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NOTICE OF MEETING

ADULT SERVICES AND HEALTH OVERVIEW AND SCRUTINY PANEL

will meet on

WEDNESDAY, 30TH JANUARY, 2019

At 7.00 pm

in the

COUNCIL CHAMBER - TOWN HALL

TO: MEMBERS OF THE ADULT SERVICES AND HEALTH OVERVIEW AND SCRUTINY PANEL

COUNCILLORS MOHAMMED ILYAS (CHAIRMAN), JUDITH DIMENT (VICE-CHAIRMAN), JOHN LENTON, MARION MILLS, LYNDA YONG AND ASGHAR MAJEED

SUBSTITUTE MEMBERS

COUNCILLORS GERRY CLARK, CHARLES HOLLINGSWORTH, DR LILLY EVANS, EILEEN QUICK, NICOLA PRYER AND JULIAN SHARPE

Karen Shepherd – Service Lead - Governance - Issued: Tuesday, 22 January 2019

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **Andy Carswell** andy.carswell@rbwm.gov.uk

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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 for absence.	-
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	5 - 6
3.	<u>MINUTES</u> To approve the minutes of the meeting held on November 21 st 2018.	7 - 12
4.	<u>BUDGET 2019/20</u> To comment and agree recommendations as set out in the Cabinet report.	13 - 78
5.	<u>COMMISSIONING OF SEXUAL HEALTH SERVICES</u> To consider the report and make recommendations to Cabinet.	79 - 84
6.	<u>SAFEGUARDING ADULTS BOARD UPDATE</u> To note the contents of the report.	85 - 122
7.	<u>UPDATE ON DASH ACTION PLAN</u> To receive a verbal update.	Verbal Report
8.	<u>WORK PROGRAMME</u> To review the ongoing Work Programme.	123 - 124
9.	<u>LOCAL GOVERNMENT ACT - EXCLUSION OF THE PUBLIC</u> To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act".	-

PART II

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
10.	<u>BUDGET 2019/20</u> To consider the report and make recommendations to Cabinet. <i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i>	125 - 126

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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

ADULT SERVICES AND HEALTH OVERVIEW AND SCRUTINY PANEL

WEDNESDAY, 21 NOVEMBER 2018

PRESENT: Councillors Mohammed Ilyas (Chairman), Judith Diment (Vice-Chairman), John Lenton and Marion Mills

Also in attendance: Tessa Lindfield, Jo Jeffries, Penny Lamb, Archie Eaton and Tomas Jastzebski

Officers: Nikki Craig, Hilary Hall, Lynne Lidster, Vernon Nosal and Nabihah Hassan-Farooq.

APOLOGIES

Apologies for absence were received by Councillor Majeed.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

RESOLVED UNANIMOUSLY; That the minutes of the meeting held on the 20th September 2018 be agreed and noted.

ACTION- To schedule the DASH charity item for the next overview & scrutiny panel.

SUPPORT IN THE COMMUNITY FOR PEOPLE WITH A LEARNING DISABILITY

Presentation: OPTALIS

Vernon Nosal, Assistant Director for Statutory Services gave a presentation on the provisions available through Optalis for individuals with learning disabilities. It was outlined that the Community Team for people with learning disabilities was an integrated health and social care team that provided a holistic service response to approximately 320 people. Members were told that social care staff assessed individuals for eligibility as defined under the Care Act, these practitioners would then work with the individuals and their families to agree a plan to meet the needs of that person. Members were informed that currently 81 individuals live in residential care homes, 128 individuals live in supported living, 61 individuals were living within their family settings, 11 individuals were living independently with support, 5 individuals live in shared lives accommodation, 4 individuals were in placement at residential college and 12 individuals were in receipt of direct payments whilst living independently or within supported living accommodation. Member were told that this did not include figures for Continuing Health Care funded people or those individuals who received no funded support. Supported living offered greater security and control to individuals over their lives because they hold secure tenure with housing providers and care is provided by a different agency. The average cost of a residential care bed was estimated at £1598 and the average cost of a supported living placement was £846. Member were informed that RBWM and Optalis CTPLD had worked proactively with housing providers to build good quality flats which included, Ronald Young Court (8 flats), Shaw Court (11 flats), Park House (8 flats) and Catherine House (11 flats). The Panel were told that Housing Solutions was currently building Brill House for move on supported living accommodation for six people living in poor quality residential housing with five additional flats (totalling 11 flats). Members were then told of how CTPLD

had helped a client who previously lived outside of the borough, but had moved to Windsor and had benefitted both socially and independently.

Presentation: Affinity Trust

Penny Lamb, Divisional Director (South) of Affinity Trust gave a presentation on the above titled item. Affinity Trust was set up in 1991 and was a values led registered charity. Over 1000 people had been supported across 35 local authority areas including Maidenhead. Affinity act as a specialist provider of support for people with learning disabilities and autism, who may also have disabilities or complex physical or mental health needs. The Panel were informed that Affinity helped individuals in supported accommodation, residential care, working with commissioners and landlords to source and develop bespoke properties and providing opportunities for inclusion, activities, employment and celebrations. Support was also provided to children and young people through transitional support when moving into supported living. Innovative positive behavioural support was provided through Bradford MDC and a social investment partner; intensive support for the child and their school; dedicated PBS psychology Lead; detailed functional assessments and payments by results on preventing admission to residential care. Specialist services in four local authority areas, 23 people were being supported to leave secure settings, a specialist support model had been developed by a consultant clinical psychologist. The Panel was told that both permanent and step through accommodation were provided as part of transforming care. Clients were matched to staff and it was noted that there were resilient staff teams and intensive transitional support was offered. The Panel was told that a positive behaviour support approach was used and had been embedded across the organisation through BILD accredited PROACT SCIPr-UK. This approach enabled support was in place to prevent behaviours with a more consistent and proactive stance. It was noted that there were pilots in 9 locations training through the Tizard Centre, Kent.

Presentation: Dimensions

It was highlighted that Dimensions were one of the country's largest not for profit organisations that supported individuals with learning disabilities, autism, challenging behaviour and complex needs. The Panel was told that Dimensions had a focus on personalised support and helping individuals achieve greater choice and control. It was highlighted that outreach support and intensive support were provided and could be challenging to provide for those with complex health needs and profound multiple learning disabilities; families were included in the support provided. Members were told that each individual had a personalised support plan whilst living in supported living environments. The organisation felt that much of their work was led by their vision which was to have an inclusive society where all people had equal chances to live the life they choose. In order to deliver this, it was highlighted that the organisation expected ambition, courage, integrity, partnership and respect (5 core values). Currently supported living services and outreach support were available in Windsor and Maidenhead. Madeleine, a service support user gave a summary of the activities, personal achievements and support that she had received through Dimensions support. The Panel was informed that she had a positive experience with the services provided, supported living accommodation and felt more independent in her day to day life.

ADULT VACCINATIONS AND POPULATION SCREENING

Jo Jeffries, Consultant in Public Health gave a verbal presentation on the above titled item. It was highlighted that as part of the commissioning arrangements for adults, the service had been commissioned to deliver a national programme under the s.718 specific duty to commission public health. The screening programme identified healthy people who have had an increased chance of developing an illness. General Practitioners offer testing and advice. The most prominent screenings as assessed and determined by the National Screening Committee were for breast, cervical and bowel cancers. Work on individuals with diabetes was underway and eye health was being monitored to try and reduce the risk of retinopathy. It was

highlighted that immunisations reduced the number of transmissions which had seen better results and a decrease in the spread of illnesses. In Windsor and Maidenhead (latest data published as of 2017) there had been 78.8% breast screening uptake, 58.3% bowel screening, 73.5% uptake of cervical screening. It was noted that the uptake for certain screenings was affected by individual's knowledge of the programmes and the benefits and it was also found that in areas of high deprivation there was relatively lower uptake of screenings.

Members were told that in some cases there was a reduced uptake as the screenings were seen as less palatable and could be off-putting to some individuals. It was reported that there was a national reduction in the trend for younger women and the uptake of cervical cancer and that work was being carried out which focussed on the positive messaging of screening. A new provider had been commissioned for diabetic eye screening and it was noted that this would be taking place across several locations. AAA screening was less than the national average and emphasis upon giving advice earlier to men to target this issue of reduced uptake. Shingles vaccine was at 46.1% uptake (48.3% national uptake) and it was highlighted that there were challenges nationally to lower the eligible age for the vaccine and to ensure that there was clearer and simpler information available regarding eligibility. Members were told that the uptake for flu vaccine for 2017 was higher than the previous year and was reported as 70.9% (72% national average). It was noted that there was work to be done with clients who had long standing illnesses to ensure that sign posting was done at specialist clinics where these patients received care as opposed to the traditional GP signposting.

There were plans for new bowel cancer testing (FIT testing) which would be more sensitive to the needs of the individual and would be rolled out nationally. Scope testing would be piloted at Heatherwood Hospital and the contract for diabetic eye screening had been awarded to Health Intelligence to carry out. Positive feedback had been received regarding the new CCG website. Plans to work systemically with the ICS to increase uptake across the borough were underway. Councillor Lenton queried whether there was an upper limit on age for vaccinations and it was confirmed that there was no upper limit but that it was important for those most at risk due to vulnerability to receive vaccinations. Councillor Diment queried what work was being carried out to increase the uptake of the flu and shingle vaccine and it was noted that consultative work was needed to hear the views and how to best disseminate information to the community. Vernon Nosal, highlighted that he was the co-chair of the Ageing Well Board and that part of the work of the Board was to increase awareness of flu/shingles as part of their identified work for the year. Members discussed whether there had been an increased prevalence with shingles and it was noted that there was limited certainty regarding this, but that education regarding hygiene and health issues had reduced circulation of chicken pox. Members asked why the shingle vaccination was offered to those at 70 years or over and it was stated that prevalence had been widely looked at along with the worst outcomes and it was found that this age bracket were most affected. Councillor Lenton highlighted that the Lions Club had run events to highlight awareness surrounding prostate cancer with a very high turnout and that awareness of screening tests could be promoted at events like this.

ANNUAL PUBLIC HEALTH REPORT

Tessa Lindfield, Strategic Director of Public Health outlined the above titled report. Members were told that it was a requirement for local councils to publish an independent annual public health report from their Director of Public Health. The annual report was the Director of Public Health's views on the health and wellbeing of the local community and outlined opportunities to improve the public's health. The report looked at reconnecting professions, communities and landowners and highlighted opportunities for collaborative work to support public health through the creation and maintenance of accessible high quality green spaces and natural environments. The report outlined information and evidence that could support placed based strategies and the potential of green and natural spaces for the health and wellbeing of local residents and communities. It was highlighted that there were working examples of how local

communities were using natural environments to stay health and to improve the health and wellbeing of local residents.

It was highlighted that the natural environment could be used as a wider determinant of health and presented an opportunity to improve health and wellbeing, both physically and mentally. The report focussed on green and blue spaces, green spaces included open fields and forests and blue spaces included the sky, river and lakes. Members were told that both spaces could be utilised for exercise, time in nature, leisure and relaxation. It was noted that there was evidence to show that the natural environment was beneficial to having a positive influence on both physical and mental health. The report outlined four recommendations and ways in which the Royal Borough had committed to making progress in the following areas;

- Make the most of natural space available to improve mental health, physical activity and strengthening communities.
- Improvement of existing green spaces and design developments with green spaces and active travel in mind.
- Planning guidance for new developments to specifically consider the use of green and blue space to improve health and wellbeing.
- Fostering new relationships with organisations aiming to improve the natural environment and its use.

Members were told that there were a range of determinants that affect individual health. It was outlined that at the wider population level that there were a diverse range of economic, environmental and social factors that affected individual health and influenced their choices and lifestyles. At the conclusion of the verbal report, Councillor Mills queried whether there would be an extension of open spaces in hospices, intensive care units and specialist units and that there were plans for outdoor wards. It was confirmed that there would be a benefit to increased accessibility to open spaces and that there was much evidence to support speedier recovery with the use of green space. Councillor Lenton commented that the extension could be made in hospices and that this would be an increased benefit to wellbeing. It was also noted by Councillor Lenton that the writing within the report should be amended as green was not an accessible colour to read for many.

Members felt that this was a good and strong report and endorsed the recommendations.

RESOLVED UNANIMOUSLY; That the Director of Public Health Annual Report be noted and that the local actions identified within the report be endorsed.

