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## NOTICE OF MEETING

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# CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

will meet on

**TUESDAY, 14TH FEBRUARY, 2017**

**At 5.00 pm**

in the

**COUNCIL CHAMBER - TOWN HALL,**

TO: MEMBERS OF THE CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

COUNCILLORS JOHN BOWDEN, DAVID BURBAGE (VICE-CHAIRMAN),  
DR LILLY EVANS, LYNNE JONES, ROSS MCWILLIAMS, EILEEN QUICK AND  
COLIN RAYNER (CHAIRMAN)

### SUBSTITUTE MEMBERS

COUNCILLORS MALCOLM BEER, GERRY CLARK, DAVID EVANS,  
MARIUS GILMORE, JESSE GREY, JOHN LENTON, JOHN STORY AND  
SIMON WERNER

Karen Shepherd - Democratic Services Manager - Issued: 06/02/2017

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](http://www.rbwm.gov.uk) or contact the Panel Administrator **David Cook**

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## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES</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 19 January 2017.	7 - 12
4.	<u>APPRENTICESHIPS WITHIN THE ROYAL BOROUGH</u>  To comment on the Cabinet report.	To Follow
5.	<u>FINANCIAL UPDATE</u>  To comment on the Cabinet report.	13 - 28
6.	<u>COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK QUARTER 3 2016/17</u>  To comment on the Cabinet report.	To Follow
7.	<u>FUTURE ROYAL BOROUGH SERVICE MODEL FOR RESIDENTS</u>  To comment on the Cabinet report.	29 - 44
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 item 9 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>PAGE NO</u>
	<u>MINUTES</u>  To approve the Part II minutes of the meeting held on 19 January 207.  <b><i>(Not for publication by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b>	45 - 46
	<u>FUTURE ROYAL BOROUGH SERVICE MODEL FOR RESIDENTS</u>  To comment on the Cabinet report.  <b><i>(Not for publication by virtue of Paragraph 1 and 2 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b>	47 - 48



## MEMBERS' GUIDANCE NOTE

### DECLARING INTERESTS IN MEETINGS

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

DPIs include:

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

#### **PREJUDICIAL INTERESTS**

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

#### **DECLARING INTERESTS**

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

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

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

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# Agenda Item 3

## CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

THURSDAY, 19 JANUARY 2017

PRESENT: Councillors David Burbage (Vice-Chairman), Lynne Jones, Ross McWilliams, Eileen Quick and Colin Rayner (Chairman)

Also in attendance: Cllr Coppinger and Cllr Cox

Officers: Alison Alexander, Rob Stubbs, Craig Miller, Rob Stubbs, David Scott and David Cook.

### APOLOGIES

Apologies for absence were received by Cllr Bowden, Cllr Carroll, Cllr Rankin, Andy Jeffs and Russel O'Keefe.

### DECLARATIONS OF INTEREST

There were no declarations of interest received. It was noted that all Members had a dispensation regarding the Budget Report.

### MINUTES

The Part I minutes of the meeting held on 6 December 2016 were approved as a true and correct record.

Cllr Coppinger informed that he had noted that the resolution for Delivering Differently in Adult Services mentioned that he was not in attendance to present the report. He informed the Panel that he attended Adult Services and Health O&S Panels and would be happy to attend other Panels when invited.

### FINANCE UPDATE

The Panel considered the latest Cabinet Financial Update report that was projecting a £473,000 underspend on the General Fund which was a further increase of £38,000 since the last reported figure at Cabinet. The Panel were informed that the council remained in a healthy financial position with combined General Fund Reserves of £6.33m, which was above the recommended limit set by Council..

The Adults, Children and Health directorate project an overspend of £192,000, Corporate and Community Services projected an underspend of £64,000 and Operations and Customer Services reported a £596,000 underspent.

(Cllr Saunders joined the meeting)

The Chairman asked if there were any issues on the horizon and was informed that future pressures were dealt with in the Budget report being considered by the Panel.

**Resolved unanimously: that the Corporate Services O&S Panel considered the Financial Update Cabinet report and fully endorsed the recommendations. The Panel were informed that there were no unforeseen budget risks and future pressures were in the Budget report. The Chairman thanked the Lead Member for attending the meeting.**

### BUDGET AND COUNCIL TAX

The Panel were addressed by Cllr Saunders, Lead Member for Finance, on the 2017/18 Budget report due to be considered by Cabinet and Council. Cllr Saunders provided a brief overview of the report and said he was happy to answer any questions.

Cllr Saunders informed that Panel that the proposed budget contained an increase in revenue investment of about £2.5 million to help protect the most vulnerable people in the Borough. Examples of increased investment included £1 million added for adult social care, £400k for expanding the practical support for homeless residents, £330k for rising home to school transport for special needs pupils requirements and £120k over three years for increasing early years pupil premium spend.

There was also proposed investment in the Planning Department, for tree maintenance and investment for our voluntary organisations providing community needs.

The proposed council tax increase was 0.95 percent which was lower than the retail price index. There was also a proposal to increase the adult social care precept by three percent.

The Panel were informed that the proposals meant that a band D property would pay £961.46 for their council tax, this figure included the three percent increase for the adult social care precept.

With regards to Fees and Charges the Panel were informed that the majority of charges would see no increase in real terms. There had been a few increases that brought the borough in line with neighbouring authorities where we had been significantly under charging in the past.

With regards to Capital investment Cllr Saunders informed the Panel that he had already presented to the Audit and Performance Review Panel the need to change the way we funded our major capital projects.

Cllr Saunders informed the Panel that over the last few years the Council had decided to make a number of strategic capital expenditure, such as school expansion and new library. Historically loans would have been taken to fund these projects however it had been decided that instead of loans the Council would use its reserves to fund capital projects saving about £150k in interest rates. The Panel were informed that, as demonstrated in the Financial Update reports, this policy was no longer sustainable and thus it had been decided borrow money for capital projects.

It was proposed that over the next year about £75 million would be spent on capital projects that included a further £12.1 million for the ongoing schools expansion plan, £14.5 million for stage one of the new leisure centre, £9.4 million for stage one expansion of Broadway Car Park, £9.2 million enhancing York House, Windsor, £8.3 million for other property and parking improvement, £4.5 million for the consolidation of the St Clouds Way development site and £1.6 million for LED street lighting.

The Panel were also informed that with regards to Business Rates it was proposed that there would be a local newspaper business rate relief of £1,500 per title, all locally controlled rate reliefs maintained, rural rate relief extended and redefined and relief for reinvigorating vacant retail units to be extended to all commercial and industrial premises.

Cllr Jones reported that as the report had been marked as To Follow on the agenda she had not been able to give it sufficient consideration and thus would not be supporting the recommendations at this meeting; she did report that she supported in principle the update provided by Cllr Saunders.

Cllr Jones mentioned that she would like to see an evidence base for the proposed increase expenditure for Adult Social Care to show the increased spend and cost per person over the last five years. Cllr Saunders reported that the Council had a statutory responsibility to provide this information for audit and officers were currently producing this information. Cllr



Coppinger informed that there had been demographic growth and people were living longer. There was also the impact of the living wage and a large number of care homes facing financial difficulty that may need support when contracts re negotiated. By increasing spend on Adult Social Care we would also be supporting the NHS.

Cllr Jones asked if we were aligning our salaries with neighbouring authorities and was informed that the delivering differently programme had showed that we had comparative salaries, if not better terms and conditions, when compared to the other partnership authorities.

Cllr Jones asked if it was right to pass on the apprenticeship levy to schools and was informed that the was an additional tax set by Government on UK businesses with a pay bill over £3 million. Maintained schools were expected to pay the levy as part of RBWM.

Cllr Jones asked if the additional funds for homelessness was available across the borough and was informed that the Council had a statutory responsibility to help where ever a homelessness person presented themselves, the funds followed the individual not a specific location.

Cllr Burbage congratulated Cllr Saunders on preparing his first budget as Lead Member and asked that with regards to the increase to pupil premium funding over the next three years how would we know if this would make a difference. The Panel were informed that there would be specific training programmes set up for individual children and schools aimed at closing the attainment gap.

Cllr Burbage asked that with delivering differently for Adult Services where was the efficiencies in the budget. The Panel were informed that there was a raft of saving across the service that were not dependent on delivering differently these included a decrease in domiciliary care and savings in re-enablement. It was believed that partnership working could also provide additional savings without reducing service delivery.

Cllr Burbage questioned the impact of a loss on business rates and was informed that if we were to sustain a loss of £1m, then we would be expected to cover 49% of the loss (Central Government 50%, Fire 1%); the Head of Finance informed that he would send the Panel confirmation on this issue.

Cllr McWilliams asked how much would a 0.95% increase in Council Tax bring and what would it be spent on. The Panel were informed that the increase would raise £610k that would go towards the revenue investment mentioned at the start of the meeting and tactical revenue investment.

Cllr McWilliams asked why the Council did not make further reductions in other areas or borrow the amount. The Panel were informed that the proposals were a product of two forces officers being challenged to provide savings whilst meeting the revenue costs of maintaining services residents expect.

Cllr McWilliams asked why not increase fees and charges rather than council tax and was informed that the level of fees and charges needed to be fair and we should not be asking for more than the inflation rate. Some areas were increased below 2% but there were also about four areas where the increase was made to bring us in line with neighbouring authorities.

Cllr McWilliams asked if we relied on the new home bonus as a revenue stream and was informed that some Councils, such as Surrey CC, however RBWM was not reliant on grants. This was a significant grant and as we were expecting increased development we would expect this to remain as a meaningful contributor.

Cllr McWilliams questioned the increase in adult social care and was informed that in the short to medium term the increased allocation but us in a good position to meet increased demand.

Cllr McWilliams asked if the increase spend on homelessness would be used for residents moving into the Borough and was informed that it would be spent to help the Borough meet its statutory obligations.

Cllr Quick mentioned that she supported the Budget and was delighted we were not in the difficult position other authorities were facing.

**Resolved that: the Corporate Services O&S Panel considered the Budget Cabinet / Council report and endorsed the recommendations, Councillor Jones abstained from the vote as she felt she did not get sufficient time to give due consideration to the report that had been circulated after agenda dispatch. The Panel requested clarification on the allocation of business rates. The Chairman thanked the Lead Member for presenting the report.**

#### DELIVERING DIFFERENTLY IN OPERATIONS & CUSTOMER SERVICES - CCTV

The Lead Member attended the meeting to present the Cabinet report on the findings of the initial review of the council's CCTV system. The Panel were informed that the service costs £540k on an annual basis with line rental and staffing being the largest expenses. The network was over 20 years old and at an end of its serviceable life and thus the ability to maintain the system was becoming more difficult.

The Panel were informed that the Council had a duty to review its CCTV provision and that other authorities such as West Berkshire had decided to de-commission their cameras. A review of the system was proposed to see if we could better utilise new technology. The review would come back to Cabinet in August 2017. Thames Valley Police (TVP) had been fully involved in discussions and were in agreement with proposals.

The Panel were informed that the borough had the largest camera network of any local authority in the Thames Valley and ran it 24 hours 7 days a week. It was proposed to look at different ways of providing CCTV that was reasonable and effective.

Cllr Burbage asked what could be learnt from the review that was not already known and was informed that the review would be looking at technology, service usage and service options.

Cllr Burbage also had concerns about having mobile cameras instead of static ones as it could result in incidents being missed. The Panel were informed that they would be mobile units that could be redeployed as needed however it was expected that they would stay in location for long periods of time.

The Chairman asked that if a village had cameras that the Council wished to de-commission would the parish council have the option to pay to keep the camera in place. The Panel were informed that this would be an option that could be explored as part of the review.

The Chairman mentioned that it would be important to be able to run the service 24/7 in times of emergency.

