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## NOTICE OF MEETING

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### CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

will meet on

**TUESDAY, 17TH OCTOBER, 2017**

at

**6.30 pm**

in the

**COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD,**

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

COUNCILLORS SAYONARA LUXTON, MARION MILLS (VICE-CHAIRMAN), NICOLA PRYER, WESLEY RICHARDS, EILEEN QUICK (CHAIRMAN), EDWARD WILSON AND LYNNE JONES

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

Karen Shepherd - Democratic Services Manager  
Issued: Monday, 9 October 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 FOR ABSENCE</u> To receive apologies for absence.	-
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	5 - 6
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 20 September 2017.	7 - 14
4.	<u>FINANCIAL UPDATE</u> To comment on the Cabinet report.	15 - 30
5.	<u>WINDSOR MIDDLE SCHOOL EXPANSION</u> To comment on the Cabinet report.	To Follow
6.	<u>SEND</u> To receive a verbal update.	Verbal Report



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## MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

### Disclosure at Meetings

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

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

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

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

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

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

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

### Prejudicial Interests

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

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

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

### Personal interests

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

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

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# Agenda Item 3

## CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

WEDNESDAY, 20 SEPTEMBER 2017

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

Also in attendance: Councillors Natasha Airey and Simon Dudley

Officers: Kevin McDaniel, Hilary Hall, Shilpa Manek, Jacqueline Hurd, Lynne Lidster and Rob Stubbs

### APOLOGIES FOR ABSENCE

Apologies for absence were received by Councillors Nicola Pryer and Lynne Jones and Alison Alexander.

### DECLARATIONS OF INTEREST

Councillor Simon Dudley declared a non pecuniary interest in item 5 as he is the Founder and Chair of Governors at Holyport College and his wife is a Founder and a Governor at Holyport College and he is the Chair of Governors at Riverside Primary School. This was not a Disclosable Pecuniary Interest therefore he stayed and considered the item.

Councillor Edward Wilson declared a personal interest in item 5 as his son attends Holyport College.

### MINUTES

The Part I minutes of the meeting held on 18 July 2017 were approved as a true and correct record after the following amendment:

#### **ELECTION OF CHAIRMAN AND VICE CHAIRMAN**

**Resolved unanimously: that Cllr Quick be appointed as Chairman and Cllr Bowden be appointed as Vice-Chairman.**

**This need to be changed to:**

**Resolved unanimously: that Cllr Quick be appointed as Chairman for the municipal year and Cllr Bowden be appointed as Vice-Chairman for the duration of the meeting.**

The Panel then voted for the Vice Chairman position. Councillor E Wilson put forward nomination for Councillor Marion Mills and this was seconded by Councillor Luxton.

**Resolved unanimously: that Cllr Mills be appointed as Vice-Chairman for the rest of the municipal year.**

### COMPLIMENTS AND COMPLAINTS ANNUAL REPORT

Jacqui Hurd presented the Compliments and Complaints Report to the Panel.

Points that were highlighted included:

- The report covered the period 1 April 2016 to 31 March 2017.
- Reports on compliments and complaints made by or on behalf of customers that are investigated under the Statutory Children's Complaints Policy.

- It is a statutory requirement to produce an annual report for the Children's Statutory Complaints Policy and this would be published as a combined report with the Adults Statutory Complaints Policy.
- A total of 802 complaints were received, 58 in Children's Services.
- The Complaints and Children's team worked very hard with families they are directly working with.
- The statutory Children's Services complaints process changed in September 2006 following new regulations and guidance, 'Getting the Best from Complaints'. The guidance emphasises that "vulnerable children and young people must get the help they need, when they need it, however large or small their complaint". The scope of what could be complained about was also expanded and prospective adopters and foster carers are included as 'qualifying individuals' who could complain under the social care process.
- Understanding why complaints were made, establishing root causes, changing processes and delivering training as a result was essential. Listening to customers and reflecting on examples of where we have not got it right could reveal or highlight opportunities for improvement and increase satisfaction. The speed of response was key particularly if the complaint stemmed from a timeliness related issue. Even if a complaint was not upheld there could be some learning from that complaint with improvements arising as a result. The complaints process and the feedback gained was an integral part of the quality assurance process, which fed into the development and monitoring of services. Learning from complaints was reviewed by services at team meetings. The points below shows the specific learning in 2016-17.
  - Refresher training for data protection.
  - Awareness and impact training on communicating key facts effectively to parents working with Children's Services.
  - Policy change to contact families within three days when new allocation made.
  - Raised awareness on assumptions not made when first meeting young people about what they want to discuss, and to "check-in" directly with the young person to ensure that they are comfortable throughout.
  - Maintain continuity of social workers involved in a case as far as possible.
  - Improved communications between children, young people, parents and professionals including in a timely way.
  - Share reports, information and outcomes of assessments in a timely manner.
  - Reminder for full consultation with all significant family members including non-resident fathers when undertaking a child and family assessment.
  - Check that outcomes and proposed next steps are understood by families working with the service.
  - Training to see things from the user's perspective for a greater understanding.
  - Effective dialogue even when there is dispute including standing firm when necessary and communicating this effectively.