ANNUAL COMPLIMENTS AND COMPLAINTS REPORT

Nikki Craig, Head of HR and Corporate Projects, outlined the above titled report. The annual report covered the period from 1st April 2017 to 31st March 2018. The report included all compliments and complaints that were made by, or on behalf of, customers and that were investigated under the formal corporate complaints policy and statutory adults and children's complaints policies. It was highlighted that local authorities were not required to produce an annual report on complaints relating to corporate activities but that they were required under statute to report complaints submitted on adults and children's services. It was noted that the corporate complaints team produced an annual report that captured all compliments and complaints and this in turn allowed the Council to assess how residents experience the Council. It was noted that the Royal Borough had received 203,000 phone calls, 20,000 emails and 15,000 face to face enquiries. There had been over one million visits to library with 7,000 new library members. It was highlighted that there were five million waste and recycling collections, 13,000 streetlights which had been upgraded to LED, 275 children's safeguarding referrals, 57 families supported by the Intensive Family Support Team, 141 adult transfers into long term care, 2,254 support plan reviews, 1,157 adult safeguarding concerns and enquiries investigated and 1961 determined planning applications. It was highlighted that engagement with 98.3% of residents and 98.8% of businesses to collect tax and rates.

Members were told that in 2017/18 that the Council had received 463 compliments compared with 192 received in 2016/17. There had been 644 complaints received and that though there had been a slight decrease from the previous year there was an ambition to reduce the complaints further. Members were informed of the different stages of complaints which included, the council processes (which contained two stages), Adult process (contains one stage) and children's process (contained three stages). It was highlighted that the Council's complaints procedure aimed to ensure that every opportunity for resolution was sought through dialogue or local resolution before a complaint was submitted. It was outlined that where agreement was not achieved the customer had a right to complain and that the complaints process was dependant on the area of service under which the complaint came under. Complaints were recorded by email, phone call, letter or face to face and all of these were captured along with comments, compliments on the complaints database (JADU). It was highlighted that the council's complaints process was managed through one team and that the team were independent of the adult and children's services which ensured independence and removed the possibility of conflict of interest.

Members were told that there were 54 Local Government Ombudsmen complaints where a decision was found. 18 of these were referred back to the council as they had not been through the complaints process, 4 were deemed incomplete or invalid and were investigated, 19 were closed after initial enquiries, 4 were investigated and not upheld and 9 were investigated and upheld. At the conclusion of the report, Councillor Ilyas queried whether making complaints and compliments had been made more accessible for the public. It was confirmed that now that complaints and compliments had been linked to the Council's database (JADU), there was linked communication held on "my account" for residents on the Royal Borough website and that all updates and communications were held centrally in one place. Councillor Lenton queried whether complaints to the pension fund had been included in the figures and it was noted that these complaints would come under corporate complaints which were held under the financial team. At the conclusion of the discussion, members commended the ongoing work by officers to reduce the number of complaints and noted the improvements marked by the increase of compliments.

RESOLVED UNANIMOUSLY; That the annual compliments and complaints report be noted.

WORK PROGRAMME

It was noted that there were a significant number of items proposed for the January Panel and it was agreed that the Deputy Director Strategy and Commissioning would work with officers to realign the work programme. In addition, members of the Panel asked for the following items to be added or amended as per the work programme:

- Include the 'DASH' agenda item for the next meeting
- Include the 'Finance update' for the next meeting
- That the 'Long term funding' item be postponed to March's meeting.
- That the response from the CCG in relation to flash glucose be provided at the next meeting.

ACTION- That Hilary Hall circulate the financial update to all members ahead of the next meeting.

The meeting, which began at 7.00 pm, finished at 8.40 pm

CHAIRMAN.....

DATE.....

Report Title:	Budget Report 2019/20
Contains Confidential or Exempt Information?	NO - Part I YES - Part II Appendix T not for publication by virtue of Paragraphs 1,2,3 and 4 of Part I of Schedule 12A of the Local Government Act 1972.
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	Cabinet - 7 February 2019
Responsible Officer(s):	Russell O'Keefe, Acting Managing Director & Rob Stubbs, Deputy Director and Head of Finance
Wards affected:	All

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REPORT SUMMARY

1. The budget for 2019/20 has been set against a national backdrop of continuing political uncertainty, including the impact of Brexit, Increasing demand and costs of social care in both adults and children's services. This is a resilient budget and increasing reserves to counter this uncertainty is prudent.
2. Councils nationally are having to continue to bridge the budget gap through cuts to libraries, parks maintenance, refuse collection and many other important services. National demand for new homes continues, especially for affordable and social housing
3. For the Royal Borough, widespread regeneration is underway, primarily in Maidenhead to rejuvenate the town centre as THE place to live, work, play and shop. Further opportunity to retain more Business Rates and the burden of Negative Revenue Support Grant compensated for by Government.
4. The Royal Borough will see refreshed Officer Leadership and upcoming Local Elections to continue and reinforce efficiency, innovation and Putting Residents First.

Key financial, service and investment messages:

- Base Council Tax increasing by 2.99% to £961.33 Band D still remaining the lowest outside London;
- Adult Social Care Levy to remain unchanged at £74.74 Band D; additional funds from this levy and other grants have totalled £20.7m since 2015/16 with additional spend on Adult Social Care £21.4m during the same period.

Revenue budget review 2018/19:

- Current year forecast 2018/19 : Service spend net £79.1m, £3.2m above budget including :
 - Children's services gross spend above budget £3.9m, predominantly for children-in-care;
 - Resident Advantage Card parking charge discounts £0.7m;
 - RBWM staff pay rewards £0.6m, £0.1m above budget;
 - pension deficit payment £3.2m, £0.7m above budget;
 - redundancy costs £0.7m;

- net spend on the Royal Weddings £0.1m;
- financing the cost of borrowing £5.5m;
- business rates retention £4.4m;
- general reserves £8.2m, a reduction during 2018/19 of £0.7m and £2.3m above the recommended minimum level.

Proposed budget 2019/20:

- Increased service spend net £81.5m, including increases of £11.2m on the 2018/19 revenue budgets (including inflation and pay reward) along with reductions of £6.8m. Other targeted efficiencies and investments include;
 - children's and adult services needs £4.3m, primarily for children-in-care;
 - reduced parking income £1.3m, mainly for Resident Advantage Card discounts;
 - weekly bin collections and recycling contracts £1.0m;
 - environmental health, enforcement, CCTV, Community Wardens and tree inspections £0.8m;
 - libraries, leisure centres, Norden Farm, the Guildhall and York House Windsor Resident access £0.5m;
 - bus route subsidies £0.2m;
 - other investments £1.9m.

Reductions of £6.8m in the revenue budgets including:

- additional grant income and targeted efficiencies in children's services £3m;
- targeted efficiencies in the delivery of adult, home care and public health services £1.1m;
- additional parking contract, enforcement and other charges without a Resident Advantage Card £0.8m;
- new property related income £0.5m
- reduced number of Councillors and related costs £0.2m;
- targeted efficiencies in community services £0.3m;
- additional planning fee income £0.1m
- staffing changes £0.8m

Other targeted efficiencies and investments

- maintaining the £0.3m budget for grants to community organisations;
- pension deficit payment £4.0m;
- redundancy costs £0.7m;
- interest costs £5.9m;
- business rates retention £2.2m;
- general reserves £11.7m, an increase during 2019/20 of £3.5m and £5.9m above the recommended minimum level.

New gross capital investment of £25.7 million (£14.9m net) including:

- £12.7m in highways funded partly by government grants of £2.8m and including :
 - £850,000 Elizabeth Bridge Windsor refurbishment;
 - £300,000 Vicus Way & Tinkers Lane improvements;
 - £240,000 Boulters Lock Car Park extension;

- £180,000 Dedworth road improvements;
- £100,000 Cookham Bridge refurbishment;
- £11m other road, bridge and pavement improvements; including £1.4m on Maidenhead missing links, £1.9m on resurfacing, £3m on Maidenhead interchange and car park and £2.1m on Maidenhead local plan site works.
- £2.9m in other community infrastructure, council property and planning including :
 - £500,000 Borough’s income generating commercial properties;
 - £300,000 infrastructure delivery plans;
 - £150,000 Guildhall enhancements;
 - £100,000 Windsor place-making improvements;
 - £1.8m other capital investments
- £10.1m in Resident facilities including :
 - £600,000 Clewer Memorial Pavilion and Dedworth Village Café;
 - £430,000 existing leisure centre improvements;
 - £350,000 Ockwells Park enhancements;
 - £300,000 Borough’s public trees;
 - £150,000 Battlemead Common enabling works;
 - £63,000 The Old Court Windsor improvements;
 - £84,000 Maidenhead Library enhancements;
 - £3.6m other capital investments.
 - £4.5m of new investment in various schools partly funded by government grants.

5. Together with brought forward capital spend on previously approved investments, plus estimated capital investments likely to come forward for approval during 2019/20, it is projected that total Council borrowing could increase from the £57 million forecast at the end of 2018/19 up to £80.4 million at the end of 2019/20.

6. Projected capital receipts from the Council’s property regeneration projects, predominantly in Maidenhead, and from government grants and developer contributions exceed current and all projected capital investment borrowing, leaving the Council debt free in the medium term future, should it wish to be so.

7. The table below shows the projected forecast for 2018/19 as reported to January 2019 cabinet in the finance update compared with the changes proposed in the budget for 2019/20.

Additional: £0.0m	Reported Forecast in 1819	Total Change Budgeted in 1920
	£'000	£'000
Costs due to Growth by Service Areas:		
Communications & Marketing	0.2	0.0

Human Resources	0.3	0.4
Law & Governance	0.1	0.2
Commissioning & Support	0.0	0.3
Commissioning - Communities	0.1	0.0
Parking	1.2	1.3
Waste	0.2	1.0
AfC Contract - Children's Services	3.4	3.6
AfC Contract - Dedicated Schools Grant	0.2	0.0
Children's Services - Retained	0.6	0.1
Dedicated Schools Grant - Retained	0.3	0.0
Adult Social Care - Spend	0.0	0.1
Public Health	0.0	0.1
Revenues & Benefits	0.5	1.0
Communities, Enforcement & Partnerships	0.4	1.0
Library & Resident Services	0.2	0.3
Executive Director of Place	0.0	0.2
Property Services	0.0	0.9
ICT	0.0	0.1
Costs due to Growth all Service Areas	7.7	10.6
Costs due to Inflation all Service Areas	0.0	0.8
Grant Income all Service Areas	(0.5)	(1.3)
Cost Reductions by Service Areas:		
Management	0.0	(0.2)
Communications & Marketing	0.0	(0.1)
Human Resources	(0.1)	0.0
Law & Governance	(0.1)	(0.3)
Commissioning & Support	(1.3)	(0.6)
Commissioning - Communities	(0.2)	(0.2)
Parking	(0.1)	(0.7)
AfC Contract - Children's Services	(0.9)	(1.7)
Adult Social Care	(0.3)	(1.1)
Revenues & Benefits	(0.1)	(0.1)
Communities, Enforcement & Partnerships	(0.2)	(0.3)
Library & Resident Services	(0.2)	(0.3)
Housing	(0.2)	(0.3)
Planning Service	(0.1)	(0.1)
Property Service	(0.1)	(0.6)
Finance	(0.1)	(0.1)
ICT	0.0	(0.1)
Cost Reductions all Service Areas	(4.0)	(6.8)
Service Net Expenditure	3.2	3.3
Pay Award	0.1	(0.2)
Non Service Costs		
Capital Financing	0.0	0.4
Revenue contributions to/(from) Capital	0.0	(1.1)
Pensions Deficit Recovery	0.8	1.6
Business rate income	(4.4)	(0.9)
New Homes Bonus	0.0	0.6

RBWM Property Company Limited	0.0	(0.1)
Collection fund	0.0	(4.4)
Royal Wedding Costs	0.1	0.0
Fire Inspections	0.1	0.0
Heathrow Judicial review	0.1	0.0
Redundancy Costs	0.7	0.7
From/to reserves	0.0	(3.4)
Decrease(Increase) in General Fund	0.7	(3.5)
Reserve balance	8.2	11.7

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and approves the:

- i) **Detailed recommendations contained in Appendix A which includes a base council tax at Band D of £961.33, including a 2.99% increase of £27.91.**
- ii) **Adult social care precept to remain unchanged at £74.74.**
- iii) **Fees and charges contained in Appendix D.**
- iv) **Capital strategy in Appendix G.**
- v) **Capital programme, shown in Appendices H & I, for the financial year 2019/20.**
- vi) **Prudential borrowing limits set out in Appendix L.**
- vii) **Business rate tax base calculation, detailed in Appendix P, and its use in the council tax requirement in Appendix A.**
- viii) **Deputy Director and Head of Finance in consultation with the Lead Members for Finance and Children's Services to amend the total schools budget to reflect actual Dedicated Schools Grant levels once received.**
- ix) **Delegation to the Deputy Director and Head of Finance and Lead Member for Finance to include the precept from the Berkshire Fire and Rescue Authority once the precept is announced.**

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

- 2.1 The Council is obliged to set a council tax for the forthcoming financial year in order to provide sufficient revenue to carry out its statutory duties. The budget set for 2019/2020 confirms the administration's commitment to continue to deliver quality services for residents whilst demonstrating value for money.
- 2.2 The Royal Borough spends around £275 million through the general fund annually. Day to day council expenditure is funded through council tax, business rate, government grants, income from fees and charges and third party contributions. Around £86 million of this is spent on, and is ring-fenced to, schools.