Cllr Quick mentioned that Thames Valley Police made use of the system and asked if we knew how many convictions had been made as a result of this. The Panel were informed that TVP did not provide that level of data.

Cllr Burbage highlighted that TVP made five visits to the CCTV control room per day and asked if we could charge them for reviewing CCTV footage. The Panel were informed that this was an option but would need to be discussed with TVP as we were also looking at shared services.

Cllr Jones asked if the paper would be brought back to this Panel after the review and it was confirmed that it would.

**Resolved unanimously:** that the Corporate Services O&S Panel considered the Delivering Differently in Operations and Customer Services – CCTV Cabinet report and fully endorsed the recommendations subject to the Panels points below (and comments made during Part II Private Session) being taken on board by Cabinet. The Panel noted that in the recommendations the implementation options should refer to point 2.28 of the report and not 2.41.

It was mentioned that consideration should also be given to charging Thames Valley Police for use of the CCTV system and provision of evidence bundles; it was noted that this may be subject to collaborative proposals being explored. The Panel noted that Thames Valley police on average visited the control room five times a day yet they contributed little to the running of the control room.

The Panel felt that the cost of removing the cameras seemed excessive at £3000 each, it was suggested that this figure be tested before the work went ahead to remove the cameras.

As part of the review the Panel asked that if residents associations, parish councils or ward councillors with their discretionary budget wanted to retain their cameras would the council would come up with a fee structure that would allow the cameras to stay.

The Chairman thanked the Lead Member for presenting the report.

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 6.30pm, finished at 8.20pm

CHAIRMAN.....

DATE.....

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Report Title:	<b>Financial Update</b>
Contains Confidential or Exempt Information?	<i>NO - Part I</i>
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	23 February 2017
Responsible Officer(s):	Russell O'Keefe, Strategic Director of Corporate and Community Services, Rob Stubbs Head of Finance.
Wards affected:	All

## REPORT SUMMARY

1. This report sets out the Council's financial performance to date in 2016-17. In summary there is a projected £539,000 underspend on the General Fund (see Appendix A) which is an improvement of £66,000 from the January financial monitoring report. This is due to a net increase in the underspend forecast in a number of service budgets, see section 4 for details.
2. The Council remains in a strong financial position, with the Council's combined General Fund Reserves of £6,370,000 (7.10% of budget) in excess of the £5,270,000 (5.88% of budget) recommended minimum level set at Council in February 2016.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet:

- i) Notes the Council's projected outturn position

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

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

## 3. KEY IMPLICATIONS

- 3.1 The General Fund Reserve is £5,366,000 and the Development Fund balance is £1,004,000, see appendix B for a breakdown of the Development Fund. The combined reserves are £6,370,000. The 2016-17 budget report recommended a minimal reserve level of £5,270,000 to cover known risks for 18 months.

**Table 1: performance of general fund reserves**

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

#### **4. FINANCIAL DETAILS / VALUE FOR MONEY**

4.1. The **Strategic Director of Adults, Children & Health Services** reports a projected outturn figure for 2016-17 of £57,452,000 against a controllable net budget of £57,380,000, an overspend of £72,000. This represents a decrease of £120,000 on the overspend reported in January 2017. The cost pressure arising from the increased cost of funding home to school transport continues at the level identified last month. The other pressures continue to be in the main areas of placements and staffing:

- +£127,000 increase in children in care placement cost following two new high cost placements late in 2016 and in house fostering service. Through the partnership with AfC the intention is to explore the option of establishing an IFA subsidiary. This will increase the breadth of placement availability.
- +£61,000 increase in the cost of social worker posts in MASH and Duty and Assessment Team filled by agency workers. This pressures is seeking to be mitigated through developing a wider range of employment options, including key worker housing. It is also anticipated that the partnership with AfC will impact on recruitment.
- +£60,000 increase cost of agency social workers in the Pods.
- -£110,000 decrease in the placement cost of adults with a mental health problem.
- -£78,000 decrease in spend on residential placements for people with a drug or alcohol problem.
- -£175,000 underspend in health promotion and prevention initiatives including the smoking cessation contract.

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

4.3. The **Strategic Director of Corporate and Community Services** maintains the full year underspend projection of £64,000 on his 2016-17 controllable directorate budget of £4,321,000.

4.4. Small service pressures in Leisure services and Visitor management are offset by new rental income and vacancy savings in the Property and Regeneration teams.

- 4.5. The **Interim Strategic Director of Operations and Customer Services** reports the directorate's 2016-17 budget underspend projection of £542,000 on his net budget of £21,637,000.
- 4.6. Improved income reporting in Highways and Registrars is partially offset by additional pressures in Customer Services and Housing benefits, giving a net operational improvement of £11,000 from last month.
- 4.7. Two additional costs have also been charged to the underspend:
- An IT transition programme manager for AFC / Optalis - £45,000
  - New CCTV costs under Delivering Differently - £20,000
- 4.8. This has reduced the projected underspend to £542,000.
- 4.9. The pressure reported currently in Housing Benefits is likely to be covered from new overpayment recoveries generated from a process launched in November, whose results have yet to reach the accounts.

### Revenue Budget Movement

- 4.10. Revenue budget movements this month are shown in table 2. An expanded full year Movement Statement has been included in the report in Appendix C.

**Table 2: Revenue Budget Movement**

<b>Service expenditure budget reported to January Cabinet</b>	<b>£83,309,000</b>
External support to develop a different model for management of the property portfolio.	£29,000
<b>Service expenditure budget this month</b>	<b>£83,338,000</b>

### Cash Balances Projection

- 4.11. Appendix D provides details of the Borough's cash balance which is based on the assumptions contained in the 2017-18 budget report. In addition to the investments in the 2017-18 capital programme, the borrowing expectations need to consider other capital proposals likely to come forward for approval during the year. These were listed in appendix N to the budget report and are estimated to bring the total for new borrowing in 2017-18 to £73,000,000.
- 4.12. The latest slippage projections in the capital programme (see table 4 below) were included in the budget analysis of debt. A reconciliation of this to the £10,000,000 estimated in the budget papers is shown below:

**Table 3: Slippage reconciliation (£)**

Net slippage projected in this report.	14,390,000
Less	
LED street lighting*	- 2,300,000
Schools expansions*	- 2,090,000
Slippage estimated in budget papers	<b>10,000,000</b>

\* Slippage included on separate lines in the budget papers

## Capital Programme

- 4.13. The approved 2016-17 capital estimate is £47,855,000, see table 3. The projected outturn for the financial year is £30,154,000. This is an increase on the capital outturn in 2015-16 of £27,421,000.
- 4.14. Variances identified in the capital programme have resulted in £1,360,000 of budget no longer required in 2016-17. The majority of these savings relate to the revision of the Housing capital programme. The affordable home ownership capital programme will now, subject to approval in the 2017-18 capital programme, be used to fund the Brill House project in 2017-18 at a cost of £500,000. The £700,000 budget for provision of additional traveller pitches will no longer commence due to s106 funding not being received to part fund the project.
- 4.15. Slippage to 2017-18 at a total of £16,341,000 has been identified to date. Slippage reported this month includes £2,300,000 for LED street lighting upgrade which will complete next year. In addition £1,650,000 of highways schemes will continue into 2017-18. Schools schemes totalling £2,686,000, including expansion schemes, are also expected to continue into the next financial year.
- 4.16. See appendices E and F for further details. Table 4 shows the status of schemes in the capital programme.

**Table 4: Capital estimates**

	<b>Exp</b>	<b>Inc</b>	<b>Net</b>
<b>Approved estimate</b>	£47,855,000	(£19,507,000)	£28,348,000
Variances identified	(£1,360,000)	£1,150,000	(£210,000)
Slippage to 2017-18	(£16,341,000)	£2,593,000	(£13,748,000)
<b>Projected Outturn 2016-17</b>	<b>£30,154,000</b>	<b>(£15,764,000)</b>	<b>£14,390,000</b>

**Table 5: Capital programme status**

	<b>Report Cabinet Feb 2017</b>
<b>Number of schemes in programme</b>	<b>532</b>
Yet to Start	11%
In Progress	61%
Completed	23%
Ongoing Programmes e.g. Disabled Facilities Grant	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

## 5. LEGAL IMPLICATIONS



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

## 6. RISK MANAGEMENT

**Table 6: risks resulting from this report**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
None			

## 7. POTENTIAL IMPACTS

7.1 None

## 8. CONSULTATION

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

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately.

## 10. APPENDICES

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

## 11. BACKGROUND DOCUMENTS

11.1 Budget Report to Council February 2016.

11.2 Budget Report to Cabinet February 2017

## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Commented &amp; returned</b>
Cllr. Saunders	Lead Member for Finance.	24-1-2017	25-1-2017
Cllr. Rankin	Deputy Lead Member for Finance.	24-1-2017	25-1-2017

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Commented &amp; returned</b>
Alison Alexander	Managing Director.	24-1-2017	
Russell O'Keefe	Strategic Director of Corporate and Community Services.	24-1-2017	30-1-2017
Andy Jeffs	Interim Strategic Director of Operations and Customer Services.	24-1-2017	
Rob Stubbs	Section 151 Officer.	23-1-2017	24-1-2017

## **REPORT HISTORY**

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

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Adult, Children's & Health Commissioning	7,636	7,113	659
Schools and Educational Services	5,285	5,278	41
Health, Early Help & Safeguarding	8,040	8,083	290
Health and Adult Social Care	32,408	33,012	(863)
Human Resources	1,167	1,537	0
A,C&H Management	834	1,132	(55)
<b>Total Adult, Children &amp; Health</b>	<b>55,370</b>	<b>56,155</b>	<b>72</b>
Better Care Fund-Expenditure	9,915	11,047	0
Better Care Fund-Income	(8,485)	(9,822)	0
<b>Total Better Care Fund</b>	<b>1,430</b>	<b>1,225</b>	<b>0</b>
Maintained Schools	42,127	39,466	0
Early Years Education and Childcare Provision	7,154	6,339	(27)
Admissions and Pupil Growth	545	381	(10)
Support Services for Schools and Early Years	1,714	1,752	(251)
High Needs and Alternative Provision	13,430	13,642	1,097
Dedicated Schools Grant	(64,970)	(61,580)	(809)
<b>Total Schools Budget (DSG)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Adult, Children and Health Services</b>	<b>56,800</b>	<b>57,380</b>	<b>72</b>
Director of Operations & Customer Services	(27)	377	0
Revenues & Benefits	816	719	119
Highways & Transport	6,125	6,378	(50)
Community, Protection & Enforcement Services	6,957	7,223	(543)
Customer Services	1,704	1,813	127
Technology & Change Delivery	2,915	2,687	(155)
Library, Arts & Heritage Services	2,316	2,440	(40)
<b>Total Operations &amp; Customer Services</b>	<b>20,806</b>	<b>21,637</b>	<b>(542)</b>
Director of Corporate & Community Services	85	146	0
Planning, Development and Regeneration Service	(813)	(696)	(47)
Corporate Management	433	654	(41)
Performance	429	454	(20)
Democratic Services	1,955	1,895	14
Elections	261	263	0
Legal	104	98	(19)
Finance	2,353	2,365	(20)
Building Services	40	26	20
Communities and Economic Development	(801)	(884)	49
<b>Total Corporate &amp; Community Services</b>	<b>4,046</b>	<b>4,321</b>	<b>(64)</b>
<b>TOTAL EXPENDITURE</b>	<b>81,652</b>	<b>83,338</b>	<b>(534)</b>

