



4,460 potholes were repaired and approximately 15km of the Borough's roads were resurfaced as part of the 2017/18 Highways Capital Programme. Additionally, highways and street-cleansing operations were successfully transferred to Volker Highways, Urbaser and the Project Centre in April and June 2017.

Progress was made in the Council's £30 million agreed secondary school expansion programme across all of the Borough's major towns in 2017/18. This included work at Charters in Ascot, The Windsor Boys' and Windsor Girls' school and Cox Green, Furze Platt Senior and Newlands Girls' schools in Maidenhead.



In April 2017 staff from the Council were transferred to Optalis, a company the council jointly operates with Wokingham Borough Council to deliver adult services. In August 2017 staff from children's services transferred to Achieving for Children, a company set up to deliver services for children with partners in the London boroughs of Richmond-upon-Thames and Kingston-upon-Thames.



The Council formally submitted its Borough Local Plan, the blueprint for providing responsible development over the coming years to the Secretary of State in February 2018. The plan runs retrospectively from 2013 to 2033 to ensure future development, including a range of housing, retail, office, leisure, health and education is built in the right place at the right time. For updates on the Borough Local Plan visit www3.rbwm.gov.uk/BLP



Working in partnership with the Maidenhead Waterways Restoration Group, further work on restoring and enlarging the old waterways that run through Maidenhead Town Centre was undertaken in 2017/2018. This included the opening of the new footbridge by Maidenhead Library.

KEY ACHIEVEMENTS



Healthy, skilled and independent residents



The Royal Borough always puts its residents first which is why one of our key priorities is for them to be healthy, skilled and to live independently with dignity.

The way we deliver our services to children and to vulnerable adults has transformed this year, see more detail on pages 10 and 29, but our responsibility for their wellbeing and our focus on ensuring ongoing high quality services has not changed.

Our aspirations are to:

- Promote and develop opportunities for residents of all ages to improve their physical and mental health.
- Enable children and young people to have the best start in life.
- Work with schools to ensure high-quality education for all.
- Enable older residents and vulnerable adults to live independently.
- Improve support and opportunities for carers in our communities.

Performing better than target for the year was the number of adults being admitted to permanent residential care (actual - 141, target – fewer than 210). This is part of our commitment to helping residents live at home independently.

Number of permanent admissions to care for those aged 65+ years



Number of training sessions delivered to schools/professionals in relation to Mental Health



One of our focuses has been on better support for those with mental health conditions. Our annual target of delivering 30 mental health first aid training sessions to schools and professionals was exceeded this year by five sessions.

In July 2017 the council and its partners had their Special Educational Needs and Disabilities (SEND) inspection by Ofsted and the Care Quality Commission. The inspection found that while overall outcomes for SEND pupils in the borough are high, some families reported difficulties accessing certain services at the right time. As a result, the council has an action plan which is being closely monitored and good progress against the improvement actions is being made.

Other milestones for adult services this year include the Allenby Road respite unit receiving a 'Good' rating from the Care Quality Commission. A successful drop in service to support the borough's carers is now in place at Maidenhead Library.

The number of schools in the borough which are 'Good' or 'Outstanding' rose to 85% against its 84% target. None of the borough's schools are currently considered Inadequate. Two percent more children received a place at their first choice secondary school for September 2017 with 80% of first preferences being met. At primary, infant and junior school 85% of children received places at their first choice of school.



Safe and vibrant communities



As a unitary authority, we have a statutory responsibility to protect the most vulnerable in our community, as well as ensuring the borough is a vibrant and an enjoyable place to live.

This priority reflects both our duty to keep vulnerable children and adults safe from harm, as well as focusing on providing high-quality, arts, culture and leisure facilities and encouraging people to be involved in their community.

Our aspirations are to:

- 27 Deliver services that protect children, young people and vulnerable adults from harm.
- Develop the Borough's infrastructure responsibly and support residents to get more involved in the maintenance and future direction of their neighbourhood.
- Maintain high-quality arts, culture and leisure facilities.
- Enable the community and voluntary sectors to flourish.

One of our key indicators for adult safeguarding is the service user satisfaction levels based on customer surveys. In 2017/18 83.1% of adult safeguarding service-users were satisfied with the service they had received against a target of 80%.

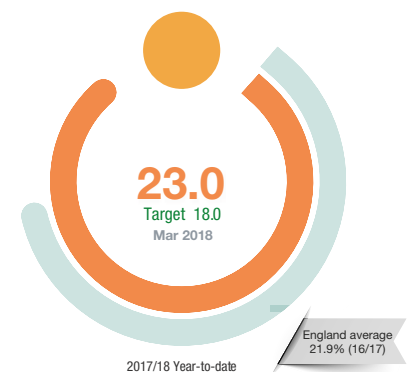
Percentage of adult safeguarding service-users reporting satisfaction



The residents of the Royal Borough continue to provide an invaluable contribution to our communities with 5,590 people volunteering throughout the year. Whether this is from residents and businesses who have adopted a street to keep clean, to those volunteers working in organisations supported through the council's community grants – we thank you!

One of our focus areas in children's safeguarding is to keep repeat referrals to social care within a year as low as possible. At the end of the year, this was performing at just short of target at 23%, which is higher than previous years and just above the national average for 2016/17 at 21.9%. During the autumn 2017, practice within the Council's Multi Agency Safeguarding Hub (MASH) was refined to ensure that thresholds are being consistently applied and it is anticipated that performance in the coming year will improve in light of practice improvements.

Percentage of children referred to Children's Social Care more than once within the last 12 months



A key milestone in the project to deliver a new, state-of-the-art leisure centre at in Maidenhead was achieved this year when the green light from the Government was given for its planning approval in March 2018. The new Braywick Leisure Centre is set to open by March 2020 featuring a 10 lane swimming pool, 200 station gym and improved access for disabled users. The 40 year old Magnet Leisure will remain open until the new one is built.



••••• Growing economy, affordable housing •••••



The Royal Borough is not only a desirable place to live, but also to do business. Nearly 9,400 businesses are based here; 29 of the South East's top 500 companies have their main offices in the Royal Borough, with a number of high-tech companies having located here. 18 of the top 500 companies are in Maidenhead, 10 are in Windsor and one top 500 company is based in Ascot. Our residents are industrious, with the borough having an 82.4% employment rate compared to the south east average of 78.8% and the national average of 74.9%.

As important as it is for people to be able to use their talents and skills at work locally, the council is prioritising tackling the affordability challenge of owning or renting a home here. This is a national issue, but with the average house price rising to £485,000 and the average earnings £39,021, the house price to earnings ratio is 12.43 in the Royal Borough compared to the national figure of 7.91 and the south east at 9.79. Though a complex and long term issue, the council is determined to help residents from across the salary spectrum to afford to live here.