- Whilst the council gets things wrong it does also provide excellent service and our staff often go the extra mile. It was essential that positive feedback was also captured and shared. Compliments that were forwarded to the complaints team were logged centrally and in 2016-17 there were 192 compliments recorded, 56 for Children's Services, an increase of 194% from 2015-16. Compliments received were fed back to the relevant service areas to ensure that due recognition was given to staff and that learning was shared and disseminated across the directorate.
- The table below shows the summary for Children's Services:

### Summary

- *58 complaints were received for Children's Services. This represents 7% of the total number of council complaints received.*
- *The two top themes are attitude and behaviour of staff (23%) and failed to take all the information into account (20%).*
- *47% of complaints were either fully or partially upheld.*
- *57% of complaints relate to the POD's (child protection, children in need and children in care) and 26% CYPDS.*
- *62 % were responded to within agreed timeframes compared to 43% in 2015-16.*
- *10 complaints were made to the Local Government Ombudsman, 3 complaints were investigated. 1 was upheld and 2 not upheld.*

- Regardless of the procedure being followed, once the council's policies had been exhausted, the complainant could ask for their complaint to be investigated by the Local Government Ombudsman. Although customers could refer complaints to the Local Government Ombudsman at any stage, the Ombudsman would not normally investigate until the council had exhausted their complaints procedure.
- We performed very well in comparison to other local authorities.

It was raised that future reports should be specific to the Panel they were being presented to. The Panel Agreed unanimously that future reports should be specific to Children's Services.

The Chairman offered a great compliment to all staff in Children's Services and Customer Services. It was a great achievement.

### SEND INSPECTION UPDATE

Kevin McDaniel presented the SEND Area Inspection Update to the Panel based on the inspection by Ofsted and the Care Quality Commission which took place in July 2017.

Kevin McDaniel highlighted that it was the first time that a SEND Area Inspection had been carried out in the borough. The inspection outcome letter identified strengths including that overall young people with additional needs and disabilities attended, achieved and secured post 18 opportunities better than their peers nationally. Inconsistencies in access to services were identified across the area and many parents reported processes being too difficult and inconsistent when seeking help. Overall the inspectors believed that the weaknesses were such that the Local Authority had to submit a written statement of action to Ofsted by the 24 November 2017.

### **ACTION: UPDATE ON ACTION PLAN TO PANEL IN BOTH OCTOBER 2017 AND DECEMBER 2017 MEETINGS**

The following points were raised about the report;

- This was a very concerning report as some children are being let down.
- A number of parents had made it clear to inspectors that they felt their child was not getting services they were entitled to. While some parents used influence to get more support than others, some pupils were missing out on the right support.
- The report identified that some schools were excellent at picking up on additional needs while others put it down to behavioural issues and did not act upon them.
- This outcome could be attributed to decisions in the past but things were starting to improve now and the Director of Children's Services would identify any additional resources required for consideration by Cabinet in October 2017.
- The report was published on the Ofsted website on 1 September 2017. All state-funded schools were contacted on the first day back at school after the summer holidays for a SEND briefing meeting that was two days later. The attendance to the SEND meeting was 40 schools; only one of which was a secondary school. The panel considered that the attendance was very poor. The secondary schools that did not attend had now all been contacted and there were dates in the diary for meetings to discuss the report and next steps.
- Members asked if AfC were able to assist to improve our services. It was noted that both Kingston and Richmond had not yet been through the SEND inspection process, however they had excellent experience and the RBWM service would be talking to them.
- Independent schools were not invited to the meeting.
- Better communication was required. Having a system where parents and children were not having to repeat the entire case numerous times to different staff. Having continuity for cases.
- Members asked what other authorities did to promote the local offer. There were many ways of communication including an annual "come and try" event, a paper booklet and better joint communication between partners.
- The local Parent Forum was disbanded in 2016 because it was ineffective. A new Parent Forum (PACIP) had been developed to build the trust of parents. This had been supported by the DfE and a grant had also been secured.

Debbie Hartrick, representing the Clinical Commissioning Group, was present at the meeting. They agreed with the recommendations from Ofsted and welcomed any opportunity to improve services as a result. The DCO role had been strengthened as a result of the inspection to better meet the parents. There was a recent parent participation group at which parents said they really valued the family support service.

A school inclusion charter was discussed and members wanted to know how it could be enforced. The charter would be public so schools would be under pressure to sign up and parents could hold local leaders to account. Some other Local Authorities had already taken this approach.

Other points discussed by the panel included:

- Some schools had the wrong attitude: instead of thinking what changes could be made for the child, they were thinking we can't make changes within the school.
- There was a lack of collaboration across the borough. We had some excellent SENCOs and a day conference would be very useful to have all the fantastic people sharing their experiences and talking to each other to improve outcomes.

The Chairman was informed that the Headmaster of Holyport College, Walter Boyle, was in attendance at the meeting and wanted to speak. The Panel unanimously agreed that they allow him to speak even though he had not registered to speak. The Panel felt that it was important to hear what the school had to say.

Walter Boyle, Head of Holyport College made the following points:

- Secondary schools did not attend the SEND meeting as schools were only informed on the first day of term after the summer holidays, with only two days notice. Holyport College were not going to attend as they have lost confidence in the borough.
- Funding from the borough for children with additional needs was not easy to access.
- Holyport College had given a lot of commitment to the borough.
- Holyport residents felt that they could not access their local school because of EHPC pupils and this has been raised with the borough.
- In 2014, 20% of year 7, In 2015, 15.9%, In 2016 18.2% and in 2017, 29.5% were EHCP/looked after/adopted pupils.
- Walter Boyle asked the Panel and the Leader of the Council, who was present at the meeting, that after the meeting, the issues raised would stay on the Agenda and not be forgotten. Councillor Dudley assured the Panel and the Headmaster of Holyport College that this would stay on the Agenda and would go to Cabinet in October. The borough wanted to improve the outcomes for all these children and their parents.