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
<b>Total Service Expenditure</b>	<b>81,652</b>	<b>83,338</b>	<b>(534)</b>
Contribution to / (from) Development Fund	1,133	355	0
Pensions deficit recovery	2,115	2,115	0
Pay reward	500	5	(5)
Transfer to/(from) Provision for the clearance of Shurlock Road		(180)	0
Transfer to/(from) Provision for Redundancy		(422)	0
Environment Agency levy	150	150	0
Capital Financing inc Interest Receipts	<u>5,128</u>	<u>5,258</u>	<u>0</u>
<b>NET REQUIREMENTS</b>	<b>90,678</b>	<b>90,619</b>	<b>(539)</b>
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	<u>0</u>	<u>59</u>	<u>539</u>
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b><u>89,697</u></b>	<b><u>89,697</u></b>	<b><u>0</u></b>
<b>General Fund</b>			
Opening Balance	4,681	4,768	4,827
Transfers to / (from) balances	<u>0</u>	<u>59</u>	<u>539</u>
	<u><u>4,681</u></u>	<u><u>4,827</u></u>	<u><u>5,366</u></u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			

Memorandum Item	
<b>Current balance on the Development Fund</b>	
	£000
Opening Balance	649
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	<u>355</u>
	<u><u>1,004</u></u>

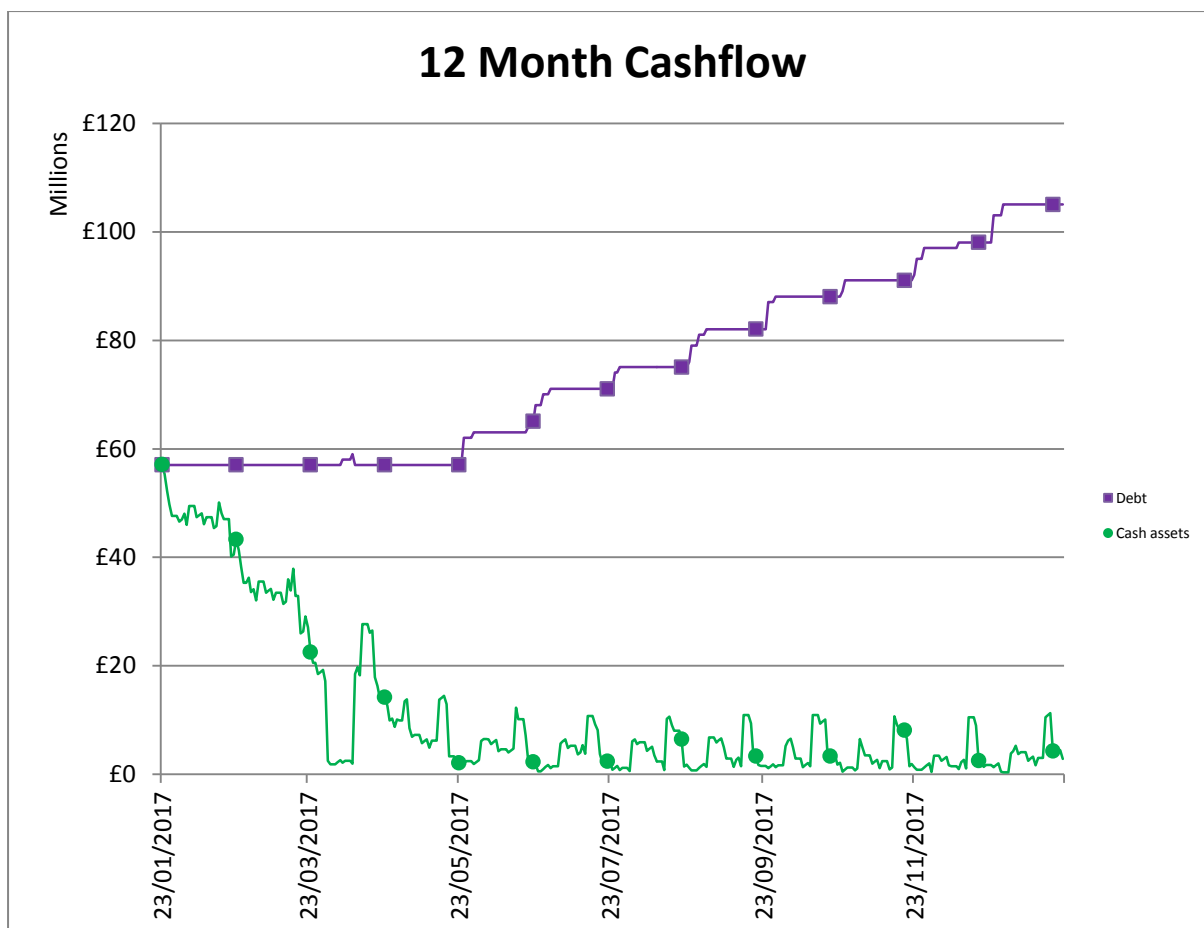
<b>Corporate Development Fund (AE35) £000</b>		
<b>Balance B/F from 2015/16</b>		<b>649</b>
<b>Transacted amounts in 2016/17</b>		
<b>To/From Capital Fund</b>		0
<b>To/From General Fund</b>		
Transition Grant (2016/17 budget - February Council)	1,278	
Restructure of the Development and Regeneration service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

## Budget Movement Statement 2016-17

	Funded by Development Fund (1)	Funded by the General Fund (2)	Funded by Provision (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
<b>Original Budget</b>					<b>81,652</b>	
1 Transforming Services	200				200	Cabinet March
2 Disabled Facilities Grant				(302)	(302)	Council Feb.
3 Transport model	43				43	CMT April
4 Heathrow Expansion	30				30	Cabinet March
5 Redundancy cost			73		73	Cabinet May
6 Redundancy cost			92		92	Cabinet May
7 Desborough improvements		50			50	Cabinet March
8 Transforming Services	100				100	Cabinet March
9 NRSWA parking scheme	120				120	Cabinet March
10 Sunday parking	81				81	Cabinet April
11 Cleaning & maintenance costs at Cox Green Youth Centre		20			20	Council Feb.
12 Redundancy cost			96		96	Cabinet May
13 Forest Bridge Contingency	100				100	CMT June
14 Pay reward				191	191	Council Feb.
15 Pay reward				173	173	Council Feb.
16 Pay reward				131	131	Council Feb.
17 Dynamic purchasing system	4				4	Cabinet March
18 Redundancy cost			25		25	Cabinet May
19 Bus contract		44			44	Cabinet May
20 Loss of rental income		50			50	Cabinet June
21 Transforming Services		100			100	Cabinet June
22 Redundancy cost			18		18	Cabinet May
23 Redundancy cost			101		101	Cabinet May
24 Removal of Forest Bridge Contingency	(100)				(100)	Cabinet November
25 Redundancy cost			17		17	Cabinet May
26 Transforming Services	200				200	Cabinet October
27 External support for management of the property portfolio		29			29	CMT June
<b>Changes Approved</b>	<b>778</b>	<b>293</b>	<b>422</b>	<b>193</b>	<b>1,686</b>	
<b>Approved Estimate February Cabinet</b>					<b>83,338</b>	

## NOTES

- 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).
- 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.
- 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.
- Transactions in column 4 are amounts approved in the annual budget which for various reasons need to be allocated to service budgets in-year. An example would be the pay reward budget. Pay reward payments are not approved until June. The budget therefore has to be re-allocated.



Note 1 – Reduced Council Tax and Business Rates collections in February and March coupled with the commitment to pay out £16m of LEP funding in March 2017 is forecast to cause the decrease in cash balances towards the end of the financial year 2016/17.

Note 2 – Assumptions have been revised and reflect the capital cash flow projection included in the budget papers that were prepared for approval by Council in February 2017.

Note 3 – Capital expenditure is projected to increase steadily throughout the year. The exact profile may vary and monitoring of schemes and cash balances will decide the rate at which our borrowing will increase to ensure that no unnecessary debt charges are incurred.

Portfolio Summary	2016/17 Original Budget			New Schemes – 2016/17 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure					
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2016/17 Projected	2016/17 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)	
<b>Community &amp; Corporate Services</b>															
SMILE Leisure	428	(120)	308	1,417	(120)	1,297	46	(14)	32	923	540	1,463	0	0%	
Community Facilities	155	0	155	330	(200)	130	17	0	17	267	77	344	(3)	-2%	
Outdoor Facilities	370	(100)	270	597	(154)	443	760	(486)	274	721	639	1,360	3	1%	
Property & Development	0	0	0	30	0	30	512	0	512	324	210	534	(8)		
Governance, Policy, Performance_Partnerships	588	0	588	340	0	340	406	0	406	539	207	746	0	0%	
Regeneration & Economic Development	6,377	(185)	6,192	8,288	(495)	7,793	4,812	(1,075)	3,737	7,798	5,310	13,108	8	0%	
<b>Total Community &amp; Corporate Services</b>	<b>7,918</b>	<b>(405)</b>	<b>7,513</b>	<b>11,002</b>	<b>(969)</b>	<b>10,033</b>	<b>6,553</b>	<b>(1,575)</b>	<b>4,978</b>	<b>10,572</b>	<b>6,983</b>	<b>17,555</b>	<b>0</b>	<b>(0)</b>	
<b>Operations &amp; Customer Services</b>															
Technology & Change Delivery	0	0	0	0	0	0	335	(6)	329	286	49	335	0		
Revenues & Benefits	0	0	0	162	0	162	48	0	48	96	114	210	0		
Customer Services	0	0	0	200	0	200	276	0	276	278	198	476	0		
Green Spaces & Parks	343	(308)	35	436	(322)	114	269	(136)	133	578	127	705	0	0%	
Highways & Transport	9,609	(3,155)	6,454	10,519	(3,555)	6,964	2,117	(892)	1,225	8,013	4,623	12,636	0	0%	
Community, Protection & Enforcement Services	890	(380)	510	960	(380)	580	992	(721)	271	1,444	465	1,909	(43)	-5%	
Libraries, Arts & Heritage	367	(295)	72	467	(295)	172	468	(147)	321	360	505	865	(70)	-19%	
<b>Total Operations &amp; Customer Services</b>	<b>11,209</b>	<b>(4,138)</b>	<b>7,071</b>	<b>12,744</b>	<b>(4,552)</b>	<b>8,192</b>	<b>4,505</b>	<b>(1,902)</b>	<b>2,603</b>	<b>11,055</b>	<b>6,081</b>	<b>17,136</b>	<b>(113)</b>	<b>(0)</b>	
<b>Adult, Children &amp; Health</b>															
HR	0	0	0	0	0	0	0	0	0	0	0	0	0		
Adult Social Care	41	0	41	48	0	48	217	(185)	32	216	51	267	2	5%	
Housing	0	0	0	10	(10)	0	2,397	(2,017)	380	667	540	1,207	(1,200)		
Non Schools	0	0	0	134	(89)	45	305	(233)	72	439	0	439	0		
Schools – Non Devolved	4,550	(4,190)	360	5,791	(3,826)	1,965	2,043	(2,043)	0	5,096	2,686	7,782	(52)	-1%	
Schools – Devolved Capital	250	(250)	0	1,021	(1,021)	0	1,085	(1,085)	0	2,109	0	2,109	3	1%	
<b>Total Adult, Children &amp; Health</b>	<b>4,841</b>	<b>(4,440)</b>	<b>401</b>	<b>7,004</b>	<b>(4,946)</b>	<b>2,058</b>	<b>6,047</b>	<b>(5,563)</b>	<b>484</b>	<b>8,527</b>	<b>3,277</b>	<b>11,804</b>	<b>(1,247)</b>	<b>0</b>	
<b>Total Committed Schemes</b>	<b>23,968</b>	<b>(8,983)</b>	<b>14,985</b>	<b>30,750</b>	<b>(10,467)</b>	<b>20,283</b>	<b>17,105</b>	<b>(9,040)</b>	<b>8,065</b>	<b>30,154</b>	<b>16,341</b>	<b>46,495</b>	<b>(1,360)</b>	<b>0</b>	
<b>Portfolio Total</b>	<b>23,968</b>			<b>47,855</b>						<b>30,154</b>					
<b>External Funding</b>															
Government Grants	(7,890)			(12,528)						(11,369)					
Developers' Contributions	(933)			(5,911)						(3,864)					
Other Contributions	(160)			(1,068)						(531)					
<b>Total External Funding Sources</b>	<b>(8,983)</b>			<b>(19,507)</b>						<b>(15,764)</b>					
<b>Total Corporate Funding</b>	<b>14,985</b>			<b>28,348</b>						<b>14,390</b>					



## Capital Monitoring Report - January 2016-17

At 31 January 2016, the approved estimate stood at £47.855m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	47,855	(19,507)	28,348
Variances identified	(1,360)	1,150	(210)
Slippage to 2017/18	(16,341)	2,593	(13,748)
Projected Outturn 2016/17	30,154	(15,764)	14,390

## Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £30.154m

Variances are reported as follows.