Our aspirations are to:

- Improve our towns, while valuing their local distinctiveness.
- Encourage the growth of a diverse range of businesses in the borough.
- Support further opportunities for work placements, apprenticeships and volunteers.
- Support the provision of affordable housing and expand and improve practical support for residents facing other housing issues.
- Expand and improve practical support for residents facing other housing issues.



One of the measures of the vibrancy of the local economy is to keep vacancies in shops, offices and commercial spaces low. In 2017/18 against a target of 13%, there were 12.4% units that were vacant. Part of the council's efforts to keep this figure as low as possible is to provide business rate relief and 'empty shop' discounts as well as encouraging pop-up shops. To find out more contact us at business.rates@rbwm.gov.uk.

The council set itself a target of offering 9 apprenticeships last year, and by March 2018 there were 14 people who had taken up an apprenticeship opportunity at the council.

14.7m

As well as encouraging businesses, attracting people to our towns is high up on the agenda. 14,703,498 people were recorded in our town centres last year, approximately 500,000 above the annual target.

Specific focus on the regeneration of Maidenhead continued apace with the appointment of a development partner for the council-owned town centre sites. Countryside were appointed in April 2017 as a Joint Venture partner to work with the council on four sites, covering more than 6.3 hectares and that have the potential to deliver 1,200 homes alongside shops, restaurants and offices. Successful engagement events were held on the proposals this year and more progress is expected throughout 2018 in this key area



Attractive and well-connected borough

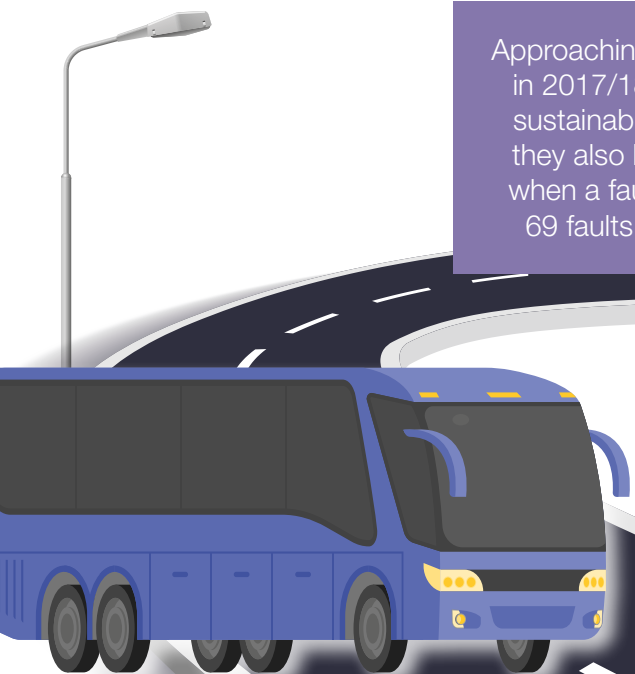


The Royal Borough is a uniquely special place to live, work and visit. At the same time as encouraging opportunity and growth the council understands that this would only be possible if its special character, connectivity and infrastructure are also enhanced.

Our aspirations are to:

- Protect and enhance the attractiveness of our community spaces and countryside.
- 29 • Promote sustainable energy sources and minimise pollution and waste.
- Enhance the quality and safety of our roads, highways and pathways.

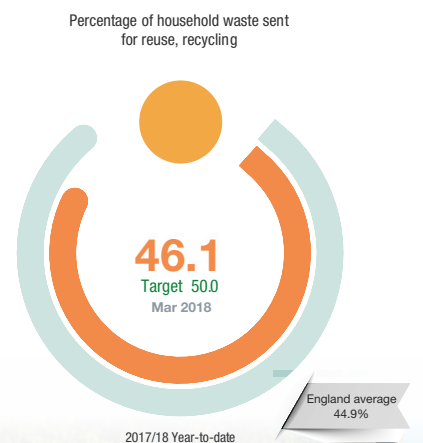
Approaching 13,000 streetlights were upgraded across the borough in 2017/18 with LED bulbs. Not only is this more environmentally sustainable and less costly to run, saving £400,000 per year, but they also have self-reporting technology to automatically indicate when a fault has occurred. Since the switchover, there have been 69 faults self-reported to the system which have all been fixed.



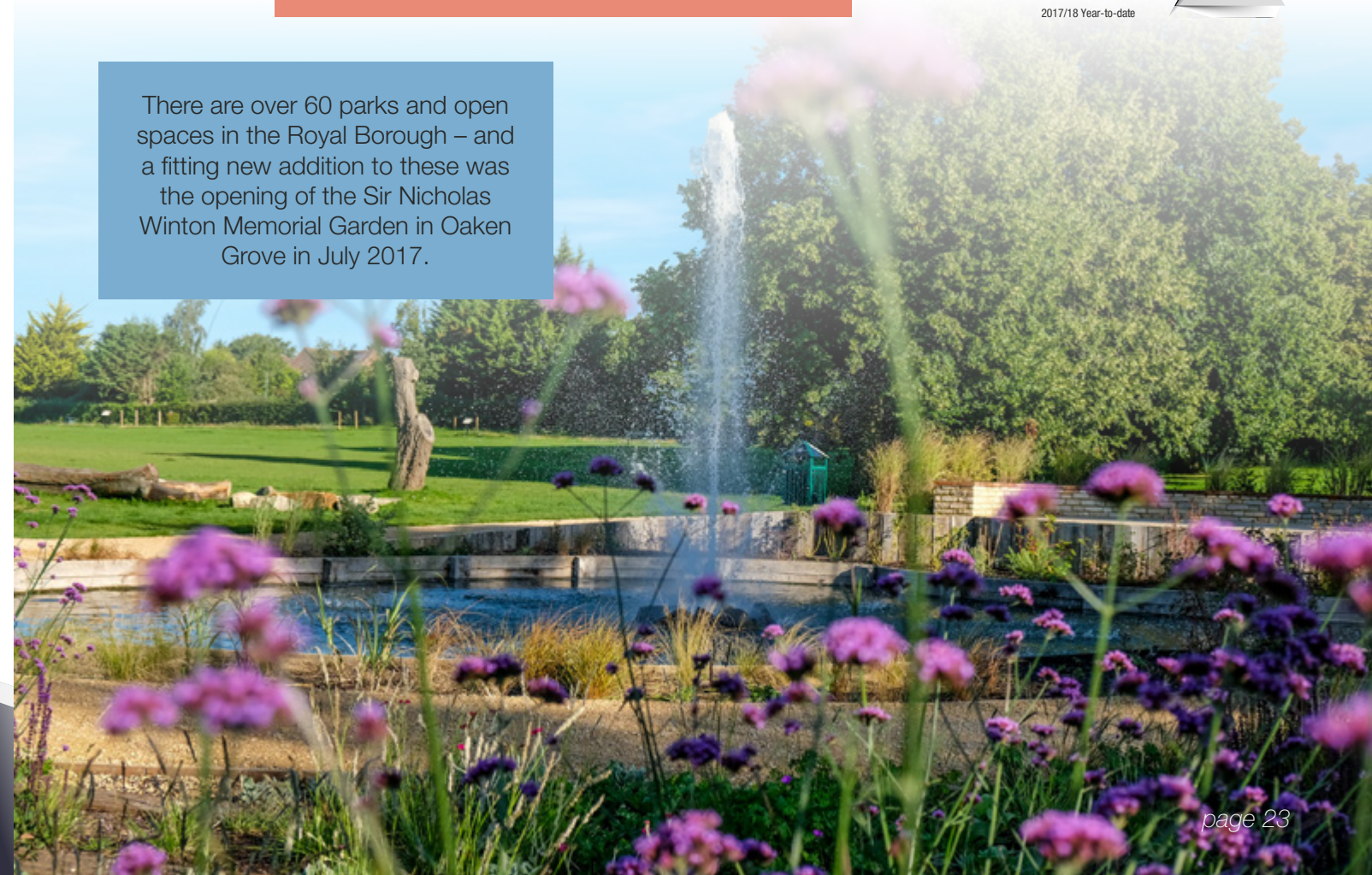
In 2017/2018 the Royal Borough agreed a new contract to improve bus routes after a number of services were set to be discontinued. The three new routes began at the end of January 2018, before the old routes ceased so that there was no break in service for residents.