The Chairman highlighted that we were determined to put this right and asked for the action plan to be on the Agenda for the next meeting. The Chairman thanked the officers for their hard work and encouraged schools to assist.

Although the report had not been included on the Agenda the Chairman agreed to consider it as an urgent item, in accordance with Section 100B (4) (b) of the Local Government Act 1972.

Rob Stubbs presented the Finance Report to the Panel.

Points raised by the Panel included:

- The credit facility for Achieving for Children was discussed, the previous bad credit rating that was associated with AfC, had that been included in the risks. Rob Stubbs commented that it would have been considered by all three councils.
- The credit facility had been offered to AfC and would be paid back in arrears.
- A diary of points needed to be kept from the beginning for at least six to nine months for Achieving for Children and to consider what they were really good at and report this back to the Panel in six months, at the March meeting.

**ACTION: To add Achieving for Children to work programme for March 2018 meeting.**

Councillor Airey commented that it is because schools are not taking up the offer that we have an in-year saving, and I would like all schools to take up the full offer of 3 days' free support in future. Children's services hasn't cut the commitment to provide the service.

#### UPDATE ON ACHIEVING FOR CHILDREN TRANSFER

Hilary Hall presented the Update on Achieving for Children transfer to the Panel. The aim was to update Children's Services Overview and Scrutiny Panel on the governance arrangements in place to manage the contract for the delivery of children's services through Achieving for Children.

The important point to note that was highlighted, was that proposals and policy issues in relation to children's services in the borough would continue to come from the Lead Member, through the Overview and Scrutiny Panel to Cabinet for determination as they do now – with the delivery of the any resulting decision being effected by staff in Achieving for Children.

The Panel was happy to hear that they would still have the power to scrutinise and agreed unanimously that a report be presented to the Panel again in six months.

#### LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PRESS AND PUBLIC

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

The meeting, which began at 6.30 pm, finished at 8.53 pm

CHAIRMAN.....

DATE.....

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Report Title:	<b>Financial Update</b>
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	Cabinet – 26 October 2017
Responsible Officer(s):	Russell O’Keefe, Executive Director, Rob Stubbs, Deputy Director and Head of Finance.
Wards affected:	All

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## REPORT SUMMARY

1. This report sets out the Council’s financial performance to date in 2017-18. Pressures continue within Children’s Services, Housing, Visitor Management, Revenues and Benefits, Community Protection, and Library & Resident Services.
2. The pressures are being off set by underspends in a number of service areas including Adult Social Care, Finance, Community Partnerships and Community Protection Enforcement.
3. There are two non service variances affecting general grant and income from trading companies. The projected over spend on the General Fund is £52,000, see Appendix A.
4. The Council therefore remains in a strong financial position; with combined General Fund Reserves of £7,992,000 (9.04% of budget) in excess of the £5,780,000 (6.54% of budget) recommended minimum level set at Council in February 2017.

## 1 DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet:

- i) **Notes the Council’s projected outturn position for 2017-18 and mitigating actions to address service pressures.**

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

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

## 3 KEY IMPLICATIONS

- 3.1 The Council has a General Fund Reserve of £4,821,000 and a Development Fund balance of £3,171,000, see appendix B for a breakdown of the Development Fund. The combined reserves total £7,992,000. The 2017-18 budget report recommended a minimal reserve level of £5,780,000 to cover known risks for 18 months.

**Table 1: Key implications**

<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	<£5,800,000	£5,800,000 to £6,000,000	£6,000,001 to £6,500,000	> £6,500,000	31 May 2018

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

##### **Managing Director's Directorate**

- 4.1 The Managing Director reports a projected outturn figure for 2017-18 of £62,016,000 against a controllable net budget of £62,147,000, showing an underspend of £131,000.
- 4.2 The mitigations of £1,056,000 identified in last month's report have been extracted from the budgets and are shown on a separate line in appendix A.

##### **Placement costs for children in care**

- 4.3 The number of children in care and under child protection has grown over the last two years; currently there are insufficient placements available locally to meet the growth in demand and complexity of need. Consequently more children, than in previous years, are being placed outside of the borough in specialist provision that is at a higher rate than locally provided placements. As at 31 August 2017, if demand and placement type continue through 2017-18 the projected overspend will be £873,000. Mitigating action includes the continued drive to increase the level of in-house foster care provision. To support this, the service has contracted Cornerstone to run a programme of foster carer recruitment.

##### **Home to school transport**

- 4.4 The £296,000 pressure in the home to school transport budget reported last month remains unchanged.

##### **Legal**

- 4.5 With the increase in demand a higher of number of children have been through the legal process and brought into care. On occasions the increase in demand has resulted in the legal provider having to contract additional legal capacity as demand is outstripping the capacity available of the existing workforce. This has directly impacted on the legal budget, giving a pressure of £162,000.