	Exp	Income	Net	
	£'000	£'000	£'000	
<b>Libraries, Arts &amp; Heritage</b>				
CL70 Library Management System Replacement	2	0	2	Final costs
CLB1 Additional Wifi and Broadband 2015/16	(2)	2	0	Final costs
CLC1 WW1 Commemorations & Re-enactment 2016-17	(60)	60	0	No match funding available-scheme will not be undertaken. Put on hold
CLC3 Sculpture Project - Danny Lane 2016-17	(10)	10	0	£10K underspend, after current commitments met
<b>Community Facilities</b>				
C119 PB Encourage New Businesses-Maidenhead	(2)	0	(2)	Scheme complete
CV18 Improvement-Internet Connectivity Guildhall	(1)	0	(1)	Scheme complete
<b>Property &amp; Development</b>				
CX33 Project Meeting RoomMaidenhead	(8)	0	(8)	Scheme complete
<b>SMILE Leisure</b>				
<b>Outdoor Spaces</b>				
CZ78 P&OS-Clarence Road Fountain (2014/15)	3	0	3	Revised Estimate
<b>Community Protection &amp; Enforcement</b>				
CT52 Disabled Facilities Grant	(43)	43	0	Budget no longer required
<b>Regeneration</b>				
CI24 259 Ltd Opportunities for Private Rental	8	(8)	0	Revised Estimate
<b>Adult Social Care</b>				
CT43 Courthouse Road Conversion of Garage	2	0	2	Unforeseen Costs
<b>Housing</b>				
CT49 Provision of Additional Travellers Pitches 2014-15	(700)	350	(350)	Planning Permission refused/delayed
CT51 Affordable Home Ownership Capital Investment	(500)	500	0	Tendered Estimate
<b>Schools - Non Devolved</b>				
CK01 Oldfield New School Fees & Miscellaneous Costs	(89)	89	0	Contract Variations
CK02 Oldfield School Contract	213	(213)	0	Unforeseen Costs
CK03 Commissioning new school incl loose furniture & IT	(24)	24	0	Contract Variations
CSDW Prep work for future expansion schemes - 2013-14	(28)	0	(28)	Revised Business Case
CSEU Riverside (Ellington) Primary expansion 2014-15	(37)	37	0	Revised Estimate
CSFB Secondary & middle sch. Expans. Feasibil. 2015-16	(226)	226	0	Revised Business Case
CSFD Trevelyan class sizes Phase 2 - 2015-16	34	(34)	0	Revised Business Case
CSFF School Kitchens	(150)	150	0	Revised Business Case
CSFH Trevelyan classroom sizes - 2015-16	(34)	0	(34)	Revised Business Case
CSGF Woodlands Park School Roof-2015-16	(20)	0	(20)	Revised Business Case
CSGM Dedworth Green Drainage Improvements-2015-16	(14)	14	0	Revised Business Case
CSGU Holy Trinity Sunningdale Bulge Classroom	(70)	70	0	Revised Estimate
CSHA Woodlands Park School Internal Remodelling	170	(170)	0	Revised Business Case
CSHU Windsor Girls Expansion	226	0	226	Revised Business Case
	(1,360)	1,150	(210)	

Slippage is reported as follows

	Exp £'000	Income £'000	Net £'000	
Previously reported slippage	(4,154)	300	(3,854)	
<b>Community Facilities</b>				
CV20 Windsor Taxi Marshalling-Booking Office	(5)	0	(5)	Scheme will commence 2017/18 - At quotation stage
CV21 New Power Points-High Street Events	(6)	0	(6)	Ongoing-scheme with street lighting
CV22 New Power Points-Ascot High Street Events	(10)	0	(10)	Yet to commence-scheme with street lighting
CV23 Digital Advertising Boards	(56)	0	(56)	Start of scheme delayed due to coordination with Public Realm, M'head
<b>Property &amp; Development</b>				
CM23 54-56 Queen Street, Maidenhead	(18)	0	(18)	Former Night Club-Ongoing obligations under lease
CX25 Wessex Way, Shopping Parade, M'head 2014-15	(4)	0	(4)	Scheme completed-retentions
CX28 Ray Mill Road Residential Development	(57)	0	(57)	Commitments will roll forward to 17-18 Ongoing scheme
CX37 Stafferton Way - Units 1&2 (ND30)	(24)	0	(24)	Ongoing legal fees units 1&2 Stafferton Way.
<b>SMILE Leisure</b>				
CZ18 Magnet LC Re-provision Design / Initial Site Costs	(300)	0	(300)	Scheme delayed-Development Manager appointed for Feb 2017
<b>Outdoor Spaces</b>				
CI09 Windsor Wayfinding System-Phase 2 (2014/16)	(14)	0	(14)	Scheme ongoing
CI22 Tree Planting	(50)	0	(50)	Slippage for ongoing 3 year maintenance contract
CI30 W'sor Bridge-Cross Lighting & Xmas Tree Pits 15-16	(1)	0	(1)	Retentions
CLC9 Nicholas Winton Memorial	(40)	0	(40)	Work on site
CP94 P&OS-Dedworth Manor All Weather Pitch	(5)	5	0	Retentions
CV12 Alexandra Gardens Entrances 2015-16	(78)	0	(78)	Commencement scheduled late Jan after departure of ice rink
CV16 Love Your Neighbourhood Scheme	(30)	0	(30)	2 Schemes underway, delayed implementation of remaining schemes
CV24 P&OS- Chariots Place Enhancements	(20)	0	(20)	Project in progress-completion 17/18
CV26 P&OS - Deerswood Wildlife Area	(16)	1	(15)	Seasonal project in progress-completion 17/18
CZ49 P&OS - Victory Field Pavilion Centre	(51)	51	0	Scheme on hold
CZ88 P&OS-Guards Club Is/Riverside Sculpture Trail 14/5	(34)	0	(34)	WIP-Lights M'head bridge
<b>Governance, Policy, Performance &amp; Partnership</b>				
CM60 Grants - Outside Organisations	(60)	0	(60)	Awaiting drawdown of scheme
CN75 Performance Management System (2014/15)	(30)	0	(30)	Development of in-phase system 2017
CY09 Superfast Broadband in Berkshire (2014/17)	(10)	0	(10)	Reverse slippage from 2017/18
CY16 Participatory Budgeting	(107)	0	(107)	Awaiting drawdown of scheme
<b>Regeneration</b>				
CI14 Maidenhead Waterways Construction phase 1	(180)	13	(167)	Ongoing scheme
CI21 Windsor Office Accommodation	(290)	262	(28)	Ongoing scheme 2017-18
CI29 Broadway Opportunity Area-Nicholsons CP 2015-16	(500)	85	(415)	Development Manager to be appointed
CI32 Planning Policy Supplementary Planning Document	(50)	0	(50)	Linked to BLP, schemes slipped to 2017
CI33 Clyde House	(207)	0	(207)	Ongoing, including NNDR reimbursements
CI34 Meadow Lane Car Park (Eton College)	(17)	0	(17)	Retentions per Highways SP
CI38 Installation of Hoardings, The Landing, MH	(5)	0	(5)	Contribution payable on completion of scheme
CI44 Maidenhead Waterways - Match Funding	(250)	0	(250)	Match funding re next stage of project, not yet commissioned
CI47 Neighbourhood Plan	(204)	185	(19)	Ongoing scheme 2017-18
CI49 Maidenhead Golf Course	(200)	0	(200)	Ongoing project-Development Manager to be appointed
CM49 York Road Opportunity Area	(75)	0	(75)	Ongoing procurement of JV partner
CM52 Guildhall-Essential Maintenance Works 15-16	(26)	0	(26)	Ongoing maintenance programme
CM53 Theatre Royal-Soffit/Roof Light Ventilation 15-16	(44)	0	(44)	Ongoing maintenance works
CM57 Theatre Royal-Auditorium / Maintenance Works 15-16	(35)	0	(35)	Work on site 2017/18
CN63 Guildhall - Roof Repairs (Hoist/Pigeon Measures)	(129)	0	(129)	Ongoing roof repairs
CX29 Windsor Coach Park Bridge-Canopy, Resurfacing 14/5	(203)	0	(203)	Scheme to be commenced-issues with Network Rail
CX31 Coach Park Windsor-Lift Improvements 2015-16	(45)	0	(45)	Linked to CX29 Windsor Coach Park Bridge
CX35 Braywick Driving Range	(16)	0	(16)	Retention for professional fees
<b>Customer Services</b>				
CN59 RBWM Website	(14)	0	(14)	Further costs expected in 2017/18
CN80 CRM Upgrade / Jadu Contract	(85)	0	(85)	Last payments expected to come through in 2017/18
CN83 CC Centre Telephone Headset Replacement 2015-16	(2)	0	(2)	Further costs expected in 2017/18
CN99 York House Refurbishment	(97)	0	(97)	Remainder of costs expected in 2017/18
<b>Green Spaces &amp; Parks</b>				
CV03 Parks Improvements	(30)	0	(30)	Ongoing schemes,
CV25 P&OS-Grenfell Park Exercise Machines	(14)	0	(14)	Further costs expected in 2017/18
CZ47 P&OS-Ornamental Flower Beds	(15)	0	(15)	Further costs expected in 2017/18
CZ72 P&OS-Biodiversity Projects (2013/14)	(10)	0	(10)	Further costs expected in 2017/18
CZ75 P&OS-Allens Field Improvements Ph 2 (2014/15)	(3)	0	(3)	Further costs expected in 2017/18
CZ91 P&OS-Ascot Roundabout War Memorial Fount 2014/15	(55)	0	(55)	Further costs expected in 2017/18