The winter roads service saw 240km of roads gritted this winter, using 3,000 tonnes of salt to keep roads open during the winter weather. As a result, refuse collections were carried out every day even during the most challenging conditions.

The council sets itself an aspirational target to recycle half of its waste. This year we were just short of achieving that at 46.1% but this exceeded the England average of 44.9%. One of the ways we can improve on this is by recycling more food waste – that's why food waste recycling bags are available for free to residents at libraries. For other tips on how to recycle more visit www.greenredeem.co.uk.



There are over 60 parks and open spaces in the Royal Borough – and a fitting new addition to these was the opening of the Sir Nicholas Winton Memorial Garden in Oaken Grove in July 2017.



An excellent customer experience



We know residents, businesses and visitors expect a first class customer experience whatever the nature of their enquiry. Whether dealing with an advisor at one of the customer service centres in our libraries across the borough, making a call to the town hall or accessing services online the council is focused on providing high standards of customer service.

Our aspirations are to:

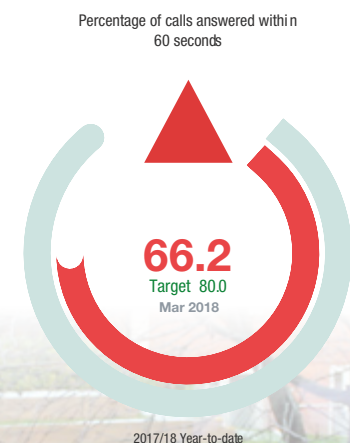
- Communicate and engage well with residents.
- Enable easy access to council services.
- Deliver our customer-service standards.
- Improve our understanding of what residents need and want.

In July 2017 the council launched its customer service hubs in Ascot, Maidenhead and Windsor libraries. National data shows that overall library service points fell by 10.3% from 2010-11 to 2016-17. Providing more services in libraries means that many queries can be answered seven days a week and without needing to travel to the town hall itself.

For residents needing housing benefit we set ourselves the demanding target of processing claims in 3.5 days. Whilst our performance for the year was just short of that at 3.7 days – that's the equivalent of it taking 1.5 hours longer. According to the Department for Work and Pensions – we provide we are the 3rd quickest council in the UK at providing this service to some of our most vulnerable residents. The England average for new claims is 22 days, and for changes of circumstance is 9 days.



Over 200,000 phone calls were made to the council last year and our target is to answer 80% of those within 60 seconds. Last year, we didn't reach that target due to some underperformance in the first three months of the year. Corrective action and more resource was invested and performance in this area did improve over the last nine months. As one of the council's most direct points of contact extra focus on this area to ensure improvement is sustained will continue in 2018/19.



As part of the council's drive to improve, the Royal Borough took part in a 'peer challenge' with the Local Government Association in September 2017. Over four days, five leading officers and councillors from across the country spoke to over 90 stakeholders here and spent over 140 hours reviewing how the council works. They found the council to be ambitious and high achieving as well as making some recommendations to further improve which the council is implementing.

Well-managed resources delivering value for money

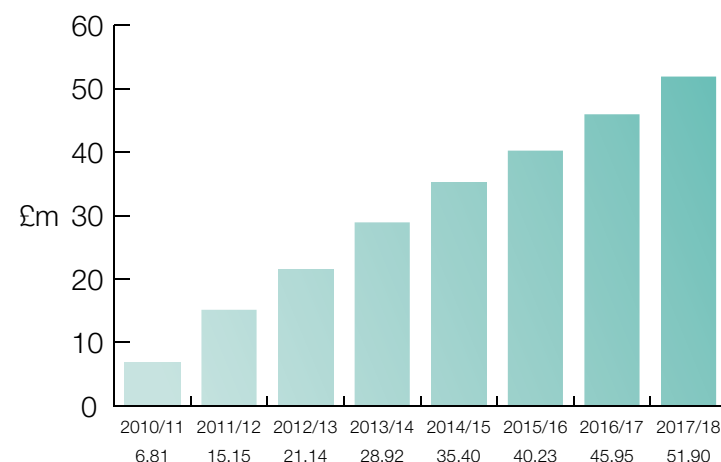
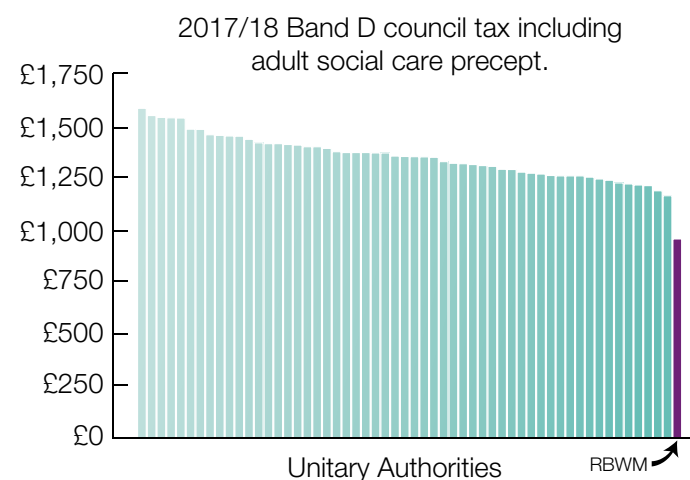


The council would not be able to achieve any of its other priorities if it did not manage its resources well – whether it's harnessing the talent of our staff or balancing the books and investing in the right areas. Local government finances are challenging – but the council is determined not to tax its residents any more than is needed and to use that money wisely to provide the breadth and quality of service and investment that residents want.