Provisional Local Government Finance Settlement 2019/20

2.3 The 2019/2020 local government financial settlement announced the core spending power figures for the period 2019/2020 in line with the four year settlement agreed to in 2016/17. Key items and the impact on the Borough's finances include:

- Business rate retention pilot
- New home bonus
- Negative revenue support grant
- Council tax threshold

Business rate retention pilot

2.4 Berkshire local authorities were successful in securing business rates retention pilot status for a second year. Subject to final confirmation this will increase income by between £2 million to £3 million for 2019/20.

2.5 As in the previous year an element of the income will go to the Thames Valley Berkshire Local Enterprise Partnership for the delivery of infrastructure across the County.

New Homes Bonus

2.6 The Council receives an incentive for producing housing growth; which is based on housing growth above a minimal level of 0.4%. This will again be set at 0.4% for 2019/20 equating to 273 properties for the Borough. The council is expected to receive £2.1 million as part of the financial settlement.

Negative Revenue Support Grant

2.7 Negative Revenue Support Grant (a general grant given from central government to contribute towards services costs) arose as part of the four year settlement from 2016/17 to 2019/20. It is defined as a 'downward adjustment of an authority's business rates top-up and tariff'. For the Royal Borough it happens when central government funding reductions exceeds the available amount of RSG that it would receive meaning that the reduction has to be sought from our retained business rates share. This impact could have been an additional pressure of around £2 million across the council.

2.8 Lobbying of central government has taken place and this risk has now been allayed as part of the local government finance settlement. The national total of negative RSG that those local authorities affected have been compensated for is £153 million.

Council tax thresholds

2.9 Local authorities are allowed to increase their core Band D council tax by up to 3% without the requirement to undertake a referendum of its residents. The Council, if approved, will increase base council tax by 2.99%.

Adult social care precept

2.10 In 2017/18 an additional adult social care precept was made available to local authorities to add, up to a maximum of 6% over the period between 2017/18 and 2019/20. The Royal Borough applied the full amount of the precept over the past two years. Regulations surrounding the application of the adult social care precept remain unchanged. Therefore no further increase in the precept will be applied in 2019/20.

Schools budgets

2.11 The Dedicated Schools Grant (DSG) is made up of four blocks of funding: Schools, High Needs, Early years and the Central school services block.

- 2.12 The planned deficit to be carried forward to 2019/20 is £1.3 million. Significant pressure remains in the high needs block and following funding announcements from the Department for Education, based on current cohort of provision and early indications of future demand the deficit to be carried forward to 2020/21 could increase by £0.5 million to £1.8 million.
- 2.13 In order to contain and eradicate this pressure a recovery plan including the following themes is being implemented:
- Reducing the number of out of borough placements and assessing effectiveness of performance
 - Expanding the current transitional programme for delivering alternative provision within schools
 - Continuing with cost control measures such as rejecting top up increment requests from non-maintained special schools, and reviewing the impact of high cost provision
 - Promoting independence and use of the local education offer, managing increasing demand for services through early intervention
- 2.14 The Indicative settlement for the Royal Borough for 2019-20 (including Academy schools) is £116.5 million, an increase of £2.4 million when compared to the 2018-19 final settlement. This is due, in the main, to increases in the schools block of £2 million reflecting rising pupil numbers in the secondary sector and the introduction of the new formula for the pupil growth fund.
- 2.15 Included in the settlement each local authority has been allocated additional high needs funding above the formula block allocation to assist in managing the pressures relating to special education provision for those with the most complex needs. The Royal Borough has been awarded a grant of £368,000, in both 2018/19 and 2019/20. The funding has been allocated on the basis of the ONS projections for the 2 to 18 year old population in each local authority.
- 2.16 In 2019/20 RBWM schools are to receive additional grant funding to contribute towards the cost of teachers pay. The Teachers Pay Grant is to be allocated on a per pupil basis; primary and nursery school rate is set at £29.14, secondary at £46.94 and special at £116.89.
- 2.17 The school formula minimum funding guarantee continues at the same level as 2018-19, meaning that no school will see more than a 1.5% per pupil reduction in its formula budget when compared to the 2018-19 allocations.

Other financial matters

Fees and charges

- 2.18 The proposed fees and charges for the year 2019/2020 are shown in Appendix D. Generally charges are designed to increase by the rate of inflation (RPI) announced by the Bank of England for September or benchmarked against similar authorities. The rate of inflation for September 2018 was 3.3%.

Savings and efficiencies

- 2.19 The council has identified £6.8 million of service and non-service savings listed in appendix E. These reductions will be achieved by finding alternative and more cost effective ways of delivering services and the realignment of budgets to confirm a robust base budget.

Council Tax

- 2.20 In 2018/19, the Band D combined base council tax and adult social care precept was £1,008 which was £419 below the national average for Unitary Authorities (£1,427). The Council continues to have the lowest level of council tax outside London.
- 2.21 This budget proposes an increase of 2.99% in council tax, below the level of inflation announced in September 2018. For 2019/20 no adult social care precept can be applied and therefore no further increase is proposed.

Capital programme

- 2.22 The council's capital expenditure is separate to revenue expenditure on day to day services and is funded from a mix of government grants, capital receipts from the sale of assets and contributions from third parties.
- 2.23 A number of regeneration initiatives will require council funding. Each scheme will have its own financing and governance structure which will report directly to the Council.
- 2.24 The council has, as in recent years, continued to avoid additional borrowing and related interest costs by funding some capital investments from available cash balances. In doing so there is an anticipation that substantial capital receipts will be forthcoming from the Maidenhead regeneration programme over the short to medium term (five to ten years).
- 2.25 In considering the borrowing expectations to support the capital programme for 2019/20 it is necessary to take into account other capital schemes that are likely to come forward for approval during the year. Schemes likely to come forward for approval during the year that do not form part of the capital programme are anticipated to require funding of around £35 million and are shown in appendix J. The anticipated forecast debt position for 2018/19 has altered throughout the year and this is also shown within appendix J.

Capital financing

- 2.26 The Head of Finance has responsibility for financing the capital programme in the most cost effective way. The proposed capital programme for 2019/20 requires £14.9 million of Council funding (see Appendices H and I). The use of recycled Minimum Revenue Provision and any capital receipts generated will reduce the impact on the capital financing requirement.
- 2.27 The forecast programme, including other proposals likely to come forward during the year increases the capital financing requirement by £51.1 million. The capital financing requirement is a measure of the council's need to borrow to be able to finance its capital spend. The capital financing requirement for 2019/20 is £200.4 million.
- 2.28 All resolutions required to comply with the Prudential Code are in line with the Treasury Management policy approved by Cabinet in February 2010.

Treasury management

- 2.29 The current Treasury Management policy was approved by Cabinet in February 2010 and varied in June 2010. The Treasury Management Strategy now forms part of a standalone report to be approved by Cabinet annually. The list of counterparties (those we can enter into financial transactions with for treasury management purposes) the council is able to use is shown in Appendix K.

Capital strategy

- 2.30 From 1 April 2019 there is a new Prudential Code requirement for full council to approve an annual capital strategy. The prudential code is published by CIPFA (Chartered Institute of Public Finance and Accountancy) and underpins the system of capital financing. The strategy sets out the long term context in which capital expenditure and investment decisions are made. Appendix G details the capital strategy.
- 2.31 The Royal Borough has, with Actuary and External Audit approval, prepaid its pension fund contributions using a net present value calculation, this results in benefit equivalent to 2.7% on the prepayment in its revenue account.
- 2.32 The budget assumes that the Council will earn £165,000 on its investments in 2018/19.

Business rates reliefs

- 2.33 During 2018/19 it is expected that the council will have supported 897 businesses and awarded over £880,000 through its discretionary business rate reliefs. The Council intends to continue, as in previous years, to maintain all locally controlled discretionary business rate reliefs for 2019/20 to business falling into various categories.

Collection fund balances

- 2.34 The Council collects approximately £87 million from Council Tax and £94 million from business rates. The Council must declare the likely balance on the council tax collection fund at 31 March 2019 as estimated in November 2018 and any balance to be shared between the Council, the Police and Crime Commissioner for Thames Valley and the Berkshire Fire and Rescue service. On the appointed day the Council's share was declared at a deficit of £0.454 million.
- 2.35 Under the Localisation of Business Rates legislation the Council is now required to prepare a similar statement of the business rates. This statement shows a surplus of £3.545 million.

General fund reserves

- 2.36 The forecast outturn position for the council in 2018/19 shows an overspend compared to the budget of £1,721,000, based on the January finance update presented to Cabinet. It is clear that there are significant underlying cost pressures within the budget for 2018/19 including children's placement costs (see Appendix Q) and pressure on car parking income (see Appendix R). These have all been duly considered as part of this budget submission.
- 2.37 The Royal Borough has also been awarded several one-off funding streams for 2019/20 which, because of their one-off nature, will be included in the reserves figure.
- 2.38 Taking account of the forecast end of year position for 2018/19 and including one-off items declared in the budget announcement the Council's General Fund Reserves are estimated to be £11.7 million.
- 2.39 The general fund reserves are held as a contingency to meet unforeseen events and the minimum level is informed by a budget risk analysis. This analysis is detailed in appendix O and shows the minimum level of reserves that need to be maintained to deal with potential risks over a period of 18 months.

- 2.40 The minimum level has been calculated to be £5,810,000 which is significantly lower than the expected forecast end of year position of £8,238,000 for 2018/19. This means the council is in a strong position to deal with the risks it faces for the forthcoming year.
- 2.41 In setting the budget the following options have been considered, see table 1.

Table 1: Options

Option	Comment
Approve the proposals in this report. Recommended option	The Council is obliged to set a Council Tax for the forthcoming year in order to provide sufficient revenue to carry out its statutory duties.
Approve a modified budget with a higher level of net revenue spend and council tax. Not recommended	A net increase in revenue expenditure of £638,000 would require an increase in council tax of 1%. Increases representing an increase of 3% or more in council tax would require a referendum.
Approve a modified budget with a lower level of net revenue spend and council tax. Not recommended	Any proposals to reduce net expenditure would need to be accompanied by specific proposals so that Council could be assured that priority services are maintained.
Approve a modified capital programme. Not recommended	Any proposals to adjust the capital programme needs to consider available funding. Any proposal that is not supported by grant or developer contributions will need to be funded from council resources and as such will have a revenue implication in the shape of financing costs.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£500,000	Budget underspend >£500,000	31 March 2019

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The Borough's external auditors KMPG confirmed in their work on the 2017/18 accounts that the Council had "proper arrangements to secure economy,

efficiency and effectiveness in its use of resources for the year ended 31 March 2018”.

LEGAL IMPLICATIONS

- 4.2 The Local Government Act 2003 requires the Chief Financial Officer (Deputy Director and Head of Finance) to report to Members as part of the budget setting process, on setting the level of council tax, the robustness of the budget presented and the adequacy of reserves. Appendix O sets out the main risks that may fall to be met from reserves and for which provision should be retained in the Council’s account.
- 4.3 The budget has to be set in accordance with statutory requirements which include assurance from Executive Directors that they have sufficient resource available to fulfil their various statutory obligations.

5. RISK MANAGEMENT

- 5.1 In producing any budget there is an element of risk that the estimates will be insufficient due to the demand led services that the council provides. In setting the budget every effort has been made to ensure these demand led budgets have some recognition of the potential for an increase in the number of vulnerable residents that the council supports.
- 5.2 A number of areas proved problematical in terms of forecasting potential demand in 2018/19. These areas, primarily children’s placements and car parking income, have undergone some significant analysis. More detail behind these calculations and forecasts can be found in appendices Q and R.

6. POTENTIAL IMPACTS

- 6.1 This report contains a number of proposals related to staff or service provisions and may involve changes to policy or service delivery. Equality impact assessments have been completed where appropriate.

7. CONSULTATION

- 7.1 Consultations have taken place with the local chambers of commerce in February 2019. The Leader of the Council and several Cabinet Members attended, together with officers. The meetings served to consult on the proposals within this paper.
- 7.2 Consultation has also taken place with the Leader of the Opposition, the Lead Member for Finance and officers, this meeting served to consult on the proposals within this paper.
- 7.3 Overview and Scrutiny Panels have received the report. Comments from each will be detailed below.

8. TIMETABLE FOR IMPLEMENTATION

- 8.1 Residents will be notified of their council tax in March 2019. Budgets will be in place and managed by service managers from 1 April 2019.

Table 3: Implementation timetable

Date	Details
By 31 March 2019	Residents notified of their council tax.
1 April 2019	Budgets will be in place and managed by service managers.