##### **Agency**

- 4.6 Agency staff costs continue to be high, creating a budget pressure of £326,000. There are 18 agency social workers across Children's Services at 31 August 2017. The efforts to recruit continue as planned: The Frontline element will come into place in October and the next permanent recruitment process started in September. However the locum market continues to be hard to fill places from and the costs remain high - maintaining the pressure on the budget. The Royal Borough will be represented at a London recruitment fair with Achieving for Children on the 26 & 27 of September 2017.



### **Health Visitor Services**

- 4.7 A further mitigation of £100,000 has been identified following the re-classification to the capital programme of ICT spend incurred following the transfer of Health Visitor Services to the Royal Borough.

### **Dedicated schools grant**

- 4.8 There is a net pressure of £158,000 relating to the dedicated schools grant funded services. This overspend mainly relates to the costs of conversion to academy status for Bisham Church of England Primary School £69,000 and increased costs of pupils receiving Alternative Provision support £80,000.
- 4.9 The net overspend will be an additional pressure on the dedicated schools grant reserve which as at 31 March 2017 was a deficit of £752,000; the revised projected deficit as at 31 March 2018 has increased to £910,000. The Schools Forum authorised the original deficit of £752,000 and a three year recovery plan which began in April 2017.

### **Adult social care**

- 4.10 Adult social care is showing a net underspend of £407,000. In the main this is due to one off income relating to successful continuing healthcare claims where Health is now responsible for costs of the individuals.

### **Housing**

- 4.11 Housing continue to show an overspend of £213,000 which is the unbudgeted running costs of the night shelter. This is being fully mitigated through the Royal Borough's allocation of the flexible homelessness support grant from the Department of Communities and Local Government.

### **Commissioning and Support**

- 4.12 Commissioning and support is showing a net underspend of £251,000 which is an increase of £180,000 from last month's reported position after the extraction of mitigations identified in last month's report. This relates to budget allocated to the delivering differently projects which is no longer required following their conclusion.

### **Law and Governance**

- 4.13 Land charges income projected to be higher than budgeted by £35,000.

### **Communications**

- 4.14 The variance of £60,000 is as a result of a shortfall of income on the Windsor Tourist Information Centre and the Guildhall. This was previously reported in Communities and has moved to the Managing Director's directorate from 1 September 2017.

### **Communities Directorate**

- 4.15 The Executive Director reports an overspend projection of £295,000 on the Communities directorate's 2017-18 approved estimate of £14,985,000.
- 4.16 This is £60,000 less than the £355,000 pressure reported last month, because of the transfer of the Visitor Management service and pressure to MD directorate.
- 4.17 An inflationary pressure on the waste disposal contract was identified this month from a greater than expected increase in RPIX, the relevant indexation measure.

4.18 If tonnages reach the expected level for the year, this extra cost will be around £90,000, which will be mitigated from efficiencies in the service.

#### **Place Directorate**

4.19 The Executive Director projects a net underspend of £146,000 in the Place directorate's 2017-18 approved estimate of £2,898,000.

4.20 The position is unchanged from last month.

4.21 A small overspend is reported in the Director's budget line, mitigated by additional rental income in the Property Service pressures.

#### **Revenue budget movement**

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

**Table 2: Revenue budget movement**

<b>Service expenditure budget reported to September Cabinet</b>	<b>£80,025,000</b>
Members special allowances budget increase (July Council)	£5,000
<b>Service expenditure budget this month</b>	<b>£80,030,000</b>

#### **Non-service variances**

4.23 Two non-service variances are reported this month; Income from trading companies is lower than budgeted (by £143,000) due to the delay in the creation of a new Debt Recovery Enforcement Service in RBWM Commercial Services Ltd. As a result of the Education Services Grant (ESG) reducing as more schools become Academies, the Education & Skills Funding Agency are providing a transition grant in 2017-18 which along with the reduced level of ESG provides us with grant income that is £109k more than was anticipated when the budget was approved.

#### **Cash balances projection**

4.24 Appendix D provides details of the Borough's cash balance which is based on the assumptions contained in the 2017-18 budget report. Some of the capital schemes discussed in the 2017-18 budget report have been re-profiled prior to approval for budgets being sought. Consequently the projected new borrowing in 2017-18 has been revised downwards from £72,999,000 to £48,897,000.

#### **Capital programme**

4.25 The approved 2017-18 capital estimate is £74,946,000, see table 4. The projected outturn for the financial year is £72,267,000, an increase on the capital outturn in 2016-17 of £28,861,000.

4.26 Major slippage schemes this month include £485,000 for the Maidenhead Station Interchange and Car Park. RBWM's match funding of the works on this LEP project are now scheduled for 2018/19. £431,000 of Additional Car parking for Windsor is also likely to slip to 2018/19. A delay in the commencement of the Brill House project also means that funding is unlikely to be requested until 2017/18. Further details of variances and slippage are provided in appendix E and F. Table 3 shows the status of schemes in the capital programme.