Revenue & Benefits			
CN98	Delivery of Debt Enforcement	(114)	0 (114) Project to be implemented in 2017/18
Highways & Transport			
CB98	Bray Bailey Bridge Replacement Scheme 2014/15	(36)	0 (36) Further costs expected in 2017/18
CB99	Moorbridge Road Gateway 2014/15	(70)	0 (70) Works ongoing, more costs to come through in early 2017/18
CD02	LTP Traffic Management Schemes	(50)	0 (50) Further costs expected in 2017/18
CD03	A308 (Bray) Road Widening scheme	(20)	0 (20) Further costs expected in 2017/18
CD09	Speed Limit Reviews	(4)	0 (4) Further costs expected in 2017/18
CD14	Bridge Parapet Improvement Works	(30)	0 (30) Further costs expected in 2017/18
CD15	Bridge Strengthening Scheme	(80)	0 (80) ongoing schemes, will have further costs in 2017/18
CD16	Traffic Signal Removal	(40)	0 (40) Further costs expected in 2017/18
CD18	Highway Drainage Schemes	(37)	0 (37) Further costs expected in 2017/18
CD21	Footways-Construction of New Footways	(50)	0 (50) ongoing schemes, will have further costs in 2017/18
CD22	Safer Routes to School	(50)	0 (50) ongoing schemes, will have further costs in 2017/18
CD23	Local Safety Schemes	(89)	0 (89) ongoing schemes, will have further costs in 2017/18
CD27	Cycling Capital Programme	(68)	0 (68) ongoing schemes, will have further costs in 2017/18
CD28	School Cycle / Scooter Parking	(3)	0 (3) Further costs expected in 2017/18
CD31	Thames Street Paving Improvements	(57)	0 (57) Works ongoing, to be finalised in 2017/18
CD32	Verge Parking Measures	(5)	0 (5) Further costs expected in 2017/18
CD42	Maidenhead Station Interchange & Car Park	(90)	0 (90) Project in early stages, funding required when works will commence
CD43	Flood Prevention	(53)	0 (53) ongoing schemes, will have further costs in 2017/18
CD45	Public Conveniences-Refurbishment 2015-16	(25)	0 (25) project in preliminary stage, costs will come through in 2017/18
CD63	P.B. Ascot/Sunnings Rd & Road & Pavement Repairs	(15)	0 (15) Further costs expected in 2017/18
CD65	P.B. Windsor Improved Cycling Facilities	(2)	0 (2) Further costs expected in 2017/18
CD71	Flood Risk Management -Asset Register	(21)	0 (21) Further costs expected in 2017/18
CD72	Preliminary Flood Risk-Assessments	(1)	0 (1) Further costs expected in 2017/18
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	(71)	0 (71) Works in early stages, more costs to come through in 2017/18
CD74	Footways-Assessments	(14)	0 (14) Further costs expected in 2017/18
CD75	Bus Stop Accessibility	(45)	0 (45) Further costs expected in 2017/18
CD76	Bus Stop Waiting Areas	(5)	0 (5) Further costs expected in 2017/18
CD78	Dedworth Rd-Environmental & St Scene Enhance(PAVE)	(13)	0 (13) Further costs expected in 2017/18
CD79	A329 London Rd/B383 Roundabout-Scheme Development	(95)	0 (95) Further costs to come through in 2017/18
CD80	Grenfell Road-Off-Street Parking	(263)	0 (263) Awaiting outcome of public consultation/ lead member approval
CD81	Traffic Management & Parking-Sunninghill Imprmnts	(86)	0 (86) Works ongoing, more costs to come through in early 2017/18
CD82	Intelligent Traffic System-Maintenance & Renewal	(35)	0 (35) Further costs expected in 2017/18
CD84	Street Lighting-LED Upgrade	(2,300)	0 (2,300) Scheme stretches over two years, further payments expected in 2017/18
CD95	Safer Routes-Holyport College	(127)	0 (127) Awaiting outcome of public consultation/ lead member approval
Community, Protection & Enforcement			
CD46	Alley Gating	(2)	0 (2) ongoing scheme, funding will be required for gates in 2017/18
CD47	Replace DPPO's with Public Space PO Signage	(5)	0 (5) Further costs expected in 2017/18
CD48	Refuse and Recycling Bins-Replacement	(30)	0 (30) ongoing scheme, funding will be required for bins in 2017/18
CD56	Night Time Economy Enforcement Equipment	(2)	0 (2) Further costs expected in 2017/18
CD85	Enforcement Services-Mobile Phone Replacement	(6)	0 (6) Further costs expected in 2017/18
CD86	Stafferton Way - Site Repairs	(35)	0 (35) Further costs expected in 2017/18
CE08	Air Quality Monitoring Station-Purchase	(18)	0 (18) Further costs expected in 2017/18
CY03	Energy Savings Initiative	(338)	0 (338) Initiatives to be implemented with costs coming through in 2017/18
CY04	Water Meters	(29)	0 (29) Further costs expected in 2017/18
Technology & Change Delivery			
CN26	Gazetteer System	(3)	0 (3) Further costs expected in 2017/18
CN65	Migration to Cloud Hosting (2013/14)	(4)	0 (4) Further costs expected in 2017/18
CP03	Purchase of PCs	(4)	0 (4) Further costs expected in 2017/18
CN87	ICT Enterprise Architecture Mapping 2015-16	(10)	0 (10) Further costs expected in 2017/18
CN89	Tablet Computers-Secure Enablement BYOD/CYOD 15-16	(2)	0 (2) Further costs expected in 2017/18
CN90	Network Consolidation 2015-16	(19)	0 (19) Further costs expected in 2017/18
CN95	Replacement-WiFi Solution for Council Offices	(7)	0 (7) Further costs expected in 2017/18
Libraries, Arts & Heritage			
CL72	Libraries-PC Booking Software (2012/13)	(5)	2 (3) Netloan licence on hold. Upgrade in 2017-18
CL87	Old Windsor Library-Improvements (2012/13)	(4)	4 0 Feasibility study by shared building service to be carried out late Feb 2017
CZ16	Maidenhead Library-Ventilation (2014/15)	(83)	0 (83) Project previously underfunded and will commence in 2017
CZ98	Heritage Garden Signage 2015-16	(3)	0 (3) Slippage for walkway Royal Windsor site
CL04	New Dedworth Library (2012/13)	(6)	1 (5) Confirmation awaited from 17-18 bids to progress scheme
CZ77	P&OS-WW1 & MC800 Commemoration Prjs (2014/15)	(12)	0 (12) Casual staff undertaking project
CZ95	Museum Improvements Programme 2015-16	(32)	28 (4) Work in progress. Final costings awaited
CLB1	Additional Wifi and Broadband 2015/16	(3)	3 0 Scheme on hold for My Community Funding-Maidenhead kiosks
CLB3	Maidenhead Library Improvements 2016-17	(24)	22 (2) Scheme on hold-reshaping of hub. Commitments roll forward to 17-18
CLB4	Maidenhead Library - New Kiosks - 2016-17	(25)	25 0 Service currently in discussion with 2 alternative providers
CLB5	Tablets for Libraries -2016-17	(5)	2 (3) Completed-awaiting final account
CLB6	Digitisation of Museum collection 2016-17	(30)	30 0 Software agreed / casual staff to be secured to carry out project 17-18
CLB9	Windsor Riverside Esplanade Revival 2016-17	(25)	15 (10) Scheme to be linked to Windsor regeneration of Alexandra Gardens
CLC2	Feasibility for Joint Museum Store 2016-17	(25)	25 0 Original site utilised for other purposes-new site sought. Scheme links with M'head Regeneration
CLC4	Musical Backtrack Project 2016-17	(30)	30 0 Slip to 17-18 Pressure of other ongoing projects and capacity to organise brief
CLC5	Heritage Education Space Old Windsor 2016-17	(20)	20 0 Meeting with OW PC / Community Enterprise scheduled. Scheme dependant on external funding
CP82	Mhead Lib-Small Pwr Rewire Gnd/1st Floors 15/16	(173)	0 (173) Returned tenders indicate higher cost than budget provision. Additional budget required for virement within directorate programme

Adult Social Care		
CT48	Dementia friendly Imp to Care Home Environments	(51) 51 0 Further costs expected in 2017/18
Housing		
CT41	Land Acquisition	(5) 0 (5) Further costs expected in 2017/18
CT51	Affordable Home Ownership Capital Investment	(500) 500 0 Project to commence in 2017/18
CT54	Key Worker Shared Ownership Scheme (HSL)	(10) 10 0 Scheme to commence in 2017/18
DG50	Assisted Transfer Scheme	(25) 0 (25) Remaining budget to be utilised in 2017/18
Schools - Non Devolved		
CSDQ	Urgent Safety Works Various Schools	(43) 43 0 To be spent after March 2017
CSFC	Ascot Primaries Feasibilities-2015-16	(250) 250 0 For expenditure next year
CSFD	Trevelyan class sizes Phase 2 - 2015-16	(230) 230 0 To be spent in 2017
CSGC	Oakfield First school windows-2015-16	(13) 0 (13) To be spent in 2017
CSGW	Furze Platt Senior expansion Year 1 of 3	(400) 400 0 To be spent in 2017
CSHP	Wraysbury school - Staffroom Extension	(350) 0 (350) To be spent in 2017
CSHV	Lowbrook Expansion	(1,400) 0 (1,400) For expenditure next year
		<u>(16,341) 2,593 (13,748)</u>

#### Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	60	11%
In Progress	325	61%
Completed	118	23%
Ongoing Programmes e.g.. Disabled Facilities Grant	28	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
<b>Total Schemes</b>	<b>532</b>	<b>100%</b>

Report Title:	<b>Future Royal Borough Service Delivery Model for Residents</b>
Contains Confidential or Exempt Information?	Report and Appendices 1 & 2 – Part I; Appendix 3 and 4 <b>Part II - Not for publication by virtue of paragraphs 1 &amp; 2 of Part 1 of Schedule 12A of the Local Government Act 1972</b>
Member reporting:	Cllr Simon Dudley, Leader of the Council and Chairman of Cabinet
Meeting and Date:	Cabinet 23 February 2017
Responsible Officer(s):	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services
Wards affected:	All

## REPORT SUMMARY

1. The Royal Borough has been delivering services through shared arrangements since its establishment in 1998. In January 2016, £4m (1.4% of gross council budget) flowed through 28 shared service arrangements, see appendix 1.
2. During 2016, Cabinet approved proposals on two new shared service arrangements: Children's and Adults, with an implementation date of April 2017. In addition, four new delivery models: customer services and libraries; debt enforcement; highways and transport and ICT were endorsed.
3. From April 2017, 48% (515 FTE - 255 Children's, 216 Adults, 12 Adopt Berkshire, 32 Sensory Consortium) of the council directly employed workforce of 1,076 full time equivalent staff ('FTE') will be employed in partnership companies, with the council as a shareholder or contracting counterparty. An additional 7%, 72 staff, will transfer between April 17 and April 18. Consequently £129.7m, 45%, of the Council's gross budget flowing through shared services arrangements from April 2017.
4. This paper describes the new delivery model for the newly shaped Council, see appendix 2 and a revised strategic leadership model, see appendix 3.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) **Approves the service delivery model of the council, effective from April 2017.**
- ii) **Endorses and recommends to Employment Panel, March 2017, the adoption of the strategic leadership model comprising a Managing Director (Head of Paid Service) and two Executive Directors, effective April 2017.**

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

- 2.1 Shared services enable the council to maximise its resources and secure resilience in service provision. In 1998, when the council was established, it had eight shared services arrangements: Landfill; Berkshire Adoption; Coroner

Service; Lord Lieutenant Service; Modern Records; Sensory Consortium Service; Winter Maintenance Forecasting and County Archivist/Berkshire Archives.