9. APPENDICES

9.1 This report is supported by 18 appendices:

- Appendix A - Recommendations
- Appendix B - Budget summary
- Appendix C - Budget detail - (Managing directorate detail only)
- Appendix D - Fees and charges – (Managing Directorate fees and charges only)
- Appendix E - Growth/Savings – (Adults and Health only)
- Appendix F - Parish precepts – (Corporate O&S only)
- Appendix G - Capital strategy – (Corporate O&S only)
- Appendix H - Capital programme summary – (Corporate O&S only)
- Appendix I - Capital programme detail – (Managing Directors directorate only)
- Appendix J - Major capital schemes to come forward - Capital cashflow - (Corporate O&S only)
- Appendix K - Lending list – (Corporate O&S only)
- Appendix L – Prudential indicators – (Corporate O&S only)
- Appendix M - Budget movement statement – (Corporate O&S only)
- Appendix N - Medium term financial plan – (Corporate O&S only)
- Appendix O – Minimum level of reserves – (Corporate O&S only)
- Appendix P - National non-domestic return 1 – (Corporate O&S only)
- Appendix Q - Children’s placement forecast – (Corporate services & Children’s services O&S only)
- Appendix R - Car parking income forecast – (Corporate O&S and Emt, Highways & Transport O&S)
- Appendix S - Optalis savings forecast and investment strategy – (Corporate O&S and Adults&Health O&S only)
- Appendix T – Part II Appendix – (Corporate, Children’s, Emt, Highways&Transport, Adults&Health, Culture & Communities O&S only)

10. BACKGROUND DOCUMENTS

10.1 None

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Saunders	Lead Member for finance and economic development	11/01/19	14/01/19
Cllr Dudley	Leader of the Council	11/01/19	14/01/19
Russell O’Keefe	Acting Managing Director	11/01/19	14/01/19

Name of consultee	Post held	Date sent	Date returned
Elaine Browne	Interim Head of Law and Governance	11/01/19	
Nikki Craig	Head of HR and Corporate Projects	11/01/19	14/01/19
Louisa Dean	Communications	11/01/19	
Andy Jeffs	Executive Director	11/01/19	14/01/19
Kevin McDaniel	Director of Children's Services	11/01/19	14/01/19
Angela Morris	Director of Adult Social Services	11/01/19	
Hilary Hall	Deputy Director of Commissioning and Strategy	11/01/19	11/01/19
	Other e.g. external		

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision	No	Not applicable
Report Author: Rob Stubbs, Deputy Director and Head of Finance, 01628 796222		

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BUDGET 2019/20**RECOMMENDATIONS**

The Council is required, by law, to make some of its resolutions regarding the budget and the setting of Council Tax in a prescribed format. Due to their technical nature, a short explanation is included in italics under each part of the resolution. It is important to ensure that all the necessary areas are covered and Council is asked, therefore, to make resolutions in the form set out below:-

- a) i) That the revenue estimates for 2019/20, which show the direct costs of the following service areas as set out in Appendix B & C, together with the approved estimates for 2018/19 be confirmed (or amended) for inclusion in the Budget Book: -

SERVICE AREA	Estimate 2018/19 £000	Estimate 2019/20 £000
Managing Director's Directorate	64,533	73,006
Communities Directorate	11,779	5,448
Place Directorate	1,467	2,701
Contribution to/(from) Earmarked Reserve	5	3,458
Apprentice Levy	0	
Estimated cost of Pay Inflation	500	300
Environment Agency	156	159
Capital Financing inc Interest Receipts	5,523	4,778
Other adjustments	2,428	4,017
	86,391	93,867

(Explanatory Note: These figures are the direct costs less income of each service area)

- ii) and that following approval of these estimates the Head of Finance be instructed to allocate overheads across all services, using appropriate methods of apportionment, in order that the estimates conform to the Best Value Accounting Code of Practice requirement to show full costs of services.
- b) That the schemes outlined in Appendices H and I be approved for inclusion in the Capital Programme recommended to Council for approval

(Explanatory Note: This approves the new schemes to be included in the Council's Capital Programme).

- c) It be noted that on 31 January 2019 Cabinet calculated the Council Tax Base 2019/20;

- i) for the whole Council area as 68,352.82 [Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended (the Act)]; and
- ii) for dwellings in those parts of its area to which a Parish precept relates as in the list below.

	Band D Equivalents
Bisham	743.03
Bray	4,215.39
Cookham	2,949.74
Cox Green	3,091.23
Datchet	2,233.96
Eton	1,815.81
Horton	465.87
Hurley	1,011.06
Old Windsor	2,412.96
Shottesbrooke	73.73
Sunningdale	3,451.10
Sunninghill & Ascot	6,528.63
Waltham St. Lawrence	668.39
White Waltham	1,264.64
Wraysbury	2,147.06
	33,072.60
Unparished Areas	
Maidenhead	21,633.37
Windsor	13,646.85
	68,352.82

(Explanatory Note: These figures are the tax bases for each parished and unparished area of the Council)

- d) Calculate that the Council Tax requirement for the Council's own purposes for 2019/20 (excluding Parish precepts) is £65,709,706.
- e) That the following amounts be calculated for the year 2019/20 in accordance with Sections 31 to 36 of the Act:

- i) £95,313,947

being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.

(Explanatory Note: This is the net expenditure of the Council (including parish precepts, Adult Social Care precept and Special Expenses)

- ii) £21,954,000
being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
(Explanatory Note: This figure includes the Revenue Support Grant, other non-specific grants, and Business Rate income due to the Council from the Government Exchequer together with any surplus on the Council's Collection Fund.)
- iii) £73,359,947
being the amount by which the aggregate at (e) (i) above exceeds the aggregate at (e) (ii) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31A(4) of the Act).
(Explanatory Note: This is the council tax requirement of the Council (including parish precepts, Adult Social Care precept and Special Expenses)
- iv) £1,073.25
being the amount at (e) (iii) above (Item R), all divided by Item T ((c) (i) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
(Explanatory Note: This figure is the average Band D Council Tax including Parish Precepts, Adult Social Care precept and Special Expenses.)
- v) £7,650,241
being the aggregate amount of all special items (Precepts or Special Expenses) referred to in Section 34(1) of the Act (as per Appendix F).
(Explanatory Note: This figure is the aggregate of Parish Precepts, Adult Social Care precept and Special Expenses.)
- vi) £961.33
being the amount at (e) (iv) above less the result given by dividing the amount at (e) (v) above by Item T (c) (i) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept or special expense relates.
(Explanatory Note: This figure is the Band D Council Tax excluding Parish Precepts, Adult Social Care precept and Special Expenses.)
- f) To note that the Thames Valley Police and Crime Commissioner and the Berkshire Fire and Rescue Authority have issued or will shortly issue precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table in appendix F.
- g) That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables in Appendix F as the amounts of Council Tax for 2019/20 for each part of its area and for each of the categories of dwellings.
- h) Determine whether the Council's basic amount of Council Tax for 2019/20 is excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

REVENUE BUDGET 2019/20

DIRECT COST SUMMARY	2017/18	2018/19	2019/20
	Actual	Budget	Budget
	£000	£000	£000
Managing Director			
Management	486	657	398
Communications	560	412	466
Human Resources	1,345	886	1,293
Law & Governance	1,460	1,917	1,898
Commissioning & Support	3,238	4,304	2,101
Commissioning - Communities	10,016	8,184	9,826
AfC Contract - Children's Services	15,832	21,356	24,526
AfC Contract - Dedicated Schools Grant	7,497	12,196	11,140
Children's Services - Retained	4,154	(2,118)	(2,546)
Dedicated Schools Grant - Retained	54,820	50,385	53,293
Adult Social Care - Optalis Contract	29,029	29,443	29,199
Adult Social Care - Spend	12,629	15,410	16,335
Adult Social Care - Income	(8,833)	(10,658)	(11,725)
Better Care Fund	11,615	12,033	12,728
Public Health	4,910	4,779	4,659
Grant Income	(77,591)	(78,166)	(80,585)
Total Managing Directors Directorate	71,167	71,020	73,006
Communities			
Executive Director of Communities	162	229	141
Revenues & Benefits	1,295	(48)	829
Communities, Enforcement and Partnerships	1,285	669	1,330
Library & Resident Services	3,159	3,019	3,148
Total Communities Directorate	5,901	3,869	5,448
Place			
Executive Director of Place	243	298	365
Housing	1,382	1,422	1,086
Planning Service	1,389	1,344	1,302
Property Service	(1,891)	(2,576)	(2,545)
Finance	1,449	1,269	1,142
ICT	1,803	1,133	1,351
Total Place Directorate	4,375	2,890	2,701
TOTAL EXPENDITURE	81,443	77,779	81,155

REVENUE BUDGET 2019/20

DIRECT COST SUMMARY	2017/18 Actual	2018/19 Budget	2019/20 Budget
	£000	£000	£000
Contribution to/ (from) Earmarked Reserve	(1,004)	5	3,458
Increase / (decrease) in provision for redundancy costs	(560)		
Transfer to provision for redundancy	664		
Variance on business rate income	(2,232)		
Variance on general grants	(34)		
Increase to provision for bad debt	18		
Contribution from the capital fund	1,568		
Apprentice Levy			
Estimated cost of pay inflation		500	300
Pensions deficit recovery	2,389	2,428	4,017
Variance on trading companies	143		
Variance on education services grant	(109)		
Levies-			
Environment Agency	153	156	159
Capital Financing inc Interest Receipts	5,170	5,523	4,778
NET REQUIREMENTS	87,609	86,391	93,867
Less - Special Expenses	(1,009)	(1,047)	(1,094)
Transfer (from)/ to balances	1,818		
GROSS COUNCIL TAX REQUIREMENT	88,418	85,344	92,773
New Homes Bonus	(3,681)	(2,691)	(2,089)
RSG and Business Rate Support	(17,089)	(14,095)	(16,312)
Estimated income from business rate pilot		(1,272)	
Education services grant	(478)	(315)	(315)
Transition grant	(1,263)		
Income from trading companies	(218)	(160)	(210)
Parish equalisation grant	64	63	63
Collection Fund (Surplus) / Deficit (Business Rates)	1,001	2,943	454
Collection Fund (Surplus) / Deficit (Council Tax)	(2,615)	(1,647)	(3,545)
NET COUNCIL TAX REQUIREMENT	64,139	68,170	70,818
<i>Council Tax Information:</i>			
Tax Base (Band D equivalent)	66,710	67,618	68,353
RBWM Tax levy (on Band D property)	£915.57	£933.42	£961.33
Adult Social Care precept (on Band D property)	£45.89	£74.74	£74.74
<i>General Fund Balances:</i>			
Working Balance	5,215	7,033	7,033
Transfer to/ (from) General Fund	1,818	0	3,458
	7,033	7,033	10,491

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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MANAGEMENT	£000	£000	£000
Expenditure	546	695	436
Income	(60)	(38)	(38)
Net	486	657	398

Services provided:

Provision of strategic management and leadership functions carried out by the Managing Director and the Deputy Director for strategy, commissioning and performance

Staff (full time equivalent):

2.00

Service Risks:**Performance Indicators:**

TOTAL MANAGEMENT	486	657	398
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COMMUNICATIONS**Communications**

	£000	£000	£000
Expenditure	547	480	522
Income	(40)	(19)	(50)
Net	507	461	472

Services provided:

The Corporate Communications and Marketing Team deliver communications activity in line with the Council Plan which promotes our six priorities. The team produce press releases for service areas as well as producing press statements in response to media enquiries. They also arrange and attend photo-calls as well as organising radio and TV interviews. The team are responsible for writing, producing and editing Around the Royal Borough, the council's residents newsletter which is produced three times a year. This is filled with news, information and events that residents will find useful about council services as well as a residents' email newsletter. The team source the photographs for the publication and raise revenue for the council newsletter through advertising. They are responsible for the two corporate social media feeds which involves responding to enquiries as well as posting content. The team also design content, both print and digital as well as videos.

The monthly communication activity is focused on the six objectives in the Council Plan and the team produce and organise campaigns to promote the council services in line with the priority by using a variety of communication tools including press releases, website updates, social media interaction and leaflets/flyers and posters. They are responsible for the content on the website and provide training to various officers who input content onto the website as well as being responsible for updating certain areas on the intranet and ensuring the screensavers are produced in style. The team provide media training to those officers and councillors who require it for dealing with press issues.

Staff (full time equivalent):

9.10

Service Risks:

-

Performance Indicators:

Make up of press releases in one or more media outlets.
Implementation of Corporate Communications key messages and other tactical public relations campaigns
Increase electronic availability of council communications and use of social media in PR campaigns.
Media training for Members and officers. Attracting advertising support for Council newspaper.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
Visitor Management	£000	£000	£000
Expenditure	708	439	282
Income	(655)	(488)	(288)
Net	53	(49)	(6)

Services provided:

This budget represents the visitor management and marketing functions of the authority. The service provides for the delivery of the visitor management strategy in the borough and the operation of the Royal Windsor Information Centre and the Windsor Guildhall sales and marketing function. The Visitor Information Centre is open 353 days a year and provides an accommodation booking service, box office for a variety of attractions and events, public transport ticketing and advice as well as general visitor information and a small amount of retail. The marketing team promote the borough through a website, social media, brochures, travel trade campaign and events. They also provide marketing support for the two town centre managers as well as manage and deploy the ambassadors. A Visitor Guide, venues directory and map is produced via advertising sales from partners. A variety of newsletters are sent out to promote the tourism functions including the Box Office, Conceive and Advantage Card. The Advantage Card is a residents loyalty card which supports local businesses with over 200 offers on the scheme and approximately 80,000 card holders.