4.27 Further information on key capital schemes has been provided in Appendix G.

**Table 3: Capital outturn**

	<b>Exp</b>	<b>Inc</b>	<b>Net</b>
<b>Approved estimate</b>	£74,956,000	(£29,395,000)	£45,561,000
Variances identified	(£103,000)	£48,000	(£55,000)
Slippage to 2018-19	(£2,586,000)	£1,281,000	(£1,305,000)
<b>Projected Outturn 2017-18</b>	£72,267,000	(£28,066,000)	£44,201,000

**Table 4: Capital programme status**

	<b>Report Cabinet August 2017</b>
<b>Number of schemes in programme</b>	<b>300</b>
Yet to Start	33%
In Progress	38%
Completed	14%
Ongoing Programmes e.g. Disabled Facilities Grant	15%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

#### **Business rates**

- 4.28 Business rate income at the end of August was 50.30% against a target of 49%. The annual collection target is 98.8%.
- 4.29 Following the Chancellor's announcement in the Spring Budget of 3 new types of Business Rate Relief, the Council has, to date, undertaken the following activity in connection with these:
- 4.30 **New business rate relief for pubs.** We identified 89 public houses that fit within the guidelines provided by DCLG. An application form was designed and issued to them on 21st July 2017, inviting them to confirm their eligibility for this assistance i.e. essentially that they are not disqualified on the grounds of State Aid. As at 25th September, we have received 36 applications back. Those eligible receive a flat £1,000 relief against their current year bill.
- 4.31 **New Discretionary Relief Scheme.** In line with the requirements for receipt of the S31 grant, the Council has consulted with the Fire Authority and received confirmation of their agreement to proceed with the proposed scheme. The Discretionary Rate Relief policy has been re-written and has now been approved by both Members and Officers. We identified 870 potential ratepayers and issued them with a claim form w/c 28th August. As at 25th September we have received 9 applications back but none of them contain sufficient evidence/information to be able to make an award e.g. accounts or estimates of annual income/expenditure, a history of the business, details of the amount of assistance requested etc. Requests for the missing evidence/information have been made.
- 4.32 **Supporting small businesses.** We have identified a potential 34 ratepayers who may benefit from this new relief and it is our intention to amend the existing Small Business Rate Relief application form to cover applications from these ratepayers. The required

software upgrade has now been received by IT but it has not yet been made available for testing.

## 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 7: Impact of risk and mitigation**

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

## 7 POTENTIAL IMPACTS

- 7.1 None.

## 8 CONSULTATION

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

## 9 TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately.

## 10 APPENDICES

- 10.1 Appendices attached to this report are shown below.

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

## 11 BACKGROUND DOCUMENTS

- 11.1 Background documents relating to this report are detailed below.
- Budget Report to Cabinet February 2017.

## 12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr, Saunders	Lead Member for Finance	25/9/17	
Cllr Rankin	Deputy Lead Member for	25/9/17	

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Commented &amp; returned</b>
	Finance		
Alison Alexander	Managing Director	20/9/17	22/09/17
Russell O'Keefe	Executive Director	20/9/17	
Andy Jeffs	Executive Director	20/9/17	

## **REPORT HISTORY**

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

## Revenue Monitoring Statement 2017/18 for October 2017 Cabinet

SUMMARY	2017/18		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Management	292	294	1
Communications	294	359	60
Human Resources	1,441	1,063	0
Law & Governance	1,918	1,912	(35)
Commissioning & Support	5,139	2,637	(251)
Children's Services - AfC Contract	0	23,420	1,057
Children's Services - pre AfC Contract	15,865	3,802	500
Dedicated Schools Grant - Spend	63,413	53,580	158
Adult Social Care - Optalis Contract	0	29,074	0
Adult Social Care - Spend	24,107	11,731	114
Adult Social Care - Income	8,152	(6,747)	(521)
Better Care Fund	9,305	11,594	0
Public Health	4,910	4,909	0
Housing	1,107	1,038	213
Grant Income	(76,396)	(77,575)	(371)
Budget Extracted in Year	0	1,056	(1,056)
<b>Total Managing Director's Directorate</b>	<b>59,547</b>	<b>62,147</b>	<b>(131)</b>
Executive Director of Communities	184	187	0
Revenues & Benefits	370	253	160
Communities & Highways	5,203	5,126	(24)
Community Protection & Enforcement	5,825	5,886	180
Library & Resident Services	3,459	3,445	67
Budget Extracted in Year	0	88	(88)
<b>Total Communities Directorate</b>	<b>15,041</b>	<b>14,985</b>	<b>295</b>
Executive Director of Place	153	301	15
Planning Service	1,471	1,491	0
Property Service	(1,805)	(2,102)	(15)
Finance	2,149	1,495	0
ICT	2,199	1,567	0
Budget Extracted in Year	0	146	(146)
<b>Total Place Directorate</b>	<b>4,167</b>	<b>2,898</b>	<b>(146)</b>
<b>TOTAL EXPENDITURE</b>	<b>78,755</b>	<b>80,030</b>	<b>18</b>

## Revenue Monitoring Statement 2017/18 for October 2017 Cabinet

SUMMARY	2017/18		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
<b>Total Service Expenditure</b>	<b>78,755</b>	<b>80,030</b>	<b>18</b>
Contribution to / (from) Development Fund	2,255	2,167	0
Pensions deficit recovery	2,415	2,415	0
Pay reward	500	0	0
Transfer to/(from) Provision for Redundancy	0	(317)	0
Apprentice Levy	280	211	0
Environment Agency levy	153	153	0
Variance on income from Trading Companies			143
Variance on Education Services Grant			(109)
Capital Financing inc Interest Receipts	5,069	5,110	0
<b>NET REQUIREMENTS</b>	<b>89,427</b>	<b>89,769</b>	<b>52</b>
Less - Special Expenses	(1,009)	(1,009)	0
Transfer to / (from) balances	0	(342)	(52)
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b>88,418</b>	<b>88,418</b>	<b>0</b>
<b>General Fund</b>			
Opening Balance	5,291	5,215	4,873
Transfers to / (from) balances	0	(342)	(52)
	<u>5,291</u>	<u>4,873</u>	<u>4,821</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	1,004
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	2,167
	<u>3,171</u>