Our aspirations are to:

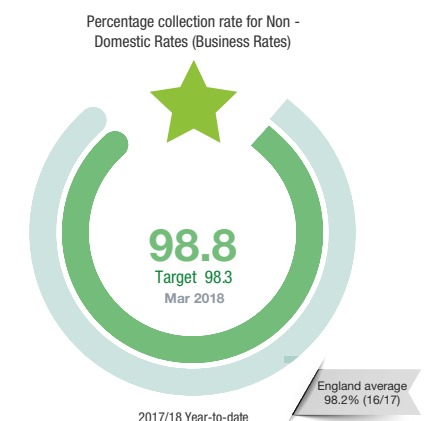
- Maximise our income and ensure effective and efficient services.
- Increase our existing staff skills, capability and resilience.
- Use modern technology to benefit customers and staff.
- Commission or deliver services to meet residents' needs.

The level of council tax set in 2017/18 was the lowest in the country for a unitary authority outside of London. The Royal Borough Band D is £933.42, compared to £1,430.84 on average for other unitary authorities.



In order to keep council tax low, the council sets itself challenging savings targets to reduce the running costs by delivering things better without compromising on quality. By the end of the financial year, the council had saved £51.9million over the last 8 years.

As well as collecting council tax, the Royal Borough must collect the business rates for the local area. It doesn't get to keep all the money it collects as some go back to national government – but this year the council collected 98.8% of the money it was owed, its best ever result.



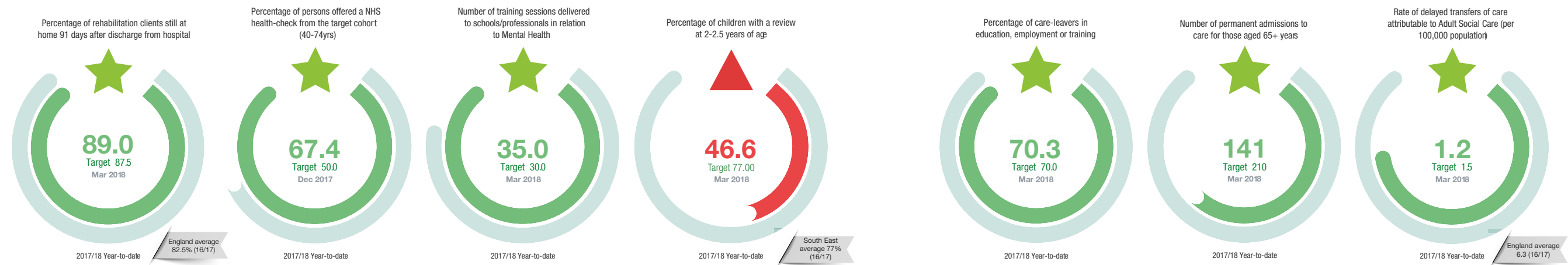
The way that the council delivers its children's and adult services transformed this year. Approximately 230 full time equivalent staff from Adults Services and 249 full time equivalent Children's services staff transferred into Optalis and Achieving for Children respectively. By working differently with partners in Wokingham (Optalis) and the London Boroughs of Richmond and Kingston (Achieving for Children) staff gain greater experience, better learning and development opportunities and the service becomes more resilient for residents.

One example this year of how the council becomes more efficient without compromising on quality and service was the decision of Cabinet, in March 2018, to invest further in the Community Warden team to increase the number of wardens from 18 to 25.

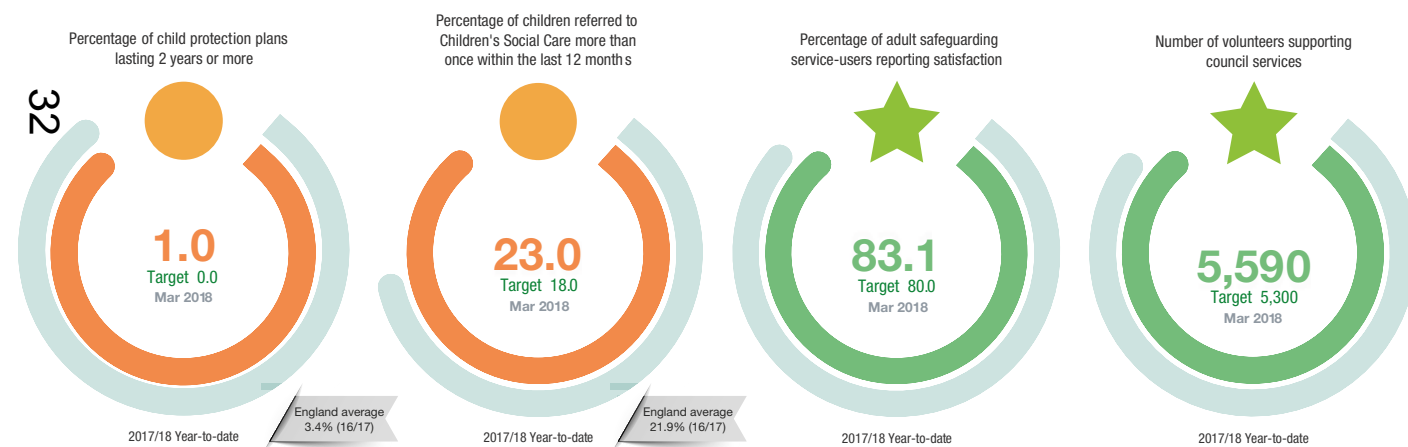


Building a borough for everyone – where residents and businesses grow, with opportunities for all