Staff (full time equivalent):

10.32

Service Risks:**Performance Indicators:**

TOTAL COMMUNICATIONS	560	412	466
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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HUMAN RESOURCES**HR Service**

	£000	£000	£000
Expenditure	1,583	1,377	1,593
Income	<u>(953)</u>	<u>(1,097)</u>	<u>(879)</u>
Net	<u>630</u>	<u>280</u>	<u>714</u>

Services provided:

The Human Resources team offer a high quality and comprehensive service across the employee lifecycle.

HR Operations – supporting recruitment and contractual changes during employment, advising on current pay and conditions of employment and leaver arrangements.

HR Business Partners – supporting all challenging employee relations issues from sickness absence management, ill health retirements, capability and conduct through to change management involving redundancies and TUPE transfers.

iTrent team – ensuring the HR system is configured to deliver the best service to the council and schools, providing data and online access to managers/administrators and as well as supporting access to employee self-service for staff.

Payroll team - fully-inclusive, timely, resilient payroll, capable of dealing with high volumes and yet responsive to local needs. The Payroll team has significant experience of dealing with H.M. Revenue & Customs, and with the Teachers' and Local Government Pension schemes.

Strategic HR – in addition to providing policies and advice on pay and benefits, the provision of advice and information relating to national developments in pay and terms and conditions, as well as legislative changes and case law that impact on the council and schools.

Health and Safety - Support the council and schools to discharge their duties under the requirements of the Health and Safety at Work etc. Act 1974 and associated Regulations. Individual Advisors have extensive experience, knowledge and expertise in all aspects of health and safety including H&S Management, Fire, Asbestos, Legionella, Radiation Protection and H&S awareness training.

Staff (full time equivalent):

29.83

Service Risks:

Lack of qualified and experienced staff leading to non compliance with legislative requirements; poor advice being provided to clients and potential reputational loss to the council

Performance Indicators:

InPhase reporting and service plan.

Organisational Development

	£000	£000	£000
Expenditure	284	176	140
Income	<u>(9)</u>	<u>(5)</u>	<u>(5)</u>
Net	<u>275</u>	<u>171</u>	<u>135</u>

Services provided:

The learning and development team undertake training needs analysis across the organisation and are responsible for the delivery of statutory and mandatory training for staff. They support the council's workforce and leadership development programmes and initiatives. The People Plan links to the overall aims of the council and ensures it has the right number of people at the right time with the right qualifications. Through a workforce strategy, it helps to plan for future staff requirements, ensuring the skills required for the future are planned and considered at the earliest opportunity.

Staff (full time equivalent):

0.00

Service Risks:

Small team to deliver a large agenda for the council.

Performance Indicators:

Captured within InPhase reporting and service plan.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
Performance Contracts	£000	£000	£000
Expenditure	361	346	352
Income	0	0	0
Net	<u>361</u>	<u>346</u>	<u>352</u>
Services provided:			
Budget relates to the provision of Pension payments for ex- Berkshire County Council staff via Berkshire Pensions.			
Staff (full time equivalent):			
0.00			
Service Risks:			
Performance Indicators:			
Complaints			
Expenditure	79	89	92
Income	0	0	0
Net	<u>79</u>	<u>89</u>	<u>92</u>
Services provided:			
To manage all council complaints including those relating to Adult and Children's services.			
Staff (full time equivalent):			
2.41			
Service Risks:			
The management of complaints is essential for a high quality council wide service. Failure to adequately respond would mean a failure to comply with best practice and a loss of reputation, as well as potentially dangerous or discriminatory practice going unchallenged.			
Performance Indicators:			
Number of complaints are reported on InPhase monthly. The percentage of response breaches is captured on the regular complaints report.			
TOTAL HUMAN RESOURCES	<u>1,345</u>	<u>886</u>	<u>1,293</u>

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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LAW & GOVERNANCE**Legal Services**

	£000	£000	£000
Expenditure	131	532	645
Income	(19)	(30)	(31)
Net	<u>112</u>	<u>502</u>	<u>614</u>

Services provided:

Covers the legal support function for RBWM. Budget provision for legal services delivered by the Shared Legal Solutions SLS (hosted by Wokingham).
Monitoring Officer for the Council and maintenance of the constitution.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

Legal advice is provided in a timely manner, and litigation is prevented or defended effectively.

Democratic Representation

	£000	£000	£000
Expenditure	95	100	100
Income	0	0	0
Net	<u>95</u>	<u>100</u>	<u>100</u>

Services provided:

This budget provides for grants paid to local organisations that are of a cross cutting rather than service specific nature. Grants that are related directly to a service are included within that service's budget

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Information Governance

	£000	£000	£000
Expenditure	188	189	167
Income	<u>(30)</u>	<u>0</u>	<u>0</u>
Net	<u>158</u>	<u>189</u>	<u>167</u>

Services provided:

The Information Management team ensures compliance with various government guidance and legislation, including Environmental Regulations information, the Freedom of Information and Data Protection Acts. The team processes all Land Charges requests submitted to the Council. It acts as the link to the Information Commissioner's Office (ICO). It also maintains and ensures reviews of records related to vexatious complaints.

Staff (full time equivalent):

5.00

Service Risks:

Responding to the high volume of requests of information and access to data within the statutory deadlines, in accordance with legislative requirements.

Performance Indicators:**Land Charges**

	£000	£000	£000
Expenditure	16	16	16
Income	<u>(319)</u>	<u>(335)</u>	<u>(296)</u>
Net	<u>(303)</u>	<u>(319)</u>	<u>(280)</u>

Services provided:

This section is responsible for enquiries made to the Borough in connection with transactions of land and property.

Staff (full time equivalent):**Service Risks:**

That the income generated may vary to reflect local housing market activity and economic circumstances.

Performance Indicators:**Magistrates Courts**

	£000	£000	£000
Expenditure	10	13	13
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>10</u>	<u>13</u>	<u>13</u>

Services provided:

This budget provision reflects a contribution to Bucks CC for residual magistrate service costs.

Staff (full time equivalent):**Service Risks:****Performance Indicators:**

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Member Services	£000	£000	£000
Expenditure	1,105	1,116	965
Income	0	0	0
Net	1,105	1,116	965

Services provided:

Effective and efficient running of Council's Democratic processes and development and delivery of the service in line with statutory requirements, national standards and local and national targets;
 Management and oversight of Members' allowances and expenses;
 Members' training and development programme and management of independent Education Admission / Exclusion Appeals process.

Staff (full time equivalent):

5.81

Service Risks:

-

Performance Indicators:

Democratic Services:
 Effective and efficient running of Council's Democratic processes, including 100% Agenda and Minutes published on time.

Electoral Services	£000	£000	£000
Expenditure	644	320	323
Income	(361)	(4)	(4)
Net	283	316	319

Services provided:

This budget provides for Electoral Services, primarily the monthly maintenance of the Register of Electors and the annual canvass in October / November and the administration of national and local elections and referendums and all related grants, which fund elections. It also covers expenses incurred for the administration of polling district reviews and community governance reviews.

Staff (full time equivalent):

4.00

Service Risks:

-

Performance Indicators:

Production of Electoral Register on time; Effective and efficient running of Elections in accordance with legislative requirements

TOTAL LAW & GOVERNANCE	1,460	1,917	1,898
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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COMMISSIONING & SUPPORT**Procurement Strategic**

	£000	£000	£000
Expenditure	173	169	153
Income	<u>(3)</u>	<u>(3)</u>	<u>(3)</u>
Net	<u>170</u>	<u>166</u>	<u>150</u>

Services provided:

To oversee the Council's procurement activity, providing a quality change, commercial and compliance support function to the Council.

Staff (full time equivalent):

3.61

Service Risks:

Best practice procurement practices are not embedded across the Council leading to delivery, value for money, efficiency and compliance issues

Performance Indicators:

Key metrics include savings and spend under contract.

Corporate Performance & Development

	£000	£000	£000
Expenditure	216	192	182
Income	<u>0</u>	<u>(3)</u>	<u>0</u>
Net	<u>216</u>	<u>189</u>	<u>182</u>

Services provided:

Strategy and Performance supports the council to achieve its strategic priorities through the delivery of an integrated performance management system and approach as well as policy advice.

Staff (full time equivalent):

3.01

Service Risks:

The performance management system is not used to its fullest potential in order to drive performance improvement across the council.

Performance Indicators:

There service is responsible for reporting the council's corporate performance reports including twice yearly reports to Cabinet and quarterly reports to Overview and Scrutiny Panels.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Statutory Partnerships	£000	£000	£000
Expenditure	125	139	141
Income	(39)	(24)	(24)
Net	<u>86</u>	<u>115</u>	<u>117</u>

Services provided:

Business management support of the Local Safeguarding Children Board and Safeguarding Adults Board.
Overall management of serious case and partnership reviews. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

2.00

Service Risks:

Multi agency partnership working does not provide effective scrutiny of the arrangements in place to safeguard children, young people and vulnerable adults.

Performance Indicators:

Ofsted inspection outcome.
Business plans delivered and effective safeguarding arrangements quality assured in the Royal Borough.

Commissioning & Support

	£000	£000	£000
Expenditure	3,561	3,584	2,246
Income	(2,134)	(1,080)	(1,909)
Net	<u>1,427</u>	<u>2,504</u>	<u>337</u>

Services provided:

Strategic commissioning of a comprehensive range of services across Adult, Children and Health Services that meets the health and wellbeing of the residents.

Staff (full time equivalent):

13.19

Service Risks:

Cost pressures due to provider fee increases. Demographic changes.
Demographic changes.

Performance Indicators:

Commissioning plans delivered to timescale and in line with required outcomes for the residents.
Delivery on budget.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
Concessionary Fares	£000	£000	£000
Expenditure	1,375	1,391	1,376
Income	(36)	(61)	(61)
Net	<u>1,339</u>	<u>1,330</u>	<u>1,315</u>
Services provided:			
<p>The concessionary fare scheme entitles residents in the Borough who are of eligible age and those with disabilities to free bus travel at certain times of day. This budget funds payments to the bus companies who provide this service. The Travel Assisted Payments Scheme offers those people with a disability a number of free transport journeys within the year.</p>			
Staff (full time equivalent):			
Service Risks:			
<p>Increase in demand for concessionary travel.</p>			
Performance Indicators:			
<p>Contracts deliver to specification.</p>			
TOTAL COMMISSIONING & SUPPORT	<u>3,238</u>	<u>4,304</u>	<u>2,101</u>

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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COMMISSIONING - COMMUNITIES**Highways & Transport Unit**

	£000	£000	£000
Expenditure	2,013	1,311	1,470
Income	<u>(110)</u>	<u>(86)</u>	<u>(86)</u>
Net	<u>1,903</u>	<u>1,225</u>	<u>1,384</u>

Services provided:

This team is responsible for management, improvement, investment and safety of the highways network.

The service include transport, parks & open spaces, flood risk management, traffic and road safety, winter services (including gritting), public rights of way, home to school transport, local bus services, community transport, highways development control and development and delivery of the capital programme. Budget changes reflect the outsource of much of the service to Volker Highways and Project Centre.

Staff (full time equivalent):

25.40

Service Risks:

Adverse weather (snow and ice / flooding): Increasing liability due to ageing assets;
Achievement of performance targets

Performance Indicators:

- * Road Condition
- * Delivery of Capital Programme
- * Road Safety - Casualty targets
- * Satisfaction with public transport
- * Accessibility of public rights of way
- * Achievement of balanced budget (Minimum)
- * Reduction in working days lost per FTE
- * Car Park Usage
- * Increase in walking and cycling activity

Transport & Access

	£000	£000	£000
Expenditure	878	711	868
Income	<u>(76)</u>	<u>(76)</u>	<u>(76)</u>
Net	<u>802</u>	<u>635</u>	<u>792</u>

Services provided:

This service is responsible for the provision of an integrated transport service (including local bus services and community transport) and offering a focal point for accessibility.

Staff (full time equivalent):

0.00

Service Risks:

Safe transportation of young people; financial implications of reduction in commercial local bus services

Performance Indicators:

Public satisfaction with public transport
Usage of local bus services

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Highway Assets	£000	£000	£000
Expenditure	170	449	502
Income	(1)	0	0
Net	<u>169</u>	<u>449</u>	<u>502</u>

Services provided:

This service is responsible for management, improvement, investment and safety of the highway network, including 666km of roads and 300 bridges / highway structures, Street Lighting and roadside verges. Following restructure part of these services are delivered under the highways maintenance (Volker) contract.