<b>Corporate Development Fund £000</b>
--

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



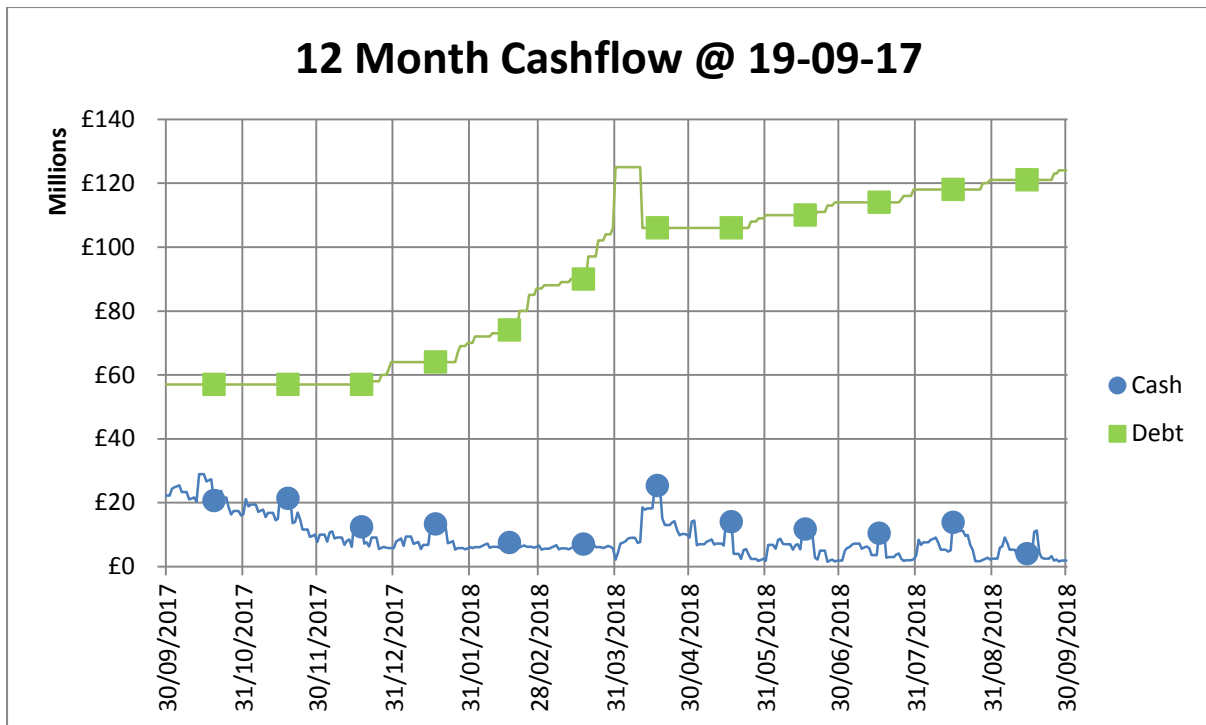
## Appendix C

Budget Movement Statement 2017-18						
	Funded by Development Fund (1)	Funded by the General Fund (2)	Funded by Provision (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
<b>Original Budget</b>					<b>78,755</b>	
1 Carry forward of transforming services budgets re-allocated		264			264	Cabinet May 2017
2 Optalis share of pay reward / award budget re-allocated				75	75	Council Feb. 2017
3 Optalis share of apprentice levy budget re-allocated				36	36	Council Feb. 2017
4 Redundancy cost			43		43	Cabinet May 2017
5 Crematorium feasibility study	30				30	CMT April 2017
6 Budget rounding		4			4	N/A
7 Allocation of pay reward budget to services				425	425	Council Feb. 2017
8 Legal budget for Heathrow expansion		40			40	Prioritisation Sub Committee Oct 2016
9 Redundancy cost funded by provision			38		38	Cabinet May 2017
10 Election security costs		19			19	CMT June 2017
11 iPad / iPhone maintenance budget		10			10	Head of Finance delegated powers
12 Return on pre-payment of Optalis pension contributions		(41)			(41)	Treasury management policy
13 Redundancy cost funded by provision			236		236	Cabinet May 2017
14 Contact Centre investment	58				58	Cabinet May 2017
15 AfC share of apprentice levy budget re-allocated				33	33	Council Feb. 2017
16 Additional Members SRA budget		5			5	Council July 2017
<b>Changes Approved</b>	<b>88</b>	<b>301</b>	<b>317</b>	<b>569</b>	<b>1,275</b>	
<b>Approved Estimate May Cabinet</b>					<b>80,030</b>	

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## NOTES

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



Note 1. When the 2017-18 budget was approved by Council in February 2017, new borrowing was anticipated to be £72,999,000 for 2017/18. Due to the re-profiling of a number of schemes on the cash flow forecast, expected new borrowing has reduced to £49m by the year end.