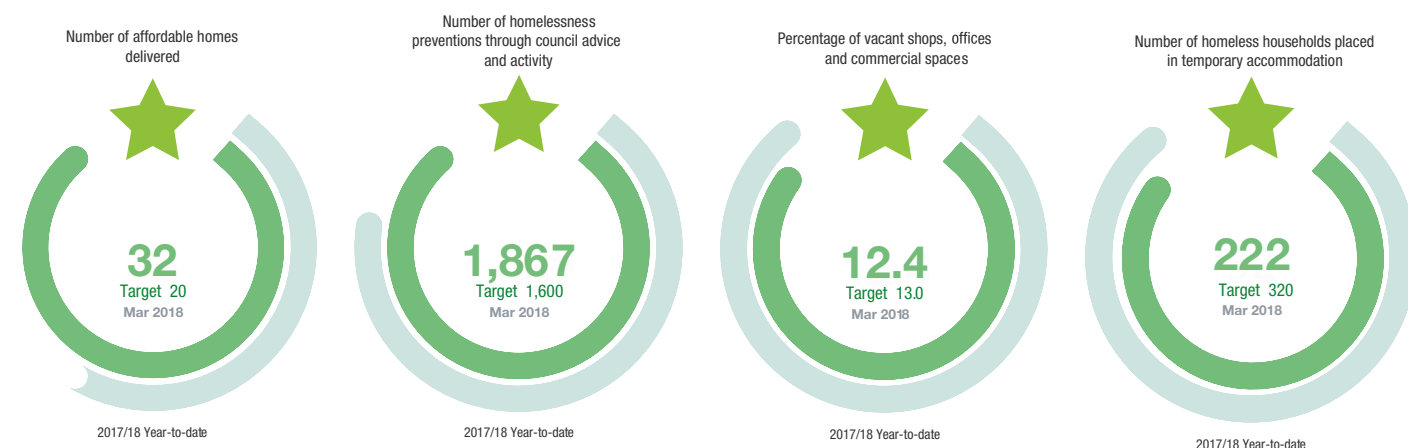
Healthy, skilled and independent residents



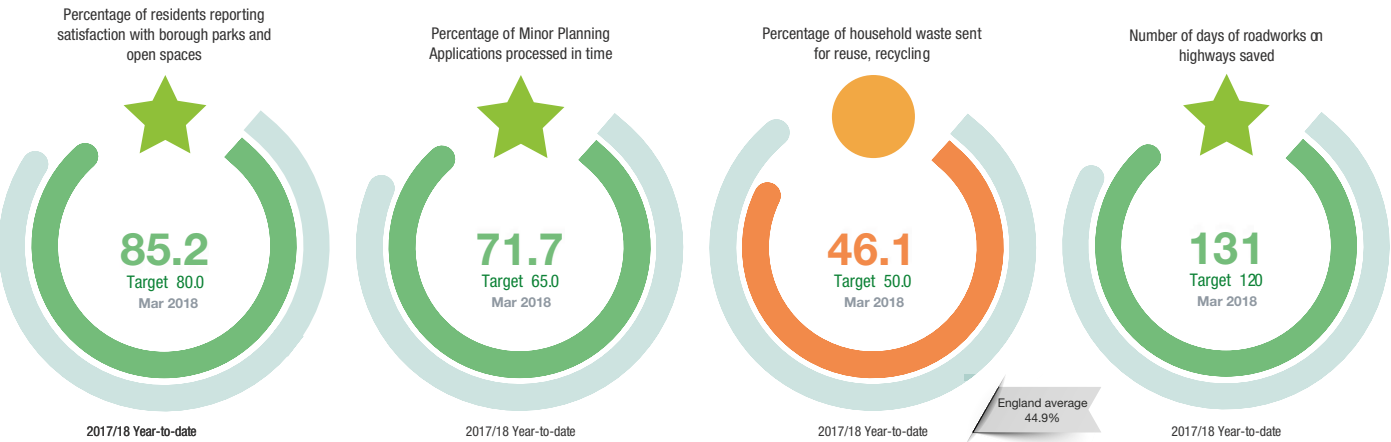
Safe and vibrant communities



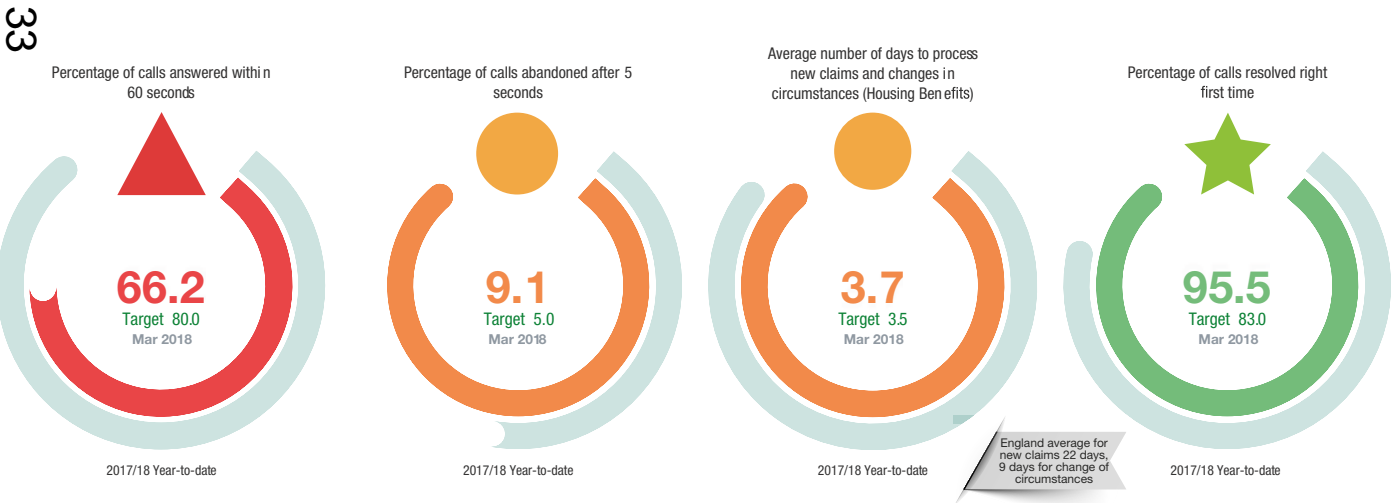
Growing economy, affordable housing



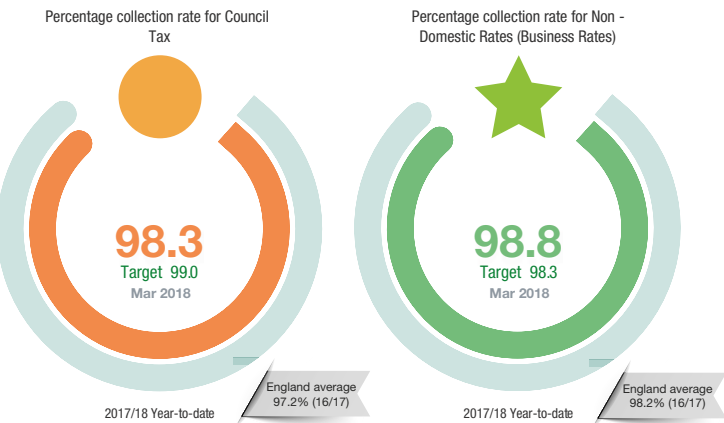
Attractive and well-connected borough ● ● ● ● ● ● ● ● ● ●



An excellent customer experience ● ● ● ● ● ● ● ● ● ●



Well-managed resources delivering value for money ● ● ● ●



* All benchmarking provided is latest available.