- 2.2 In its commitment to deliver quality, resident focused, value for money services, the council has increased the number of shared service arrangements to 28. In January 2016, Cabinet requested a further 3-8 shared service arrangements by April 2017 and a corresponding reduction in council cost of 6-7%. Throughout 2016 work has continued to explore shared services arrangements such as:
- Integrating core council services.
  - Shared services with another local authority.
  - Joint ventures with public body or Local Authority owned company.
  - Joint ventures with private companies.
  - Contracted to private companies.
  - Start ups/spin outs.
- 2.3 In 2016 Cabinet agreed to share large service areas in their entirety, for instance: Children's and Adults. Therefore, the January 2016 target of 3-8 new shared services and reduction in council cost can be defined as achieved.
- 2.4 Whilst it is legally permissible for a local authority to delegate delivery of its statutory children's services through Regulations introduced in 2014 allowing local authorities to delegate almost all of their social services functions relating to children. This was an extension of the Children and Young Persons Act 2008 which had already allowed local authorities to delegate social care functions relating to children in care and care leavers to third parties. Whilst delivery is transferred to a third party, the local authority remains accountable for delivering the statutory obligations towards children and young people under the Children Act 2004. This also applies to Adult services. Section 79 of the Care Act 2014 enables councils to delegate and contract out any Care and Support care functions in Part 1 of the Act and the degree of delegation. Any action delegated to Optalis will be treated to be the action of the Royal Borough as if the Borough had performed that action. . This means that the Borough isn't absolved from ultimate responsibility for ensuring the function is carried out properly and in accordance with its obligations.
- 2.5 The decisions of Cabinet, during 2016, affect how the council delivers services to residents. Moving away from being a council that solely delivers all services directly; to one that delivers some services but mainly manages the delivery of services to residents through a mixture of companies and partnerships where the Royal Borough is either a shareholder or a contracting counterparty, see Appendix 2a. The change aligns with the Council's Transformation Strategy, approved by Cabinet in May 2016.
- 2.6 As the council moves into a council that mainly commissions services on behalf of residents, this will change the number of staff directly employed by the Royal Borough. From April employees directly employed by the council will be circa 561 FTEs with a further reduction, in the number of staff directly employed, in the 2017/18 bringing the total to circa 489 FTEs, see table 1.

**Table 1: Employees directly employed by the Borough post April 2017**

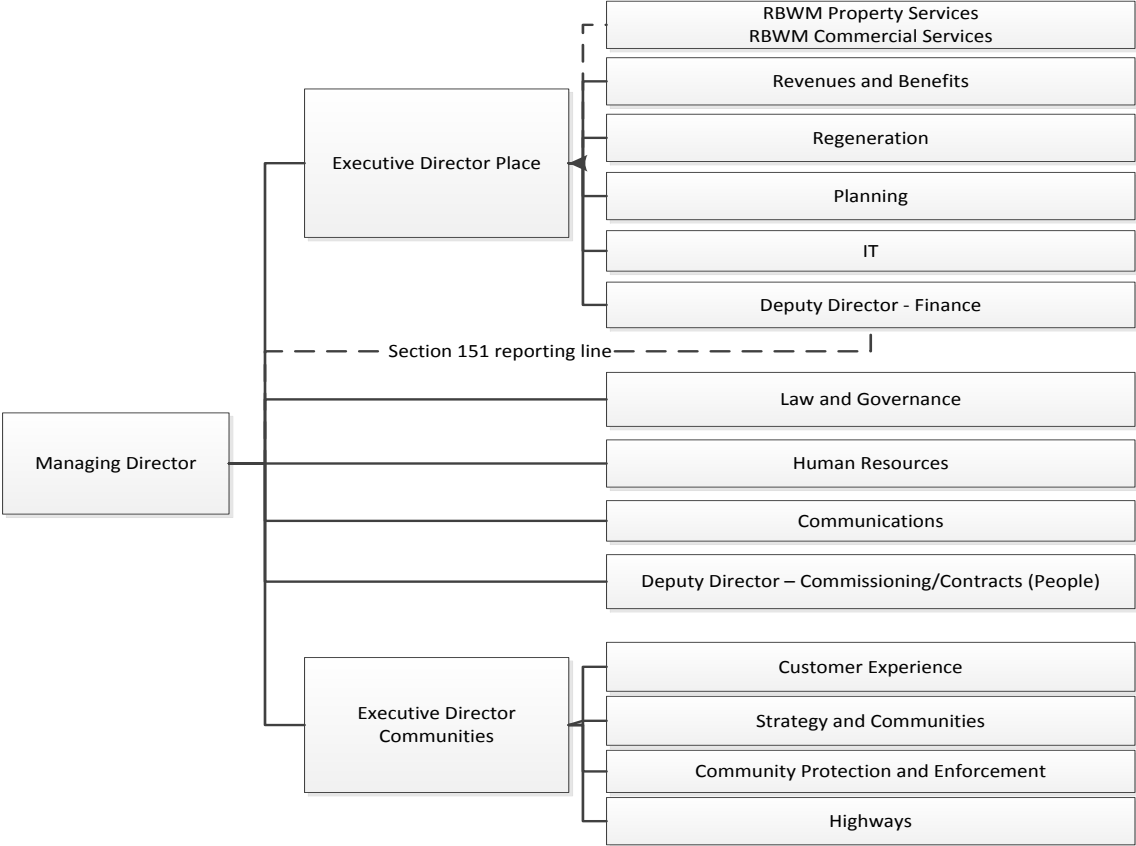
		<b>Employees Transfer out (fte)</b>	<b>Employed workforce RBWM (fte)</b>
	Directly employed workforce – Oct 2016		1,076
1	Children’s Services: Kingston/Richmond – AfC Partnership	255	
2	Adult Services: Wokingham – Optalis Partnership	216	
3	Adopt Berkshire: Thames valley partnership	12	
4	Sensory Consortium: Berkshire partnership	32	
<b>Subtotal</b>		<b>515</b>	<b>561</b>
6	Highways and Transport	30	
7	Civil enforcement	21	
5	Support services to children’s and adults	21	
<b>Final position by April 2018</b>		<b>587</b>	<b>489</b>

**Strategic officer leadership model**

- 2.7 In January 2013 introduced a ‘first amongst equals’ model. This model included four Strategic Directors, one of which held the function of Managing Director/Head of Paid Services, and lead officer for operational matters. This model was refined in July 2015 with the duties of Managing Director/Head of Paid Service being allocated to a Strategic Director for a period of two years. The ‘first amongst equals’ model has enabled the council’s political administration and officer leadership to work together in the leadership and day to day management of the services. However, this model has increasingly led to confusion about roles and responsibilities and has weakened oversight and ultimate ‘single-point’ responsibility.
- 2.8 Whilst the council structure is now leaner and more efficient, the council remains legally responsible for the delivery of statutory children and adult services. Consequently the number of Directors should remain at three. However, rather than the model of ‘first amongst equals’ it is recommended that a permanent post of Managing Director/Head of Paid Service is introduced, replacing the rotating ‘first amongst equals’ model currently in place. The permanent Managing Director will provide strategic oversight, working in a collegiate manner with other senior officers and responding positively to direction set by the Leader, Lead Members and Members. The Managing Director will continue to be the designated statutory Head of Paid Service and therefore the overall officer responsible for leading and managing the council.
- 2.9 In addition to the Managing Director, there will be two Executive Directors, see diagram 1 and appendix 3. The posts’ portfolios are proposed as:
- Managing Director: statutory functions of Head of Paid Service and Director of Adult Services and responsible for the two Directors, commissioning people, legal and governance, HR and communications.
  - Executive Director: responsible for finance, revenues and benefits, planning, regeneration and ICT.
  - Executive Director: responsible for highways, community protection and enforcement, customer services and libraries and strategy and communities.

2.10 The functions split across the two Executive Directors are grouped as residential services which deliver a range of product, process and infrastructure needs and commercial services that focus on planning and execution of commercial, property and process partnerships. Resident services which promote a range of well being to optimise personal care, opportunity and development are retained together under the statutory Director of Adult Services.

**Diagram 1: Portfolios of the roles**



**Why the council is changing**

2.11 The council continues to be ambitious to be innovative in delivering quality value for money services whilst retaining low council tax. The strategic priorities and transformation strategy set out the council’s commitment prioritises:

- Resident Focused: customers accessing some services 24/7, and self-service for simple transactions becomes the norm. A single point of contact will ensure customers receive high levels of service, in locations and at times they want that resolve issues at the first point of contact.
- Value for Money: the Royal Borough continues to be ‘lean’ using a range of delivery, models to be efficient and effective.
- Delivering Together: the council will be a smaller, smarter organisation, having successfully built sustainable partnerships across the public, third sector and private sectors and through them support the changing behaviours and needs of our residents. Our service delivery models, how the council do business, will make us a sustainable council. The council will have devolved service provision through local partners.
- Equipped for the Future: the council will continue to lead the way in local government, an innovative and self-sustaining council staffed by professional



trained officers with real ambition for our communities; a council that is an employer of choice in our sector and of which residents are proud.

**Workforce skill set required for revised delivery model**

- 2.12 The service delivery model requires a wide skill mix in the strategic leadership team. Birmingham University recently undertook extensive research on the skills required for what they define as the new 21st Century Public Servant, this included a greater focus on soft skills, such as: effective communication, relationship management and the ability to manage across disciplines and not be confined to professional boundaries as well as technical skills. These skills are supported with an approach that is commercial while maintaining a ‘public sector ethos’. The council’s organisational development strategy sets out how staff will be supported through training and coaching to up-skill.
- 2.13 Cabinet is asked to approve the new service delivery model and recommended to Employment Panel the approval of the new leadership model, see table 2.

**Table 2: Options**

<b>Option</b>	<b>Comments</b>
Retaining current service delivery model and leadership structure.  <b>Not Recommended</b>	The service delivery model used by the council was fit for purpose when the council directly delivered a significant percentage of services. This model required a higher number of senior leaders and heads of services.
Adopt the service delivery model from April 2017 and recommend to Employment Panel the implementation of the leadership model from April 2017.  <b>Recommended</b>	The council is committed to transformation. This has resulted in agreement to deliver services differently. Through delivering services differently, not universally directly, there is no longer a need for the level of senior leaders and heads of service. There is, however, a need for a single senior accountable officer.

**3. KEY IMPLICATIONS**

- 3.1 This report as two key implications, see table 3.

**Table 3: Key implications**

<b>Defined Outcomes</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date delivered by</b>
Shared services implemented.	Post 1 April 2017	1 April 2017	N/A	N/A	1 April 2017
Leadership model implemented.	Post 1 April 2017	1 May 2017	N/A	N/A	1 April 2017

#### 4. FINANCIAL DETAILS/VALUE FOR MONEY

4.1 The financial implications of the service delivery model have been considered in separate cabinet papers. Implementing the new leadership structure, as set out in this report, will reduce the leadership costs by £130,290 this includes the increase of one senior leader position from Head of Service to Deputy Director. The current and proposed leadership structure costs are:

- Current: £1,782,158
- Proposed: £1,651,868

Note: salaries for: Managing Director; Executive Director Position; Deputy Directors; Head of Services have been compared to similar roles in the South East and England. All salaries comparisons will be included in the Employment panel report, March 17, salary comparisons for comparable posts of MD are included in table 4.

<b>Table 4: Council</b>	<b>Role CE/MD</b>	<b>Salary min</b>	<b>Salary max</b>	<b>Actual salary</b>
Bracknell Forest	Chief Executive	£155,000	£160,000	not available
Reading	Chief Executive	£135,000	£135,000	not available
Slough	Chief Executive	£132,500	£159,000	£157,479
West Berkshire	Chief Executive	£138,400	£138,400	£138,418
Wokingham	Chief Executive	£130,000	£130,000	£165,189
Royal Borough	Managing Director	£120,000	£140,000	£140,000
<b>Average</b>		<b>£135,150</b>	<b>£143,000</b>	<b>£150,000</b> <b>(Based on four)</b>

Full details will be included in the Employment Panel report, March 2017.

**Table 5: Financial implications**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	Revenue	Revenue	Revenue
Addition	N/A	N/A	N/A
Reduction	N/A	£130,290	N/A

#### 5. LEGAL IMPLICATIONS

- 5.1 Section 4 of the Local Government and Housing Act 1989 requires every relevant authority to designate one of its officers as its Head of Paid Service and to provide that officer with such staff, accommodation and other resources as are, in that officer's opinion, sufficient to allow his or her duties to be performed. It is the duty of the officer, where it is appropriate to do so, to prepare a report for the authority on his or her proposals with regard to:
- The manner in which the discharge by the authority of its different functions is coordinated.
  - The number and grades of staff required by the authority for the discharge functions.
  - The organisation of the authority's staff.
  - The appointment and proper management of the authority's staff.