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

Portfolio Summary	2017/18 Original Budget			New Schemes – 2017/18 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure				
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2017/18 Projected	2017/18 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)
<b>Communities Directorate</b>														
Sports & Leisure	2,050	0	2,050	2,050	0	2,050	647	(11)	636	2,697	0	2,697	0	0%
Community Facilities	710	(70)	640	710	(70)	640	523	0	523	1,223	10	1,233	0	0%
Outdoor Facilities	310	(120)	190	610	(420)	190	920	(400)	520	1,530	0	1,530	0	0%
Revenues & Benefits	0	0	0	0	0	0	126	0	126	76	50	126	0	
Green Spaces & Parks	281	(231)	50	281	(231)	50	99	(81)	18	332	0	332	(48)	-17%
Highways & Countryside	5,438	(2,977)	2,461	6,094	(3,633)	2,461	3,610	(1,004)	2,606	8,751	931	9,682	(22)	0%
Community Protection & Enforcement Services	668	(608)	60	668	(608)	60	1,063	(493)	570	1,300	431	1,731	0	0%
Library & Resident Services	470	(12)	458	753	(12)	741	878	(312)	566	1,631	0	1,631	0	0%
<b>Total Communities Directorate</b>	<b>9,927</b>	<b>(4,018)</b>	<b>5,909</b>	<b>11,166</b>	<b>(4,974)</b>	<b>6,192</b>	<b>7,866</b>	<b>(2,301)</b>	<b>5,565</b>	<b>17,540</b>	<b>1,422</b>	<b>18,962</b>	<b>(70)</b>	<b>(0)</b>
<b>Place Directorate</b>														
Technology & Change Delivery	275	0	275	275	0	275	96	0	96	348	23	371	0	0%
Property & Development	4,950	0	4,950	11,350	0	11,350	852	(251)	601	12,002	197	12,199	(3)	0%
Regeneration & Economic Development	560	0	560	1,235	0	1,235	5,685	(328)	5,357	6,920	0	6,920	0	0%
Planning	470	0	470	470	0	470	339	(185)	154	665	144	809	0	0%
<b>Total Place Directorate</b>	<b>6,255</b>	<b>0</b>	<b>6,255</b>	<b>13,330</b>	<b>0</b>	<b>13,330</b>	<b>6,972</b>	<b>(764)</b>	<b>6,208</b>	<b>19,935</b>	<b>364</b>	<b>20,299</b>	<b>(3)</b>	<b>(0)</b>
<b>Managing Director</b>														
Adult Social Care	0	0	0	0	0	0	51	(51)	0	51	0	51	0	
Housing	500	(500)	0	1,995	(1,995)	0	575	(545)	30	1,770	800	2,570	0	0%
Democratic Representation	88	0	88	88	0	88	130	0	130	188	0	188	(30)	-34%
Non Schools	75	0	75	75	0	75	259	(234)	25	334	0	334	0	0%
Schools – Non Devolved	28,030	(16,640)	11,390	28,221	(15,860)	12,361	3,283	(1,726)	1,557	31,504	0	31,504	0	0%
Schools – Devolved Capital	223	(223)	0	292	(292)	0	653	(653)	0	945	0	945	0	0%
<b>Total Managing Director</b>	<b>28,916</b>	<b>(17,363)</b>	<b>11,553</b>	<b>30,671</b>	<b>(18,147)</b>	<b>12,524</b>	<b>4,951</b>	<b>(3,209)</b>	<b>1,742</b>	<b>34,792</b>	<b>800</b>	<b>35,592</b>	<b>(30)</b>	<b>(0)</b>
<b>Total Committed Schemes</b>	<b>45,098</b>	<b>(21,381)</b>	<b>23,717</b>	<b>55,167</b>	<b>(23,121)</b>	<b>32,046</b>	<b>19,789</b>	<b>(6,274)</b>	<b>13,515</b>	<b>72,267</b>	<b>2,586</b>	<b>74,853</b>	<b>(103)</b>	<b>(1)</b>
<b>Portfolio Total</b>	<b>45,098</b>			<b>74,956</b>						<b>72,267</b>				
<b>External Funding</b>														
Government Grants	(17,447)			(17,583)						(17,152)				
Developers' Contributions	(3,934)			(7,405)						(6,507)				
Other Contributions	0			(4,407)						(4,407)				
<b>Total External Funding Sources</b>	<b>(21,381)</b>			<b>(29,395)</b>						<b>(28,066)</b>				
<b>Total Corporate Funding</b>	<b>23,717</b>			<b>45,561</b>						<b>44,201</b>				

**Capital Monitoring Report - September 2017-18**

At 30 September 2017, the approved estimate stood at £74.956m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	74,956	(29,395)	45,561
Variances identified	(103)	48	(55)
Slippage to 2018/19	(2,586)	1,281	(1,305)
Projected Outturn 2017/18	72,267	(28,066)	44,201

**Overall Projected Expenditure and Slippage**

Projected outturn for the financial year is £72.267m

Variances are reported as follows.