AMBITIONS FOR 2018/19

34

Delivering a new CCTV system.



Successfully procuring the new weekly waste contract.



Refreshing the Joint Strategic Needs Assessment.



Co-ordinating and delivering a number of neighbourhood planning referendums in support of local decision making.



Implementing procedures to support residents with the roll out of Universal Credit.





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Report Title:	Options for increased capacity at Newlands Girls' School
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr Natasha Airey, Lead Member for Education
Meeting and Date:	Cabinet - 26 June 2018
Responsible Officer(s):	Kevin McDaniel, Director of Children's Services
Wards affected:	All Maidenhead wards

REPORT SUMMARY

1. Newlands Girls' School was unable to accommodate all first preference requests for September 2018, with families living more than 2.133 miles from the school missing out. Several of those families live in Oldfield ward and have raised concerns that they are unfairly treated by the admission arrangements for secondary school. Whilst there is merit in the complaint, the borough believes that any changes to address this will simply move the disadvantage to other families. The option of random allocation does exist, but this reduces predictability for all families in the area.
2. The Office of the Schools Adjudicator (OSA) is considering the complaint and all admitting authorities [*the Academy secondary schools in Maidenhead*] are awaiting the OSA decision before considering any changes to their arrangements.
3. Adding more places to Newlands can reduce the effect of this situation however there are sufficient school places planned until 2021. This means there is no basic need requirement for an expansion and any immediate expansion would thus be at the expense of other schools and require local capital funding from the council.
4. The Newlands school site is currently two-thirds of the size expected for the current number of pupils and any onsite expansion will be complex to deliver; expensive on a per new place basis; and likely to be contested by Sport England. Earlier feasibility work suggests that expansion on the existing site to 220 pupils per year (from the current 192) could cost in the range £12.6m - £15.8m, at a cost per pupil which is 4-5 times the current national benchmark figure. This high cost includes replacing a proportion of the existing building to support the extra space and providing temporary accommodation during the works.
5. Newlands will be included in Wave 2 of the ongoing feasibility work to determine what is practicable on the site, up to and including total rebuild options, which will feed into the longer term planning of secondary places in the Borough. The cost of this is included in the current allocation of £1.3m.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Awaits the outcome of the Office of the Schools Adjudicator and feasibility work.**

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

- 2.1 The Royal Borough has been considering options for the possible expansion of Newlands Girls' School. This follows the offer of Year 7 places for September 2018, where 38 Maidenhead girls did not get their first preference choice for the school.
- 2.2 In addition, residents connected to Oldfield Primary School have submitted an objection to the Office of the Schools Adjudicator (OSA), stating that the admissions arrangements are unfair to children, particularly girls, living in the Oldfield designated area. The objection has been lodged against Newlands Girls' School who, as an academy, are their own admitting authority. A decision is expected this summer.

Demand for school places

- 2.3 Additional secondary school places have already been provided in Maidenhead to meet rising demand. Current allocations for September 2018 Year 7 are about 25 below projection, as higher numbers than average continue to transfer to selective schools in neighbouring authorities. 88% of families secured their first preference secondary school, which is the highest level recorded since 2010.
- 2.4 An additional 30 places will become available at Furze Platt Senior School in September 2019 as part of the existing planned works, and it is forecast that there will be sufficient places to provide a 5% surplus in 2019 and 2020 without further expansion. The annual pupil projections are reported to Cabinet as part of the scheduled schools places report due this summer.

School admissions

- 2.5 Newlands Girls' School is an academy, and sets its own admissions criteria in line with the statutory School Admissions Code¹.
- 2.6 The Royal Borough of Windsor and Maidenhead has no direct control over the admissions criteria for secondary school places in the town as the schools are all academies. There was a major review of the school designated areas in 2009 that, over the course of a number of years, resulted in five of the six secondary schools sharing a single designated area. The sixth school, Holyport College, has operated without a designated area policy, but has now introduced one for September 2019 to cover the Bray Parish area.

¹ [School Admissions Code](#), December 2014, Department for Education.

- 2.7 Although there is variation in exactly how allocation is actually derived, the main categories for admission to all of the secondary schools, in order of priority, are:
- Special Educational Needs.
 - Children in Care.
 - Social and Medical needs.
 - Designated area siblings.
 - Designated area children.
 - Siblings
 - Feeder school children.
- 2.8 Some of the schools also have staff and/or founder children criteria, although generally very few children are admitted under these criteria. Holyport College gives some priority to pupil premium children, whilst Altwood (a Church of England school) also has a religious criterion. Neither Desborough nor Holyport Colleges have a feeder school criterion.
- 2.9 The schools tend to use distance as a way of prioritising applicants within each criteria. This, inevitably, means that children living further away from their preferred school are less likely to get in. There are exceptions at Cox Green and Furze Platt Schools, where a priority linked feeder tiebreak is used to prioritise designated area children attending schools in the Walthams and the Cookhams respectively, ahead of other designated area children (who may live closer).

Applications to Newlands Girls' School for 2018.

- 2.10 Newlands Girls' School has 192 places available for Year 7. For September 2018, 244 applicants put the school as a first preference, including 210 from within the designated area. 38 first preference applicants living in the designated area were not offered a place². Most of these live either on the eastern side of Maidenhead or in the villages. Only one out-of-borough child was admitted, under the social/medical need criteria.
- 2.11 The last child to be admitted to Newlands (excluding the social/medical need) lived 1.8 miles from the school. To put this in context, the Town Hall is 1.7 miles from Newlands.
- 2.12 Since the places were allocated on National Offer Day (1st March 2018), the normal operation of the waiting lists means that a number of children have not taken up places, freeing up space for other applicants. The distance of those admitted now stands at 2.133 miles from the school.
- 2.13 The admission appeals for September 2018 heard 13 cases, with 2 granted on social medical grounds.