Staff (full time equivalent):

0.00

Service Risks:

Increasing liability due to ageing assets; levels of financial investment; severe winter weather

Performance Indicators:

Road condition indicators
Delivery of highway projects

Transport Policy/Planning	£000	£000	£000
Expenditure	3	8	28
Income	(1)	0	0
Net	<u>2</u>	<u>8</u>	<u>28</u>

Services provided:

This service offers a strategic and policy lead on transportation, including development and monitoring of key documents including the Local Transport Plan.

Staff (full time equivalent):

0.00

Service Risks:

Levels of financial investment; alignment of transport policy with local and regional development policy

Performance Indicators:

Levels of walking and cycling activity

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Traffic & Road Safety	£000	£000	£000
Expenditure	54	170	172
Income	(22)	0	0
Net	<u>32</u>	<u>170</u>	<u>172</u>

Services provided:

This service offers a lead on traffic and road safety seeking to reduce accident casualties; developing and delivering schemes.

The team provide a co-ordinating and management role for temporary traffic orders and events on the highway. Especially around traffic signals.

Additionally, the team provide specialist highways development control advice as part of the formal planning process.

Staff (full time equivalent):

0.00

Service Risks:

Levels of financial investment; achievement of customer requests

Performance Indicators:

Reduction in road accident casualties

Highways Street Inspections	£000	£000	£000
Expenditure	13	0	0
Income	0	0	0
Net	<u>13</u>	<u>0</u>	<u>0</u>

Services provided:

Highway Licensing.

Staff (full time equivalent):

0.00

Service Risks:

This service is now incorporated with in the highways works & maintenance (Volker) contract. Please see section further below

Performance Indicators:

Highways Streetworks	£000	£000	£000
Expenditure	9	10	10
Income	(665)	(701)	(724)
Net	<u>(656)</u>	<u>(691)</u>	<u>(714)</u>

Services provided:

New Roads and Street Works Act i.e. coordination of public utility works. Change in budget reflects addition of new Permit scheme

Staff (full time equivalent):

0.00

Service Risks:

Income based on compliance levels from public utilities

Performance Indicators:

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Pool Vehicle Recharges	£000	£000	£000
Expenditure	9	0	0
Income	(9)	0	0
Net	<u>0</u>	<u>0</u>	<u>0</u>

Services provided:

Following restructure this service has been created to enable cost effective management of the council's fleet of pool car vehicles costs. Since costs are recharged to pool car users, there is no requirement for a specific budget.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

Highways Works & Maintenance (Volker)	£000	£000	£000
Expenditure	3,622	3,867	3,942
Income	(911)	(888)	(1,038)
Net	<u>2,711</u>	<u>2,979</u>	<u>2,904</u>

Services provided:

The provision of maintenance and improvement works on highways across the borough. This includes winter service, highways inspection works, reactive works and street cleansing.

Staff (full time equivalent):

0.00

Service Risks:

Poor weather, incidents on the highways, financial risks of cost effective works

Performance Indicators:

Quality assurance monitoring

Highways Project & Professional Service	£000	£000	£000
Expenditure	489	519	519
Income	0	0	0
Net	<u>489</u>	<u>519</u>	<u>519</u>

Services provided:

New service covering work delivered by new contractor, Project Centre. Focus on supporting flood & drainage management as well as supporting transport and safety initiatives across the borough.

Staff (full time equivalent):

0.00

Service Risks:

Quality of work and financial implications

Performance Indicators:

Quality assurance monitoring

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Parks & Countryside	£000	£000	£000
Expenditure	1,740	1,875	1,925
Income	<u>(683)</u>	<u>(654)</u>	<u>(674)</u>
Net	<u>1,057</u>	<u>1,221</u>	<u>1,251</u>

Services provided:

The provision of managing parks, allotments, cemeteries, Braywick nature centre, rights of way and other open spaces.

Staff (full time equivalent):

0.00

Service Risks:

Poor weather, quality standards and financial implications.

Performance Indicators:

Quality assurance and financial monitoring.

Highways Income Generation	£000	£000	£000
Expenditure	49	50	50
Income	<u>(742)</u>	<u>(684)</u>	<u>(672)</u>
Net	<u>(693)</u>	<u>(634)</u>	<u>(622)</u>

Services provided:

The service involves management of highways income streams. Income streams include highways licence fees, highways development control, dropped pavements and bus shelter advertising.

Staff (full time equivalent):

0.00

Service Risks:

Financial implications for recovering our costs.

Performance Indicators:

Budget and quality standard monitoring.

School Crossing Patrols	£000	£000	£000
Expenditure	13	22	12
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>13</u>	<u>22</u>	<u>12</u>

Services provided:

School Crossing Patrol Service.

Staff (full time equivalent):

1.23

Service Risks:**Performance Indicators:**

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Street Cleansing	£000	£000	£000
Expenditure	85	73	80
Income	(11)	(7)	(7)
Net	<u>74</u>	<u>66</u>	<u>73</u>

Services provided:

The service was the provision of street and borough carpark cleansing, and maintenance and cleaning of public conveniences. Following restructure, the bulk of this has now been moved into the highways works & maintenance (Volker) contract. Remaining budget covers cleaning of public conveniences.

Staff (full time equivalent):

0.00

Service Risks:

Potential poor standard of highways cleansing

Performance Indicators:

Quality assurance monitoring initiatives

Parking Operations	£000	£000	£000
Expenditure	778	839	893
Income	(690)	(1,478)	(857)
Net	<u>88</u>	<u>(639)</u>	<u>36</u>

Services provided:

Operation and management of the council's on-street residents and pay and display parking controls and civil enforcement across the Borough and off street council car parks and coach park. Budget changes reflect new enforcement contract.

Staff (full time equivalent):

22.00

Service Risks:

Income levels affected by economic climate, adverse weather, public compliance with approved parking enforcement regime, IT equipment failure

Performance Indicators:

Number of Penalty Charge Notices issued that are appealed

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Parking Service	£000	£000	£000
Expenditure	1,905	2,035	2,100
Income	<u>(7,321)</u>	<u>(8,745)</u>	<u>(9,142)</u>
Net	<u>(5,416)</u>	<u>(6,710)</u>	<u>(7,042)</u>

Services provided:

All aspects of on and off street parking including reactive maintenance, signing and lining, implementation, review, car parks, pay and display, limited waiting and resident parking. The income budget change reflects an inflationary and tariff increases.

Staff (full time equivalent):

0.00

Service Risks:

Reduced income due to economic factors and area action plan development

Performance Indicators:

Targets for all income from parking and total usage from all fee paying car parks.

Refuse Collection	£000	£000	£000
Expenditure	1,879	1,944	2,081
Income	<u>(191)</u>	<u>(157)</u>	<u>(212)</u>
Net	<u>1,688</u>	<u>1,787</u>	<u>1,869</u>

Services provided:

Operation of the household refuse collection service. Budget change reflects contract inflation

Staff (full time equivalent):

0.00

Service Risks:

Non-collection of household waste (e.g. industrial action), contractor compliance.

Performance Indicators:

Residual household waste per head.

Recycling	£000	£000	£000
Expenditure	2,967	3,020	3,771
Income	<u>(494)</u>	<u>(527)</u>	<u>(609)</u>
Net	<u>2,473</u>	<u>2,493</u>	<u>3,162</u>

Services provided:

Operation of recycling collection service. Budget change reflects contract inflation.

Staff (full time equivalent):

0.00

Service Risks:

Non-collection of recycled materials (e.g. industrial action), contractor compliance.

Performance Indicators:

Household waste recycled and composted

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Waste Disposal	£000	£000	£000
Expenditure	4,284	4,262	4,453
Income	(10)	0	0
Net	<u>4,274</u>	<u>4,262</u>	<u>4,453</u>

Services provided:

Organising and delivery of the statutory waste disposal services. Budget change reflects contract inflation.

Staff (full time equivalent):

0.00

Service Risks:

Access to treatment sites, contractor compliance.

Performance Indicators:

Waste Site Management & Operation	£000	£000	£000
Expenditure	993	1,022	1,047
Income	0	0	0
Net	<u>993</u>	<u>1,022</u>	<u>1,047</u>

Services provided:

Operation and management of the waste transfer station, civic amenity site and household recycling sites at Stafferton Way, Maidenhead.

Staff (full time equivalent):

0.00

Service Risks:

Failure to gain access to sites; Contractor compliance

Performance Indicators:

TOTAL COMMISSIONING - COMMUNITIES	<u><u>10,016</u></u>	<u><u>8,184</u></u>	<u><u>9,826</u></u>
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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AfC CONTRACT - LA Funded

	£000	£000	£000
Expenditure	15,832	21,356	24,526
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>15,832</u>	<u>21,356</u>	<u>24,526</u>

Services provided:

LA funded services provided through the Achieving for Children Contract including Children's Services Public Health, Social Care and Early Help, Operational Strategic Management, Education Services, SEN and children with disabilities.

Staff (full time equivalent):

279.00

Service Risks:

Children continuing to need safeguarding plans
 Children allocated to a qualified social worker for children in care and children with a safeguarding plan.
 Recruitment to permanent social worker positions and over reliance on agency staff.
 Failure to meet statutory and regulatory requirements in relation to services for children in care.
 Failure to deliver permanent fostering care plans in an effective manner resulting in delay for children achieving permanent placements.
 Failure to recruit, assess and approve sufficient foster families would result in children being placed with Independent Fostering Providers, which are often not local, thereby causing disruption of relationships with family and friends, education and social activities. Referral and Assessment Team - Maintaining the primarily permanent workforce and the effective implementation of the Multi Agency Safeguarding Hub with Thames Valley Police involved.
 Intensive Family Support – Managing the increasing demand prioritising those families most in need
 Health and Family Support Centre – Effective implementation of action plan following Ofsted inspection
 Youth Services - status of local economy could reduce locally raised income used by local management committees to support frontline delivery of local youth services and reduce opportunities for employment and training.
 Youth Justice - Conflicting targets (with other agencies) can affect performance.
 Poor achievement for disadvantaged pupils continues to limit life chances for children and young people.

Unmet needs may lead to an increase in placement costs for alternative provision.
 Failure to respond to critical incidents in schools. Planning does not ensure that sufficient school places can be provided for the numbers of pupils needing a place.
 The Home to School transport policy is not sufficiently robust and therefore costs escalate.
 Volatility in demand for transport especially among additional needs pupils.
 Contravention of legislation relating to home to school transport
 Capital schemes are not delivered in a timely manner and value for money is not achieved; buildings and sites become unsafe; there are insufficient classrooms for the numbers of pupils in the borough.
 Poor achievement across all key stages and poor outcomes and life chances for children and young people.
 Unmet needs may lead to an increase in expensive placements and higher costs. More children and young people unwell and requiring specialist services within social care and CAMHS.
 Failure to respond to critical incidents in schools. More children missing educating leading to a higher risk of CSE. Demands of the Children and Families Act still at an early stage. All statements of educational need must be transferred to EHC plans by April 2018.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Performance Indicators:

Child Protection plans lasting two years or more
 Percentage of children becoming subject to a child protection plan for a second time
 Timeliness of placement following adoption
 Care leavers NEET/ suitable accommodation
 Delivery against 26 week PLO target
 Emotional health of children in care
 Stability of placements for children in care
 Number and length of placements
 Education attainment children in care
 Sufficiency strategy
 Intensive Family Support - Number of families worked and payment by result claims
 Children's Health and Family Support Centres – Attendances and level of one to one targeted work
 Young people's participation in youth activities, achievement of accredited outcomes, occupancy and use of youth centres
 Number and length of time of young people who are NEET, participation of 17 year olds and care leavers in education and training.
 Number of first time entrants to the Youth Justice System, number of young people sentenced to custody, young people engaged with YOT are in suitable employment training and education, all young people are in suitable accommodation, reduction in reoffending by young people. Proportion of schools judged to be Good or Outstanding by Ofsted.

Levels of attainment of disadvantaged pupils at each key stage.
 Raising the level of attainment at post 16 for our young people.
 Number of students accessing alternative provision. Forecasting processes predict the number of places required.
 Statutory deadlines are met and processes followed for school admissions.
 Pupils who request transport to school are fairly assessed for eligibility.
 Schools are large enough to accommodate the appropriate number of pupils and capital budgets are spent effectively.
 Licences are granted if compliant and appropriate, and locations are adequately vetted. Closing the gap between 'pupil premium' young people and their peers and pupils with additional needs and non additional needs pupils.
 Statutory assessment timelines.
 Timely response to critical incidents. Number of pupils persistently absent from school, permanent and fixed term exclusions.
 Increased number of staff and pupils in schools with awareness of mental health issues. EHC plans and transfers must be completed within 20 weeks.