<b>Highways &amp; Countryside</b>			
CD95	Safer Routes-Holyport College	(22)	0 (22) Planning Permission refused/delayed
<b>Green Spaces &amp; Parks</b>			
CZ46	P&OS-Vansittart Road Skate Park-Extension /Imps	(48)	48 0 Scheme will not be undertaken due to insufficient funding
<b>Property &amp; Development</b>			
CX32	MASH Building Works-Town Hall, Maidenhead	(3)	0 (3) Scheme completed
<b>Democratic Representation</b>			
CN75	Performance Management System	(30)	0 (30) Scheme no longer required
		(103)	48 (55)

Slippage is reported as follows

<b>Community Facilities</b>			
CV22	New Power Points-Ascot High Street Events	(10)	0 (10) Project delayed to 2018-19 due to changes in Operations lighting team.
<b>Revenues &amp; Benefits</b>			
CN98	Delivery of Debt Enforcement	(50)	0 (50) Scheme expected to stretch to 2018/19
<b>Highways &amp; Countryside</b>			
CC25	M4 Smart Motorway	(20)	0 (20) Project centre being commissioned for fee + AIPs
CC29	Footbridge, The Green, Bisham-Raise Level-Flood Pr	(96)	0 (96) May stretch to 2018/19 our contribution towards an EA led scheme.
CD10	Traffic Management	(50)	0 (50) Allocated, waiting consultation, may stretch to 2018/19
CD23	Local Safety Schemes	(50)	50 0 Allocated, waiting consultation, may stretch to 2018/19
CD42	Maidenhead Station Interchange & Car Park	(485)	0 (485) Most work to be done in 2018/19, our match funding contribution to LEP project.
CD80	Grenfell Road-Off-Street Parking	(200)	0 (200) First phase of work complete (zebra crossing), further work pending, may stretch to 2018/19
CD81	Traffic Management & Parking-Sunninghill Imprvments	(30)	0 (30) Works commenced, further consultation pending
<b>Community, Protection &amp; Enforcement Services</b>			
CE64	Additional Parking Provision for Windsor	(431)	431 0 Windsor parking provision scheme likely to slip to 2018/19
<b>Property &amp; Development</b>			
CI33	Clyde House	(187)	0 (187) Scheme to be reviewed as part of the overall regeneration project
CX37	Stafferton Way - Units 1&2	(10)	0 (10) Case ongoing, currently with legal services.
<b>Planning</b>			
CI31	Community Infrastructure Levy CIL	(4)	0 (4) CIL review to take place 18/19
CI32	Borough Local Plan - Examination	(80)	0 (80) Examination costs to be incurred in 18/19
CI59	Traveller Local Plan	(60)	0 (60) Delayed to avoid conflict of resources needed for BLP.
<b>Technology &amp; Change Delivery</b>			
CN26	Gazetteer System	(3)	0 (3) Scheme expected to slip to 2018/19
CN88	PSN-Security Work 2015-16	(20)	0 (20) Scheme expected to slip to 2018/19- will be fully spent
<b>Housing</b>			
CT29	Low Cost Housing (S106 Funding)	(200)	200 0 For applications unlikely to be completed in 2017/18
CT51	Key Worker DIYSO	(100)	100 0 DIYSO applications not expected to be completed in year
CT55	Brill House Capital Funding	(500)	500 0 Delays in commencement mean funds unlikely to be requested in 17/18
		(2,586)	1,281 (1,305)

**Overall Programme Status**

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	99	33%
In Progress	113	38%
Completed	43	14%
Ongoing Programmes e.g.. Disabled Facilities Grant	44	15%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
<b>Total Schemes</b>	<b>300</b>	<b>100%</b>

		August 2017 @ 04/8/17															
Project	CAPITAL SCHEME	2017/18 APPROVED ESTIMATE			APPROVED SLIPPAGE FROM PRIOR YEARS			TOTAL BUDGET 2017/18			PROJECTIONS- SEP 2017		PROJECT STATUS				
		Gross £000	Income £000	Estimate £000	Gross £000	Income £000	Estimate £000	Gross £000	Income £000	Estimate £000	2017/18 Projected Variance <i>Underspend as negative</i>	2018/19 SLIPPAGE Projected	Yet To Start	Preliminary / Feasibility Work	Work On-site	Ongoing Annual Programme	Expected Completion
<b>Communities Directorate</b>																	
<b>Sports &amp; Leisure</b>																	
CZ18	Magnet LC Reprovision Design / Initial Site Costs	1,650	0	1,650	350	0	350	2,000	0	2,000	0	0					
<b>Highways &amp; Transport</b>																	
CD12	Roads Resurfacing-Transport Asset & Safety	1,650	(1,650)	0	132	(131)	1	1,782	(1,781)	1	0	0					
CD84	Street Lighting-LED Upgrade	1,600	0	1,600	634	0	634	2,234	0	2,234	0	0					
<b>29 Community, Protection &amp; Enforcement Services</b>																	
CT52	Disabled Facilities Grant	600	(600)	0	0	0	0	600	(600)	0	0	0					
<b>Place Directorate</b>																	
<b>Regeneration</b>																	
CI14	Maidenhead Waterways Construction phase 1	0	0	0	1707	(141)	1566	1,707	(141)	1,566	0	0					
CI29	Broadway Car Park & Central House Scheme	0	0	0	2952	(187)	2765	2,952	(187)	2,765	0	0					
<b>Managing Director</b>																	
<b>Housing</b>																	
CT51	Key Worker DIYSO	0	0	0	510	(510)	0	510	(510)	0	0	100					
CT55	Brill House Capital Funding	500	(500)	0	0	0	0	500	(500)	0	0	500					
<b>Non Schools</b>																	
CKVT	Marlow Road Youth Centre Roofing and Maintenance Work	400	0	400	0	0	0	400	0	400	0	0					

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