Potential changes to the admissions criteria for Newlands' Girls School

- 2.14 The OSA has asked the Royal Borough to comment on the objection to Newlands Girls' School's admissions arrangements. The objectors have suggested that children attending Oldfield Primary School could be given

² As per the statutory co-ordinated admissions process, children with lower preferences for Newlands, but higher priority under the admissions criteria were also offered places at the school. This will include children who, for example, might live close to Newlands but who put an out-borough grammar as a first preference, but didn't get in. They would then have been offered places at Newlands over applicants living further away from the school.

greater priority for Newlands Girls' School by making Oldfield a priority linked feeder. This would mean that any girls' attending Oldfield (and living in Newlands' designated area) would get places at Newlands behind designated area siblings, but ahead of other designated area applicants.

- 2.15 The borough has examined the admissions arrangements and concluded that this would indeed benefit Oldfield girls. We also note that a similar measure would also be needed for Holyport CE Primary School and for Braywick Court School, as all three schools are located in the same area. This has the future potential to raise the priority for all of the girls in an annual cohort of 150 pupils which we would model as 75 girls before allowing for selective school preferences.
- 2.16 Unfortunately, this measure would certainly mean that other girls living in the designated area for the school would not get a place. These children would live closer to Newlands, and would very likely object in turn to the predictable reduction in places resulting from any such change.
- 2.17 One alternative could be to introduce a partial lottery system where (for instance) the places available to designated area children are awarded through random allocation. This has only been adopted in a small number of areas nationally, and there is no clear evidence that it is a better option than other arrangements. It does, however, make the allocation of places less predictable for more families.
- 2.18 It is the borough's view, therefore, that there is no solution via the admissions rules that will address the issues experienced with Newlands this year without disadvantaging other residents. The borough has met with the secondary admission authority representatives to consider the issue, and they agree with this analysis. Only an increase in the number of places, by 44³ to 236, would have enabled all Maidenhead 1st preferences to get in.
- 2.19 The Admission Authorities have agreed that no further action is taken in relation to school admissions arrangements in Maidenhead until the OSA has reached a decision. In any case, only the OSA can now change the admissions arrangements for Newlands Girls' School for September 2019. Any changes that the school themselves decide to make could only take effect from September 2020, following public consultation this winter (as set out in the School Admissions Code).
- 2.20 The OSA's judgement may also make a wider consultation on some or all secondary school admissions criteria desirable. If there is a need for substantial change, there may be a benefit to residents if options are considered through a single co-ordinated consultation run by the borough. This would need to come to Cabinet in November 2018. This is only likely to be necessary if the OSA requires significant changes to several school admissions policies.

Expanding Newlands Girls' School on its current site

- 2.21 Newlands Girls' School has recently expanded from 186 to 192 children per year group. The further expansion of Newlands Girls' School generally scores

³ 44 includes the 38 1st preferences, plus a number of lower preferences who would still have priority over some of the 1st preference children.

highly in the borough's school expansion prioritisation matrix, particularly in terms of Key Stage 4 attainment/value added, Ofsted and oversubscription.

- 2.22 There is, however, a significant issue with the site itself, which is roughly two-thirds the size it needs to be for its current pupil numbers. The site is 52,912m², and should be 76,200m². Any further expansion would exacerbate this shortage of land.
- 2.23 A small extension is currently being built to accommodate the 192 children per year group, at a cost of just under £1m. This comprises two additional classrooms and some additional dining/hall space.
- 2.24 The borough and the school have considered how to achieve a larger expansion three times over the past decade; initially as part of the old Building Schools for the Future programme; again as part of the consideration of the first phases (2017 and 2018 intakes) of the borough's Secondary School Expansion Programme, and more recently as a potential solution for Phase 3 (2019 intake). Changes to parental preference mean that more places are not currently required for Phase 3, as significantly more parents are applying for grammar school places.
- 2.25 In 2016, a feasibility study was carried out to create a long-term masterplan for the school. This considered ways to address the existing poor accommodation at the school, whilst also allowing expansion by a form of entry to 220 children per year group. The masterplan envisaged the replacement of many of the numerous, older, modular buildings with two new blocks and the creation of additional parking/drop-off at the front of the school.
- 2.26 Restrictions within the site, and the need to keep the school operating during the build, meant that the scheme would have required several phases and a considerable number of temporary classrooms. The cost estimate in 2016, which includes an estimate for fees but excludes furniture, equipment and any abnormalities, was £12.6m. When part of the first phase (i.e. the scheme currently being constructed) was tendered in 2017, the cost was 25% higher than forecast, which could suggest a £15.8m cost for the whole scheme on 2017 prices.
- 2.27 This is approximately £75,238 per place (£15.8m divided by 210 pupils), which compares extremely poorly to the latest national benchmark figure of £18,670 per place (based on a national average cost per secondary place for extension projects of £15,822⁴, multiplied by a 1.18 location to reflect higher construction costs locally). Even without a 25% increase, the cost per place would be £60,000 (£12.6m divided by 210 pupils).
- 2.28 Any additional pupil numbers would exacerbate the shortage of outdoor space at the school, making the agreement of Sport England harder to obtain at the planning stage.

Rebuilding the whole school and expanding it on its current site

- 2.29 Cabinet considered a report on the likely demand for school places resulting from the emerging Borough Local Plan in November 2017. This set out the

⁴ Page 20, [National School Delivery Cost Benchmarking](#), February 2018, Hampshire County Council, East Riding of Yorkshire Council and the Education and Skills Funding Agency.

need for up to 11.3 FE of additional places at Year 7 in Maidenhead, some of which would need to come from the further expansion of existing schools.

- 2.30 Based on a desktop exercise looking at site size only, Newlands Girls' School's site could potentially accommodate more children through the use of more multi-storey buildings and all-weather pitches. Cabinet approved a phased programme of feasibility studies to examine expansion options at all 65 borough schools in more detail. Phase one has concentrated on Maidenhead primary schools, and Newlands Girls' has been included in Wave 2, which is due to start shortly.
- 2.31 It is likely, however, that the school would need a near complete rebuild to make the best use of space. In addition, all-weather pitches could prove to be expensive to maintain in the long-term: the enclosed residential setting means that planning permission might not be granted for floodlights, which would in turn reduce any income stream from evening lettings.
- 2.32 A complete rebuild could cost up to £27.4m, based on the national benchmark figure for school extensions and a PAN increase of 18 to 210. No national benchmark figure is yet available for completely new schools. Elsewhere in the South East, however, two secondary schools have recently opened at a cost of £34m for 6FE, and £50m for 9 FE. The higher costs reflect in part the extra expense of a brand new site, as well as the inclusion of £1.3m and £1.9m respectively for furniture, equipment and IT. A rebuild on the current site would, however, need to factor in the cost of phasing the project and of providing temporary accommodation during the build period.
- 2.33 A rebuild could, of course, address any condition concerns around the existing accommodation, although these are the responsibility of the academy trust and Education Skills and Funding Agency (EFSA), rather than the local authority.