5.2 It is normal practice for the responsibility of Head of Paid Service to be assigned to the post of Chief Executive. The Royal Borough has a Managing Director rather than a Chief Executive and the Council Constitution delegates the responsibility of Head of Paid Service (Local Government and Housing Act 1989 Section 4) to the Managing Director. This is set out in Part 5 Scheme of Delegation Section B – Proper Officer Functions.

**6. RISK MANAGEMENT**

**Table 6: Risk**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Governance arrangements which are not robust enough to provide Members with direct access to services.	Medium	Elected members appointed to the relevant board of companies and partnerships. Scrutiny Panel establish a Task and Finish group nine months after transfer of services to test governance.	Low
Skills gap in the council’s strategic and political leadership teams.	High	Leadership programme covering skills gaps, alongside coaching programme.	Medium
Ineffective contract management.	High	Increase in resource to contract management, appointment of officers and extensive training programme for officers.	Medium

**7. POTENTIAL IMPACTS**

7.1 An Equality Impact Assessment has not been undertaken on the proposal in this report as it covers the council’s governance arrangements, not delivery of specific services.

7.2 In terms of workforce, the significant change is for the existing Strategic Directors where the existing roles will be deleted and replaced by three new ones, see table 7. Preliminary conversations with the two individuals indicate that they are willing to waive their right to formal consultation and agree with the recommendation to Employment Panel that Alison Alexander is appointed permanently into her current role as Managing Director and Russell O’Keefe into his role as Executive Director. The third Executive Director will be recruited, through an internal and or external process.

**Table 7: Functions of roles**

	<b>Role</b>	<b>High level functions</b>
1	Managing Director	To work with Members and provide strong and effective leadership in order to deliver organisational and cultural transition to enable the council to deliver its vision, priorities

	<b>Role</b>	<b>High level functions</b>
		and aims. Ensure that the council is organised efficiently and effectively to deliver excellent customer focused services. Hold the statutory functions of Head of Paid Service and Director of Adult Services. Legal and governance, HR and communications.
2	Executive Director	Responsible for finance, revenues and benefits, planning, regeneration and ICT.
3	Executive Director	Responsible for commissioning, community protection and enforcement, customer services and libraries, and strategy and communities.

7.4 The number of staff directly affected by the proposal in this report is 15, namely the Senior Leadership Team of the Council. However, for most, this is purely a change of line management reporting line, see Appendix 4.

## **8. CONSULTATION**

8.1 The paper has been drawn together following discussion between the Strategic Directors; the Head of Human Resources; The Leader of the Council, Principal Member for HR and Legal; Cabinet Members and Cllr Brimacombe.

8.2 Strategic Directors have held meetings with affected individuals, see appendix 4, and set out the proposal, during February 2017.

## **9. TIMETABLE FOR IMPLEMENTATION**

9.1 The timetable, see table 8, covers the period from discussion with the administration through to implementation, scheduled for 1 April 2017.

**Table 8: Timetable**

<b>Date</b>	<b>Details</b>
9 February 2017	Cabinet Briefing
14 February 2017	Corporate Overview and Scrutiny panel
23 February 2017	Cabinet
14 March 2017	Employment Panel
16 - 30 March 2017	Consultation with affected employees
1 April 2017	Service delivery and senior leadership structure starts
10 April 2017	Internal recruitment Executive Director Communities

## **10. APPENDICES**

10.1 This document is accompanied by five appendices:

- Appendix 1: Shared services January 2016
- Appendix 2a: Royal Borough Service Delivery Model April 2017
- Appendix 2b: Royal Borough Windsor and Maidenhead Function Map 2017
- Appendix 3: Royal Borough Senior Leadership Model April 2017 – Part II
- Appendix 4: Affected roles – Part II

## 11. BACKGROUND DOCUMENTS

- Council Strategic Plan 2016
- 21st Century Public Servant – University of Birmingham

## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Commented &amp; returned</b>
Cllr Dudley	Leader of the Council	13/01/17	13/01/17
Cllr Targowska	Principal Member Human Resources and Legal Services	13/01/17	15/01/17
Russell O'Keefe	Strategic Director Corporate and Community Services	13/01/17	16/01/17
Andy Jeffs	Interim Strategic Director Operations and Customer Services	13/01/17	16/01/17
Rob Stubbs	Section 151 officer	13/01/17	29/01/17
Terry Baldwin	Head of Human Resources	13/01/17	31/01/17

### REPORT HISTORY

<b>Decision type:</b> Key decision 19 October 2016	<b>Urgency item?</b> No
Report Author: Alison Alexander, Managing Director & Strategic Director Adult, Children and Health Services, 01628 796322	

## Appendix 1: Shared services January 2016

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
1.	Landfill Site, London Road, Bracknell	Six Berkshire authorities	Since 1998 No present end date	To provide a cost effective landfill site (landfill gas and leachate)	Split of costs based on how much waste deposited from each Unitary. RBWM cost £51.7k.
2.	Landfill site, Lower Way Tip, Thatcham.	Six Berkshire authorities	Since 1998 No present end date	To provide a cost effective landfill site.	Cost is around £4K per annum.
3.	Berkshire Adoption Advisory Service – to provide advice and support to adopters, including training and consultancy.	Six Berkshire authorities – RBWM hosts the service.	April 1998 – no prescribed end date	To secure cost efficiencies and better service quality.	Overall combined cost in 2015-2016 is £303K, RBWM's share is £45K
4.	Coroner Service	Six Berkshire authorities – Reading is the lead authority.	1 April 1998 – no end date prescribed.	To secure cost efficiencies	Overall combined cost in 2015/16 is £1.3m, RBWM's share is £201K.
5.	Lord Lieutenant – appointed by the Queen to be her personal representative in Berkshire. Assisted by the Vice Lord-Lieutenant and by Deputy Lieutenants (currently 29 in Berkshire).	Six Berkshire authorities - Bracknell Forest currently the Clerk to the Lieutenancy. The office is based at the Berkshire Records Office.	1 April 1998 - no prescribed end date.	To provide Lord Lieutenancy function for Berkshire.	Overall combined cost in 2015/16 is £61K, RBWM's share is £11K.
6.	Modern Records – to provide a Records Service to manage the records which existed prior to the dis-aggregation of Berkshire County Council and the establishment of the Archive Service.	Six Berkshire authorities – Reading is the lead authority.	1 April 1998 – no end date prescribed.	To provide a single service for records relevant to social care and personal data that has a long 'closed file' life.	Overall combined cost in 2015/16 estimated to be £146K, RBWM's share is £27K.
7.	Sensory consortium service – to provide a specialist education support service to support children and young people with a hearing and/or visual impairment from diagnosis to entry into the workplace	Six Berkshire authorities – RBWM hosts the service.	Since 1998 current agreement April 2013 – March 2016.  Joint Management Group has agreed an extension to April 2017 to enable a robust	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £1.5m, RBWM's share is £183K.

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
			review of the service starting late December 2015 and concluding by March 2016. A re-scoping exercise will follow for implementation in April 2017.		
8.	Winter Maintenance Forecasting – to provide weather forecast for winter service.	Six Berkshire authorities	1998 original rolled over from Berkshire CC. Contract commenced in 2010, due for renewal or extension in 2016.	To secure a more cost effective service when purchased as a group and provide a consistency of service.	Overall combined cost is £47K, RBWM's share is £8K per annum.
9.	Archives – to fulfil the statutory duty for care of historic public records.	Six Berkshire Authorities – West Berkshire is designated 'Archives Authority' for Berkshire and the service is managed on behalf of West Berkshire by Reading.	Started in 1998 the joint arrangement is governed by a 15 year legal agreement – renewed in 2013 and due to expire on 31 March 2028.	To enable the Royal Borough to fulfil its statutory duty for the care of historic public records.	The costs of the service split according to Council Tax Base and are uplifted by 6% which is retained by Reading to cover corporate costs. The estimated cost for 2015-16 is £156K
10.	Berkshire Equipment Store – to purchase equipment for children and adults with disabilities.	Six Berkshire authorities and the Clinical Commissioning Groups.	Started in 2004 – current contract expires March 2017	To secure cost efficiencies.	RBWM contribution £500k
11.	Chalvey Civic Amenity Site – Slough	Slough Borough Council	At least ten years, historic arrangement – reviewed each year.	To provide a convenient civic amenity site closer to residents.	Cost is around £240k per annum
12.	Library Management System – computerised catalogue and loans record system for Borough libraries stock and customers	10 South East and London public library authorities in membership of the SELMS consortium. (Milton Keynes, Buckinghamshire, Hertfordshire, Camden, Richmond, Slough, West Berkshire, Brighton &	Started in 2006. Current contract due to expire in 2017 but the Consortium Board has just agreed to seek a new extension for two years (plus up to a further two years) to 2021, subject to approval under each authority's standing	To provide a better and more cost effective service to residents.	Library members are given shared access to resources and the ability to borrow and return loaned items from any of the libraries in the consortium using their local ticket. Costs to RBWM are lower due to


No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
		Hove, Kent, Medway) RBWM is the lead administrative authority.	orders/constitution/ procurement regulations.		sharing being based on population. Estimated total cost for 2015/16 is £25K.
13.	Shared health and safety manager	Slough, Reading and Oxford City	Started April 2010. No formal end date – subject to 3 months notice by either party.	To enable shared learning across four authorities; secure greater resilience by access to a wider team; provide shared policies – only need to be written/updated once.	£20,000 per annum paid to Reading
14.	Swift Lane Waste Amenity Site, Bagshot, Surrey	Surrey County Council	Since 2011 – reviewed each year.	To provide a low cost, effective, civic amenity facilities closer to Ascot & the Sunnings.	Cost is around. £15-£20k per annum
15.	Shared Legal Solutions – for the majority of non-adults/ children's specialist legal advice to the Borough.	Wokingham Borough Council.  Slough Borough Council  Team also sells services to range of schools, academies and parish/town councils within RBWM, WBC and West Berkshire	1 June 2011 – 31 May 2016.	To share the overall costs and increase the critical mass of the legal team available through a shared resources to Boroughs.	Original combined cost of £2.1m prior to 2011 to £1.4m in 2014/15. Hourly rate has reduced from £68 per hour (11/12) to £56 per hour (14/15), due to increase in external income. Projected year end cost for 2015/16 for RBWM is £900K.
16.	Emergency duty team – to provide an out of hours service for adults and children's social care services.	Six Berkshire authorities – Bracknell provides the service.	February 2012 – 31 March 2015. Contract extended to 31 March 2016 pending substantial review of the service. Negotiations ongoing.	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £980K, RBWM's share is £158K.
17.	Berkshire Public Health – to share a Director of Public Health, Contracts and Shared Service Team.	Six Berkshire authorities.	April 2012 – review 2017 or earlier by agreement. RBWM reviewed and confirmed	To secure cost efficiencies and better value in contract monitoring.	RBWM contribution £142k





No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
			intention to remain 2014.		
18.	Community Learning and Skills Service – to provide adult learning courses.	Slough Borough Council	September 2012 – no prescribed end date.	To secure better local services, including more learners, more relevant learning and higher quality of teaching and learning under better management.	The service is “self funded” through funding secured from the Skills Funding Agency
19.	Trading Standards – Petroleum Licensing Services – to provide statutory inspections of petroleum stations to enable permits to be issued.	Slough Borough Council – RBWM provides the service.	Since 2013 – reviewed annually	To provide a small income generation with no impact on RBWM services	Generates an annual income of £2,000
20.	Childcare Lawyers – to provide specialist legal services for children’s and adults social care services.	Six Berkshire authorities – Reading provides the service.	July 2013 – no prescribed end date, rolling agreement.  Notice given to end the agreement on 31 March 2015.	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £4m, RBWM’s share is £360K.
21.	Health and Safety Advisor	Reading	January 2014. No formal end date – subject to 3 months notice	To provide a low cost health and safety service	£19,500 received from Reading
22.	Audit function – to provide audit and investigation services across both Boroughs.	Wokingham Borough Council.	October 2014 – October 2019.	To secure cost efficiencies. The team sells services to Bracknell, Reading and Oxfordshire	£457K
23.	Adopt Berkshire – to provide a specialist service for the recruitment, assessment and approval of adopters and family finding for those children needing adoption.	RBWM, Bracknell Forest, West Berkshire and Wokingham – RBWM hosts the service.	December 2014 – no prescribed end date	To secure cost efficiencies and better service quality.	Overall combined cost in 2015-2016 is £630K, RBWM’s share is £190K
24.	Better Care Fund – pooled budgets with CCGs to improve services for older people.	Clinical Commissioning Groups.	April 2015 - to finish complete integration of health and social care in 2020.	To maximise efficiencies and secure more local integration of adult social care and health services locally	£9m between local authority and CCGs.