TOTAL AfC CONTRACT - LA Funded	15,832	21,356	24,526
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
AfC Contract - DSG Funded	£000	£000	£000
Expenditure	7,497	12,196	11,140
Income	0	0	0
Net	<u>7,497</u>	<u>12,196</u>	<u>11,140</u>
Services provided:			
<p>Dedicated Schools Grant funded services provided through the Achieving for Children Contract including Top-up funding for all RBWM pre and post 16 pupils with high special educational needs in all settings including maintained and academy mainstream schools, resource units, maintained, non-maintained and independent special schools and FE Colleges, as well as top-up funding for RBWM pupils with high needs in other LAs.</p>			
Staff (full time equivalent):			
24.99			
Service Risks:			
<p>Fluctuations in the cost of SEN placements and demand for placements. Financial impact of decisions of the SEN and Disability Tribunal</p>			
Performance Indicators:			
<p>Attainment of SEN pupils compared with non-SEN pupils Numbers of pupils with high needs statements</p>			
TOTAL AfC CONTRACT - DSG Funded	<u>7,497</u>	<u>12,196</u>	<u>11,140</u>

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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CHILDREN'S SERVICES RETAINED**Children's Services Public Health**

	£000	£000	£000
Expenditure	640	0	0
Income	<u>(1,708)</u>	<u>(1,604)</u>	<u>(1,581)</u>
Net	<u>(1,068)</u>	<u>(1,604)</u>	<u>(1,581)</u>

Services provided:

Receipt of Public Health Grant; expenditure for 2018/19 within Achieving for Children Contract

Staff (full time equivalent):

0.00

Service Risks:

Risks within Achieving for Children Contract

Performance Indicators:

Performance Indicators Achieving for Children Contract

Social Care and Early Help

	£000	£000	£000
Expenditure	8,179	462	309
Income	<u>(3,590)</u>	<u>(925)</u>	<u>(1,215)</u>
Net	<u>4,589</u>	<u>(463)</u>	<u>(906)</u>

Services provided:

Regional Adoption Agency is the shared adoption service. It deals with the recruitment, training and assessment of adopters and family finding and matching of children who need adoption. The Berkshire Adoption Advisory Service is a Joint arrangement funded by 6 Berkshire Authorities offering advice and guidance to staff, management and servicing of joint adoption panels, management and support for post adoption direct and indirect contact, training, management and servicing of closed children in care records and adoption records and a Birth Relative Support Service. Youth Counselling Service offer counselling for all children and young people who may be experiencing any difficulties. The service also offers counselling services to all local middle and secondary schools in RBWM including academies. All services have some income generation.

Staff (full time equivalent):

1.00

Service Risks:

Failure to provide this service could result in delay for children waiting for adoption, delay in approving adopters and failure to meet statutory and regulatory requirements. Failure to manage adoption panel effectively and increase number of panels in line with increasing business could result in delay for children waiting to be matched with adopters. Poor achievement across all key stages and poor outcomes and life chances for children and young people. Unmet needs may lead to an increase in expensive placements and higher costs. More children and young people unwell and requiring specialist services within social care and CAMHS. Failure to respond to critical incidents in schools. More children missing educating leading to a higher risk of CSE.

Performance Indicators:

Adoption Scorecard i.e. placement of children within 4 months of decision, approval of adopters within 4 months of application. National Minimum Standards i.e. At least one adoption panel monthly. Timeliness of adoptive placements and approval of adopters within timescales. Reduced number referred to CAMHS. Increased number of staff and pupils in schools with awareness of mental health issues.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
Strategic Management	£000	£000	£000
Expenditure	143	0	0
Income	(164)	(79)	0
Net	<u>(21)</u>	<u>(79)</u>	<u>0</u>
Services provided:			
Strategic Management of Children's Services.			
Staff (full time equivalent):			
0.00			
Service Risks:			
N/A			
Performance Indicators:			
N/A			
Education Services	£000	£000	£000
Expenditure	1,140	277	359
Income	(1,380)	(237)	(421)
Net	<u>(240)</u>	<u>40</u>	<u>(62)</u>
Services provided:			
Ongoing payments for historical redundancy and premature retirement costs, enhanced pensions and pensions to former staff, and other miscellaneous budgets.			
Staff (full time equivalent):			
0.00			
Service Risks:			
N/A			
Performance Indicators:			
N/A			
SEN & Children with disabilities	£000	£000	£000
Expenditure	931	0	0
Income	(37)	(12)	3
Net	<u>894</u>	<u>(12)</u>	<u>3</u>
Services provided:			
Expenditure on the provision of Home to School Transport including setting the policy and assessing the eligibility of transport applications; expenditure for 2018/19 within Achieving for Children Contract			
Staff (full time equivalent):			
0.00			
Service Risks:			
N/A			
Performance Indicators:			
N/A			
TOTAL CHILDREN'S SERVICES RETAINED	<u><u>4,154</u></u>	<u><u>(2,118)</u></u>	<u><u>(2,546)</u></u>

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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DEDICATED SCHOOLS GRANT EXPENDITURE**Primary, Secondary & Special Schools**

	£000	£000	£000
Expenditure	49,442	37,527	38,605
Income	<u>(12,690)</u>	<u>(2,322)</u>	<u>(1,520)</u>
Net	<u>36,752</u>	<u>35,205</u>	<u>37,085</u>

Services provided:

Delegated budgets to RBWM's maintained schools determined by RBWM's funding formula for pupils aged 4-16 after deducting funding for behaviour support, contingencies and other services which schools have chosen to 'de-delegate' and be managed centrally. Funding for nursery aged children (see below under Early Years Provision) and academies' budgets are not included.

Staff (full time equivalent):

School based staff employed direct by schools

Service Risks:

Falling rolls and impact on financial sustainability; failure to meet expected standards of attainment; provision of appropriate accommodation.

Performance Indicators:

Ofsted inspection reports; Achievement at level 4 or above in both English and Maths at Key Stage 2; Children in care reaching level 4 in English & Maths at Key Stage 2

Nursery Schools and Classes

	£000	£000	£000
Expenditure	1,880	2,579	2,551
Income	<u>(399)</u>	<u>0</u>	<u>0</u>
Net	<u>1,481</u>	<u>2,579</u>	<u>2,551</u>

Services provided:

Funding allocated through the Early Years National Funding Formula for three and four year olds and for disadvantaged two years olds for provision of the free entitlement of 15 hours per week per child in RBWM's nursery schools and nursery classes. From September 2017 the free entitlement for working parents increases from 15 to 30 hours per week, per child and a new funding rate has been introduced. Both of these changes account for the increase in funding for 2017/18.

Staff (full time equivalent):

Nursery school based staff employed direct by schools

Service Risks:

Falling roll numbers; failure to meet expected standards of attainment; provision of appropriate accommodation and places

Performance Indicators:

Ofsted inspection reports
Achievement of children across the Early Years Foundation Stage
Proportion of 2,3, and 4 year olds accessing the free entitlement.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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High Needs, Specialist School Support and Alternative Provision

	£000	£000	£000
Expenditure	11,190	5,800	6,905
Income	(2,440)	(1,822)	(1,880)
Net	<u>8,750</u>	<u>3,978</u>	<u>5,025</u>

Services provided:

Top-up funding for all RBWM pre and post 16 pupils with high special educational needs in all settings including maintained and academy mainstream schools, resource units, maintained, non-maintained and independent special schools, and FE Colleges, as well as top-up funding for RBWM pupils with high needs in other LAs.

Staff (full time equivalent):

0.00

Service Risks:

Fluctuations in the cost of SEN placements and demand for placements.
Financial impact of decisions of the SEN and Disability Tribunal

Performance Indicators:

Attainment of SEN pupils compared with non-SEN pupils
Numbers of pupils with high needs statements

Private, voluntary & independent Nursery Providers and central expenditure on the under 5's

	£000	£000	£000
Expenditure	6,506	7,338	6,883
Income	(14)	0	0
Net	<u>6,492</u>	<u>7,338</u>	<u>6,883</u>

Services provided:

Funding allocated through the Early Years National Funding Formula for three and four year olds and for disadvantaged two years olds for provision of the free entitlement of 15 hours per week per child in private, voluntary and independent nursery settings. From September 2017 the free entitlement for working parents increased from 15 to 30 per week, per child and a new funding rate has been introduced. Both these changes account for the increase in funding for 2018/19.

Staff (full time equivalent):

Employees employed direct through provider organisations

Service Risks:

Falling roll numbers; failure to meet expected standards of attainment; provision of appropriate accommodation and places

Performance Indicators:

Ofsted inspection reports
Achievement of children across the Early Years Foundation Stage
Proportion of 2,3, and 4 year olds accessing the free entitlement.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Pupil Growth & Other Central Provision	£000	£000	£000
Expenditure	1,566	1,695	2,154
Income	<u>(221)</u>	<u>(410)</u>	<u>(405)</u>
Net	<u>1,345</u>	<u>1,285</u>	<u>1,749</u>

Services provided:

Expenditure on the administration of the system of admissions of pupils to schools including statutory consultations and appeals (maintained schools). Admission appeals support is available to academies through a buy-back arrangement if the Academy wishes to use the Local Authority service.

Staff (full time equivalent):

5.01

Service Risks:

Insufficient school places to meet demand
Pressure on services through increases in admissions and appeals
Admissions legal requirements and timescales are not met.

Performance Indicators:

Number and proportion of parents whose first choice of school is met.
Legal timescales for school admissions.
Places are allocated according to the admissions arrangements.

TOTAL DEDICATED SCHOOLS GRANT EXPENDITURE	54,820	50,385	53,293
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ADULT SOCIAL CARE - OPTALIS CONTRACT

	£000	£000	£000
Expenditure	32,694	33,416	33,409
Income	<u>(3,665)</u>	<u>(3,973)</u>	<u>(4,210)</u>
Net	<u>29,029</u>	<u>29,443</u>	<u>29,199</u>

Services provided:

Delivery of adult social care services to older people, and residents with learning disabilities and physical disabilities. Delivery of adult safeguarding services and community based mental health support. The services are partially funded from the Better Care Fund Grant.

Staff (full time equivalent):**Service Risks:**

Economic conditions, demographic changes leading to increase in demand for services, changes in policy and practice of Clinical Commissioning Group (CCG).

Performance Indicators:

Adult social care outcomes framework

TOTAL ADULT SOCIAL CARE - OPTALIS CONTRACT	29,029	29,443	29,199
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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ADULT SOCIAL CARE - SPEND

	£000	£000	£000
Expenditure	14,935	15,410	16,335
Income	<u>(2,306)</u>	<u>0</u>	<u>0</u>
Net	<u>12,629</u>	<u>15,410</u>	<u>16,335</u>

Services provided:

Adult social care strategic commissioned services including home care, community equipment, residential contracts for older people and people with learning disabilities.

Staff (full time equivalent):

0.00

Service Risks:

Cost pressures due to provider fee increases. Demographic changes.

Performance Indicators:

Adults outcome social care framework

TOTAL ADULT SOCIAL CARE - SPEND	<u>12,629</u>	<u>15,410</u>	<u>16,335</u>
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ADULT SOCIAL CARE - INCOME

	£000	£000	£000
Expenditure	425	0	1
Income	<u>(9,258)</u>	<u>(10,658)</u>	<u>(11,726)</u>
Net	<u>(8,833)</u>	<u>(10,658)</u>	<u>(11,725)</u>

Services provided:

Client contributions to adult social care services.

Staff (full time equivalent):

0.00

Service Risks:

Commissioned services do not deliver outcomes.

Performance Indicators:

Adults social care outcomes framework.

TOTAL ADULT SOCIAL CARE - INCOME	<u>(8,833)</u>	<u>(10,658)</u>	<u>(11,725)</u>
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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BETTER CARE FUND

	£000	£000	£000
Expenditure	11,615	12,033	12,728
Income	0	0	0
Net	11,615	12,033	12,728

Services provided:

The Better Care Fund (BCF) is a pooled budget under Section 75 of the 2006 National Health Service Act. The BCF is a pooling of resources from NHS East Berkshire CCG and RBWM to fund the health and social care needs of RBWM residents. RBWM is the host authority for the BCF. The objectives of the BCF programmes are aligned to support the RBWM Health and Wellbeing strategy. The BCF programme covers Intermediate care services including the Short Term Support and Re-ablement Team, community based health services, Integrated Health and Social Care Teams and projects, self care and prevention programmes designed to promote long term independence and wellbeing and reduce non-elective hospital admissions.

Staff (full time equivalent):

0.00

Service Risks:

Increased demand for community based services.
Lack of trained staff to fill vacant posts.
Increase in number of non-elective admission to acute hospitals.
Challenges of partnership working across many boundaries and organisations to meet local needs.
Delayed transfer of medically fit hospital patients, with increasingly complex needs, to community based care.