Other options

Using an alternative site as a temporary solution

- 2.34 Issues around phasing and providing temporary accommodation on site could be avoided if Newlands Girls' School could be decanted to an alternative site during a complete rebuild. No empty school site exists, however, which means that any alternative would almost certainly require large numbers of expensive temporary classrooms and other facilities. A temporary move would also be very disruptive to pupils' education..

Using an alternative site as a permanent solution

- 2.35 Only one site has been identified through the Borough Local Plan process for the purposes of a new secondary school. This is at Maidenhead Golf Course, where the borough's Infrastructure Delivery Plan states that 7 FE of new secondary provision will need be provided.
- 2.36 There has previously been discussion around the potential for relocating both Desborough College and Newlands Girls' to this site. Even as a compact site school, however, this could be difficult to achieve whilst providing 2,000 new dwellings at the desired density on the whole site.

- 2.37 Newland's Girls' School could, however, be potentially relocated to this on its own, providing an increase in places (210 places per year) and new accommodation. As the pupils would not be on the new site until it was ready to open, there would be no issues with phasing or temporary accommodation. The vacated site could then be redesigned and rebuilt whilst empty, ahead of being opened to meet new demand.
- 2.38 The major issue with this is that Newlands Girls' School would again be close to the edge of town, potentially leaving a different group of Maidenhead residents with limited admissions priority. The borough would also have the cost of building two secondary schools, rather than one, although any options to provide more spaces for Newlands look disproportionately expensive. This approach could produce eight forms of entry, and this would still leave the borough needing to expand other schools in the town, if the maximum expected demand materialised.
- 2.39 Any such scheme would be several years away at the earliest, given the golf course timetable, and a new secondary school can take two to three years to complete.
- 2.40 Over the next few years, the borough will need to develop its strategy for providing new secondary places on the golf course site. This strategy will be partly informed by the outcome of the feasibility works for expansion at the existing schools. It is recommended that this strategy should consider the possibilities of:
- A permanent relocation of Newlands Girls' School to the golf course site.
 - A temporary relocation of Newlands Girls' School to the golf course site whilst its existing site is rebuilt.
- 2.41 The strategy will also need to consider aspects such as the school admissions arrangements and designated areas, and will likely need to be the subject of public consultation.

Options

Table 1: Options arising from this report.

Option	Comments
Await the Office of the Schools' Adjudicator's judgement in relation to the admissions arrangements for Newlands Girls' School. This is recommended.	Newlands Girls' School will be required by law to implement whatever changes are decided by the OSA. It is possible that the OSA will recommend wider changes, and the borough and local schools will need to address those.
Consider opportunities for Newlands Girls' School using the golf course site as a temporary or permanent home as part of the wider strategy for secondary school places in Maidenhead. This is recommended.	The likelihood of a new secondary school on the golf course provides some opportunities which should be explored more fully, potentially leading to public consultation on options in due course.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
None.					

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no additional financial implications arising from the recommendations in this report. The cost of carrying out feasibility works as part of Wave 2 of the feasibility works programme (see paragraph **Error! Reference source not found.**) has already been budgeted for.

Table 3: Financial Impact of report's recommendations

REVENUE COSTS	2018/19	2019/20	2020/21
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

CAPITAL COSTS	2018/19	2019/20	2020/21
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

5. LEGAL IMPLICATIONS

Provision of school places

- 5.1 Local authorities are under a statutory duty to ensure that there are sufficient school places in their area. This is set out in the Education Act 1996, Section 14, subsections 1 and 2. The borough receives the 'Basic Need' grant from the government for this purpose, which can be spent on new school places at all types of school (Academy (including free schools), Community, Voluntary Aided and Voluntary Controlled).

- 5.2 There is no legal duty to provide any particular level of surplus places.

School admissions

- 5.3 The School Admissions Code 2014 is issued under Section 84 of the School Standards and Framework Act 1998. The purpose of the code is to ensure that all school places for maintained schools excluding maintained special schools and all academies are allocated and offered in an open and fair way.

6. RISK MANAGEMENT

Table 4: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
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Risks	Uncontrolled risk	Controls	Controlled risk
None arising from the recommendations.			

7. POTENTIAL IMPACTS

- 7.1 There are currently no implications arising from the recommendations in this report with regards to staffing/workforce, sustainability, Equalities, Human Rights and community cohesion, accommodation, property or assets.

8. CONSULTATION

- 8.1 Officers have met with the Maidenhead secondary school Headteachers to discuss the objection to the Office of the Schools Adjudicator.
- 8.2 Children's Services Overview and Scrutiny Panel meets on Tuesday 17th July, and its comments will be reported to Cabinet.

9. TIMETABLE FOR IMPLEMENTATION

Table 5: Implementation timetable

Date	Details
Summer 2018	Receive judgement from the Office of the Schools' Adjudicator.
Summer 2018	Carry out Wave 2 feasibility works, including Newlands Girls' School.
Autumn 2018	Discuss options for changes to school admissions arrangements with schools (if required by OSA).
November 2018	Report to Cabinet on any options for changes to school admissions arrangements for public consultation (if required by OSA).

- 9.1 Implementation date if not called in: Immediately.

10. APPENDICES

Contained in paper copies

- None.

Electronic only

- None.

11. BACKGROUND DOCUMENTS

- Admissions arrangements for Maidenhead secondary schools.
- [School Admissions Code](#), Department for Education, December 2014.
- [National school delivery cost benchmarking](#), Hampshire, February 2018.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Comment ed & returned
Cllr Natasha Airey	Lead Member/ Principal Member/Deputy Lead Member	7/6/2018	7/6/2018
Alison Alexander	Managing Director	7/6/2018	7/6/2018
Kevin McDaniel	Director of Children's Services	7/6/2018	7/6/2018
Russell O'Keefe	Strategic Director		
Andy Jeffs	Strategic Director		
Rob Stubbs	Section 151 Officer		
Nikki Craig	Head of HR and Corporate Projects		
Louisa Dean	Communications		
	Other e.g. external		

REPORT HISTORY

Decision type: Non-key decision.	Urgency item? No.	To Follow item? No.
Report Author: Ben Wright, Education Planning Officer, 01628 796572		

ITEMS ON THE CABINET FORWARD PLAN BUT NOT YET PROGRAMMED FOR A SPECIFIC SCRUTINY PANEL MEETING

REPORT	AUTHOR
Home to School Transport Post 16 Policy	Kevin McDaniel
AfC Annual Performance Review	Hilary Hall

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

REPORT	AUTHOR
Children's Centres Provisions Update	
Alternative Provision/Home Schooling	

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