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
25.	Building Control – to provide Building Control services across both Boroughs.	Wokingham Borough Council  Could become a four way partnership with two other authorities.	April 2015 – 31 March 2020. Parties may give 12 months' notice to terminate after 1 June 2019.	To secure cost efficiencies	£100k
26.	Building Services – to manage capital projects and provide building services consultancy to both authorities	Wokingham Borough Council	January 2016 - 5 years and 3 months term starting 1 January 2016, ending on 31 March 2021. Parties may give 12 months' notice to terminate on 31 March in any year.	To secure cost efficiencies	Cost dependent on value of work commissioned
27.	Waste and Minerals – to co-ordinate sub regional minerals and waste strategy	Reading, Slough, Bracknell and Wokingham	Ongoing	To ensure a coordinated approach.	£60k
28.	Schools Library Service – to provide a library service for schools	Service is run by Bracknell Forest but Royal Borough schools can choose to buy it or not.	Service was run by Berkshire at the time of disaggregation and seeks annual or less frequent sign-up direct from schools.	This is a 'self-funding' joint arrangement	The budget for Schools Library Services was devolved to schools several decades ago. Price bands are related to age and number of pupils.
















Royal Borough of Windsor and Maidenhead  
service model – April 2017

 = contract managed by  
Commissioning/Contracts People

 = contract managed by  
Commissioning/Contracts Place

 = contract managed by  
Law and Governance

Appendix 2A

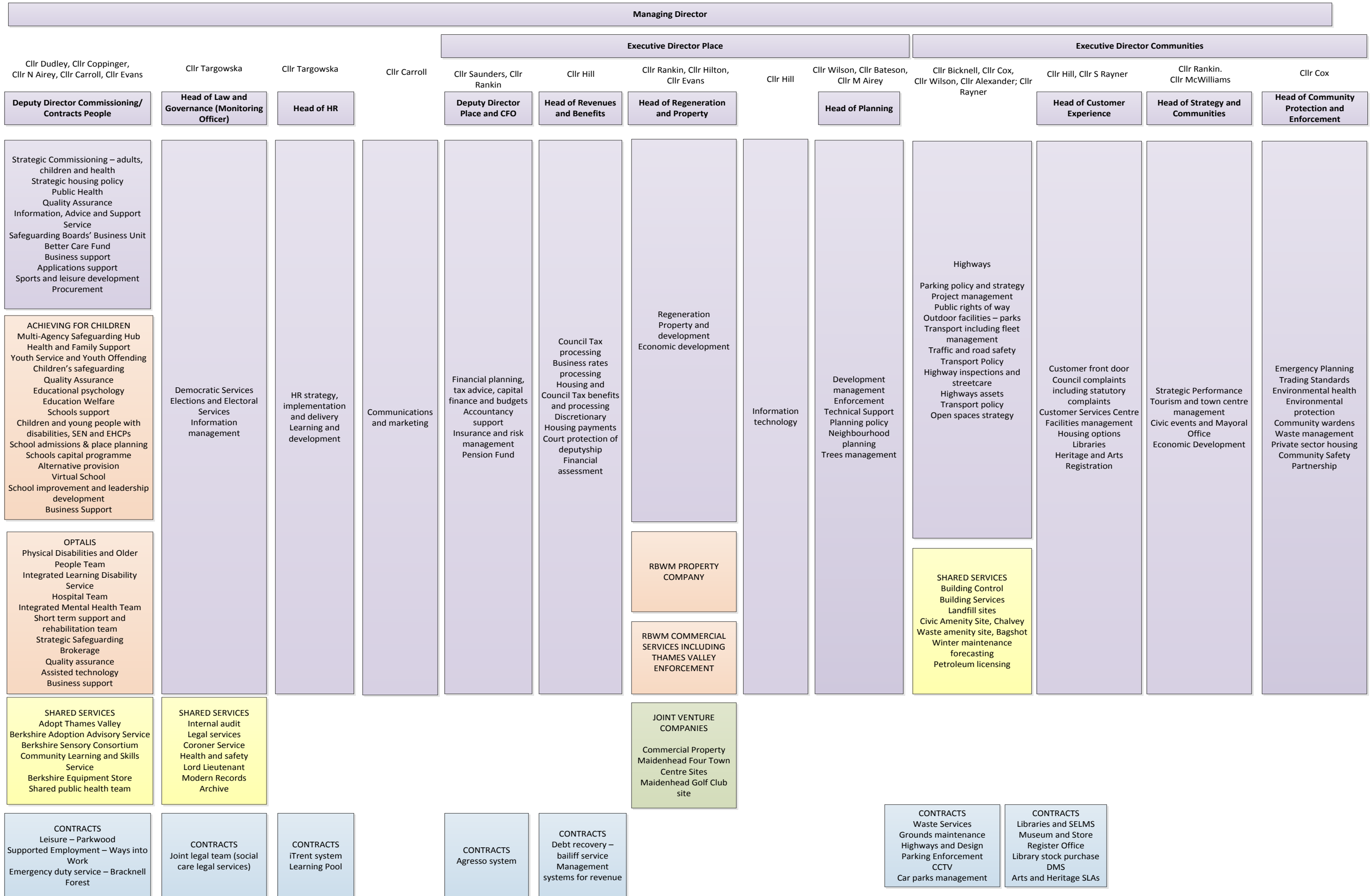
Delivery methods	RESIDENTS, BUSINESSES AND VISITORS																							
	ELECTED MEMBERS																							
CUSTOMER FRONT DOOR	DIGITAL BY CHOICE – DECEMBER 2016																							
	FACE TO FACE CONTACT (LIBRARIES) – MARCH 2017																							
	SINGLE TELEPHONE NUMBER – SWITCHBOARD THROUGH TO CONTACT CENTRE OR ANY RBWM ORGANISATION – APRIL 2018																							
START-UPS – SPIN OUTS	SUPPORTED EMPLOYMENT (Ways into Work) Contract Value: £0.2m 		BUSINESS DEVELOPMENT (Our Community Enterprise) Contract Value: £0.09m																					
OUTSOURCED TO PRIVATE COMPANY – CONTRACT	WASTE SERVICES – COLLECTION, RECYCLING AND DISPOSAL (Veolia) Cost: £10.3m 		LEISURE SERVICES (Parkwood) Cost: £(2.6m) 		GROUNDS MAINTENANCE (ISS) Cost: £1.06m 		HIGHWAYS AND DESIGN Existing Contract: £1.92m New Procurement : £8.5m FTE: 30.22 (1 May transfer TBC) 		PARKING ENFORCEMENT (April Cabinet - Model to e confirmed) FTE:21		MANAGEMENT OF CAR PARKS (Cabinet Date to be confirmed)													
									MAIDENHEAD FOUR TOWN CENTRE SITES- JV (February 2017 Council)		GOLF CLUB SITE (Cabinet March 2017 – for JV process)													
JOINT VENTURE WITH PRIVATE COMPANY																								
JOINT VENTURE WITH PUBLIC BODY OR LA OWNED COMPANY	CHILDREN'S SERVICES (RBWM/Richmond and Kingston – Achieving for Children) Children's Cost:£92.7m FTE:254.84 (excludes 3.63 HR to transfer April 2018) Includes current support services Cost: £1.1m FTE: 19.18 				ADULT SERVICES (RBWM/Wokingham - Optalis) Adults Cost: £30m FTE: 215.70 (excludes 17.49 HR/Fin R&B to transfer April 2018) Includes current Support services Cost: £1.2m FTE: 6.33 				RBWM PROPERTY COMPANY 		RBWM COMMERCIAL SERVICES INCLUDING SUBSIDIARY - THAMES VALLEY ENFORCEMENT 													
SHARED SERVICE WITH ANOTHER LOCAL AUTHORITY	PEOPLE 	RBWM/SLOUGH Community Learning and Skills		ALL SIX BERKSHIRES Adoption Advisory Service (FTE:12.39) Sensory Consortium (FTE: 31.34) Equipment Store Shared public health team		RBWM/BRACKNELL/READING/WOKINGHAM/SWINDON/OXFORDSHIRE Adopt Thames Valley		PLACE 	RBWM/WOKINGHAM - Building Control, Building Services RBWM/SLOUGH - Civic Amenity Site, Chalvey RBWM/SURREY - Waste amenity site, Bagshot		ALL SIX BERKSHIRES Landfill sites Winter maintenance forecasting Petroleum Licensing													
											L&G  RBWM/WOKINGHAM Internal Audit Legal Services RBWM/READING Health and Safety		ALL SIX BERKSHIRES Coroner Service Lord Lieutenant Modern Records Archive											
CORE COUNCIL	COMMISSIONING / CONTRACTS – PEOPLE (Adults, Children, Health, Housing and Leisure) (includes Directors office 4 FTE and Youth Counselling 1.85 FTE) Cost: £170.6m FTE: 36.59 		LAW AND GOVERNANCE (JLT AND legal contract) Cost: £3.5m FTE: 13.71 		HUMAN RESOURCES Comms Cost: £0.4m FTE: 10.7 (includes 1FTE reduction) Cost: £2.2m FTE: 25.39 (includes 7.63 FTE 4.00 to AfC and 3.63 to OPT 2018 TBD)		FINANCE PENSIONS & PROCUREMENT Cost: £5.5m FTE: 59.05 (includes 1FTE reduction and 7 FTE transfer Optalis 2018)		REVENUES AND BENEFITS Cost: £42.1m FTE: 38.77 (includes 6.48 transfer to Optalis 2018)		PLANNING Cost: £3.1m FTE: 38.12		REGENERATION AND PROPERTY Cost: £3.1m FTE: 7		ICT Cost: £4.7m FTE: 31.62		COMMERCIAL CONTRACTS (Highways, Transport, Countryside team, Grounds maintenance) Cost: £29.6m FTE: 28.22 		COMMUNITY PROTECTION (INNOVATION PARTNERSHIP) (until 2018) Cost: £3.9m FTE: 64.44		LIBRARIES AND RESIDENT SERVICES Cost: £7.5m FTE: 109.72		STRATEGY AND COMMUNITIES Cost: £3.1m FTE: 39.38	

Royal Borough of Windsor and Maidenhead function map April 2017

Appendix 2B

DIRECT PROVISION AND DELIVERY THROUGH LA COMPANIES

CONTRACT\$HARED SERVICES



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

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By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A of the Local Government Act 1972.

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