Performance Indicators:

Number of non-elective admissions to acute hospitals
Delayed transfers of Care
Permanent admissions to care homes pro rata the population
Return to hospital within 91 days of discharge following reablement services

TOTAL BETTER CARE FUND	11,615	12,033	12,728
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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PUBLIC HEALTH

	£000	£000	£000
Expenditure	5,874	5,640	5,417
Income	(964)	(861)	(758)
Net	<u>4,910</u>	<u>4,779</u>	<u>4,659</u>

Services provided:

Public Health Services are funded by the Public Health Grant from the Department of Health. The main services commissioned are sexual health services, drug and alcohol treatment, smoking cessation, NHS health checks, healthcare advice, health protection programmes, healthy lifestyle programmes.

Staff (full time equivalent):

6.00

Service Risks:

A public health emergency that affects RBWM residents.

Performance Indicators:

Number of smoking quitters per year.

Number of Health Checks completed.

Percentage successful drug completions - opiate & non opiate for drug users.

Percentage successful alcohol treatment completions. MMR uptake; Mental Health training in schools.

TOTAL PUBLIC HEALTH	<u>4,910</u>	<u>4,779</u>	<u>4,659</u>
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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GRANT INCOME**Dedicated Schools Grant**

	£000	£000	£000
Expenditure	(460)	0	0
Income	<u>(61,860)</u>	<u>(62,583)</u>	<u>(64,432)</u>
Net	<u>(62,320)</u>	<u>(62,583)</u>	<u>(64,432)</u>

Services provided:

Expenditure summarised above is mainly funded by Dedicated Schools Grant (DSG), with separate unringfenced allocations for schools, early years and high needs. The Schools block allocation is determined by the October 2017 pupil census, Early Years block funding will be initially determined by the January 2017 Early Years census and updated by January 2018 early years pupils. High Needs funding is not based on pupil numbers but is linked to previous years' allocation. The DSG total reflects the RBWM estimated allocation after 'top slicing' of grant by the Education Funding Agency for academies, known as 'academy recoupment'. The amount which the EFA recoup increases in year as schools convert to academy.

Staff (full time equivalent):

0.00

Service Risks:

Finalised DSG may be less than budgeted due to variation between actual and estimated pupil numbers.

Under-/overspends against DSG may be carried forward into the following year's budget.

Performance Indicators:

Ofsted inspection reports

Public Health Grant

	£000	£000	£000
Expenditure	0	0	0
Income	<u>(4,908)</u>	<u>(4,780)</u>	<u>(4,656)</u>
Net	<u>(4,908)</u>	<u>(4,780)</u>	<u>(4,656)</u>

Services provided:

The Public Health grant is used to fund the services provided by the Public Health Commissioning team. A condition of the grant funding is that it is used to provide the following mandated services; Sexual Health, Dental, Health Checks, Health Protection, National Child Measurement Programme, Public Health Advice to the CCG.

Staff (full time equivalent):**Service Risks:**

Failure to provide evidence of mandated services could lead to grant funding being withheld.

Performance Indicators:

The revenue outturn and revenue actual returns are monitored annually by the Department of Health. RBWM has to evidence that the mandated and discretionary services it provides meet the needs in our borough.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
Better Care Fund Grant	£000	£000	£000
Expenditure	0	0	0
Income	(10,363)	(10,803)	(11,497)
Net	(10,363)	(10,803)	(11,497)
Services provided:			
<p>The BCF provides a mechanism for joint health and social care planning and Commissioning. Partners are required to pool the following income streams; minimum contribution funding from Bracknell and Ascot CCG; minimum contribution funding from Windsor Ascot and Maidenhead CCG; the Disabled Facilities Grant (DFG); and the Improved Better Care Fund (IBCF).</p>			
Staff (full time equivalent):			
N/A			
Service Risks:			
<p>National conditions must be met in order to secure approval from NHS England to spend the CCG minimum contribution to the BCF. If conditions are not complied with, or objectives not met, NHS England is able to withhold or recover funding.</p>			
Performance Indicators:			
<p>Number of non-elective admissions to acute hospitals Delayed transfers of Care Permanent admissions to care homes pro rata the population Return to hospital within 91 days of discharge following reablement services</p>			
TOTAL GRANT INCOME	(77,591)	(78,166)	(80,585)
TOTAL DIRECTLY MANAGED COSTS	71,167	71,020	73,006

Unit Cost	2019/20		2018/19		% Increase	% Increase			
	£	£	£	£					
CARE FOR ADULTS									
RESIDENTIAL CARE									
Homes for Older People - residential care in RBWM commissioned homes									
Maximum charge									
Residential Home placements	week		728			NEW			
Nursing Home placements (FNC to be deducted where applicable)	week		882			NEW			
Homes for People with Learning Disability - residential care									
Homeside Close and Winston Court - Standard Charge to other local authorities	week								
Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance.		1,554		1,554					
COMMUNITY CARE & RESPITE CARE									
OLA is an abbreviation for "Other Local Authority" PBH is an abbreviation for "Personal Budget Holder"									
Homes for People with Learning Disability - Respite care									
		RBWM - PBH	night	160		155	3.2%		
		OLA - Weekdays Mon-Thurs	night		468		454	3.1%	
		OLA - Weekends Fri-Sun	night		545		528	3.2%	
Administration fee for self-funders									
Administration fee for setting up care arrangements	one-off		300						
Annual fee for ongoing management of care arrangements	annual		250						
Homecare									
Standard Charge	hour		17.95		17.95		0.0%		
Learning Disability: day activity charge									
morning or afternoon session in daycentre for		ratio 1:1	session	89.40	111.80	86.60	108.30	3.2%	3.2%
		ratio 1:2	session	44.70	79.40	43.30	76.90	3.2%	3.3%

		Unit Cost	2019/20		2018/19		% Increase	% Increase
			£	£	£	£		
ratio 1:3	session		29.70	56.50	28.80	54.70	3.1%	3.3%
ratio 1:5	session		17.80	36.30	17.30	35.20	2.9%	3.1%
ratio 1:10	session		8.80	20.90	8.60	20.30	2.3%	3.0%

Unit Cost	2019/20		2018/19		% Increase	% Increase
	£	£	£	£		
LEARNING DISABILITY: OLA midday meal supervision						
ratio 1:1		53.10		51.50		3.1%
ratio 1:2		36.90		35.80		3.1%
ratio 1:3		25.50		24.70		3.2%
ratio 1:5		15.50		15		3.3%
ratio 1:10		7.70		7.50		2.7%
Learning Disability: Transport	per journey	7.20		7.00		2.9%
Room Hire - Learning Disability Day Centres						
6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday						
Ground Floor, Hall & Dance Studio	Hour	24.40		23.70		3.0%
Dance Studio	Hour	17.60		17.10		2.9%
Music / Art Room	Hour	14.80		14.40		2.8%
There is an additional charge for public liability insurance and staffing when required						
Older Persons: Day Centres	RBWM - PBH	per day	62.10	60.20		3.2%
transport single Journey to day centre/activity (max 2 charges per session)		per journey	5	5		0.0%
Blue Badge		Per Badge	10	10		0.0%
Older Persons: Residential Respite		per week	728	705.50		3.2%
In residential and nursing homes, arranged by the Council						

65

	Unit Cost	2019/20		2018/19		% Increase	% Increase
		£	£	£	£		
ALLOWANCES							
Direct Payments - Rates payable to service user							
Standard Rate - care provided by homecare agency	per hour	17.95		17.95		0.0%	
Sleeping Night Service	night	61.90		60		3.2%	
<u>Rates payable for employment of Personal Assistant</u>							
Start up and emergency reserve	one-off	500		500		0.0%	
Composite Rate for a Personal Assistant	hour	15.20		14.80		2.7%	
Standard Rate including all oncosts	hour	13.20		12.80		3.1%	
Enhanced Rate including all oncosts	hour	24.30		23.60		3.0%	

2019-20 SAVINGS SUMMARY				
Description/budget	Lead Officer	Lead member	2019/20 £000's	RAG Status
Efficiencies from integration of Health visitor service and Children's centres	Hilary Hall	Cllr Carroll	35	
Deprivation Of Liberty Safeguards - improved commissioning of Best Interest Assessors	Hilary Hall	Cllr Carroll	8	
Closure of Lady Elizabeth Day Centre, Boyn Hill - Adults	Hilary Hall	Cllr Carroll	100	
Implement cost recovery for self funders	Hilary Hall	Cllr Carroll	30	
Maximise use of spare capacity at Queens Court	Hilary Hall	Cllr Carroll	100	
TOTAL SAVINGS			273	

GROWTH SUMMARY 2019-20

Description/budget	Lead Officer	Lead Member	2019/20 £000's	RAG Status
Demographic's- children and adult services	Hilary Hall	Cllr Carroll & Cllr N Airey	900	
TOTAL GROWTH			900	

**CAPITAL BUDGET REPORT
MANAGING DIRECTOR**

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Human Resources													
CK90	AfC Phones & Signage	32	0	32	0	0	0	0	0	0	0	0	0
CN76	iTrent Development	32	0	32	0	0	0	0	0	0	0	0	0
Total Human Resources		64	0	64	0	0	0	0	0	0	0	0	0
Adult Social Care													
CT36	Boyn Grove - Air Conditioning	0	0	0	20	0	20	0	0	0	0	0	0
CT48	Dementia friendly Imp to Care Home Environments	6	(6)	0	0	0	0	0	0	0	0	0	0
CT57	Care Homes Reconfiguration	60	(60)	0	0	0	0	0	0	0	0	0	0
CT59	Paris Module	25	(25)	0	0	0	0	0	0	0	0	0	0
CT62	Adult Services Case Management System	0	0	0	200	(200)	0	560	0	560	0	0	0
Total Adult Social Care		91	(91)	0	220	(200)	20	560	0	560	0	0	0
Commissioning - Communities													
CB98	Bray Bailey Bridge Replacement Scheme 2014/15	1	0	1	0	0	0	0	0	0	0	0	0
CB99	Moorbridge Road Gateway 2014/15	50	0	50	0	0	0	0	0	0	0	0	0
CC25	M4 Smart Motorway	90	0	90	0	0	0	0	0	0	0	0	0
CC27	Permanent Traffic Counter Sites	7	0	7	11	(11)	0	0	0	0	0	0	0
CC29	Footbridge, The Green, Bisham-Raise Level-Flood Prevention	80	0	80	0	0	0	0	0	0	0	0	0
CC30	St Leonards Rd/ Victoria Street - Pedestrian Crossing	65	0	65	0	0	0	0	0	0	0	0	0
CC41	Replacement Entry /Exit systems - Alexandra Gardens	15	0	15	0	0	0	0	0	0	0	0	0
CC42	Replacement Entry / Exit Systems at Boulters Lock	10	0	10	0	0	0	0	0	0	0	0	0
CC43	Additional CCTV at 3 Multi Storey Car Parks	120	0	120	0	0	0	0	0	0	0	0	0
CC48	Chobham Road, Sunningdale Parking Road Safety Improvement	240	0	240	0	0	0	0	0	0	0	0	0
CC49	Courthouse Rd/St Marks Rd Junction and Pedestrian	150	0	150	0	0	0	0	0	0	0	0	0
CC50	Cox Green Road/Brill Close/Norreys Drive Drainage	35	0	35	0	0	0	0	0	0	0	0	0
CC51	Datchet Barrel Arch Drainage Repairs	70	0	70	0	0	0	0	0	0	0	0	0
CC52	Clewer & Dedworth Neighbourhood Improvements	350	0	350	0	0	0	0	0	0	0	0	0
CC54	Electric Vehicle Charging Points-Pilot	100	(75)	25	0	0	0	0	0	0	0	0	0
CC55	Eton High Street Improvements	40	0	40	0	0	0	0	0	0	0	0	0
CC56	Eton Town Culvert Clearing Thames Route	50	0	50	0	0	0	0	0	0	0	0	0
CC57	Goswell Hill Refurbishment Programme	25	0	25	0	0	0	0	0	0	0	0	0
CC59	Highways Tree Surgery Works from Inspections	180	(180)	0	180	(180)	0	200	0	200	0	0	0
CC61	Local Flood Risk Management Strategy Review	10	(10)	0	0	0	0	0	0	0	0	0	0
CC62	Maidenhead Missing Links (Local Enterprise Partnership Match Funded)	733	(633)	100	1,418	(891)	527	0	0	0	0	0	0
CC67	Replacement Payment Equipment for Car Parks	775	(775)	0	0	0	0	0	0	0	0	0	0
CC69	St Leonards Road Shared Surface (Road & Pavement)	8	0	8	0	0	0	0	0	0	0	0	0
CC70	Street Cleansing Maidenhead Town Centre	10	0	10	10	(10)	0	0	0	0	0	0	0
CC71	Traffic Management Control System	9	(9)	0	0	0	0	0	0	0	0	0	0
CC72	Victoria Street Car Park, Windsor - Upper Floor Barriers	15	0	15	0	0	0	0	0	0	0	0	0

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CC73	Wessex Way Highway Drainage - Feasibility	25	0	25	0	0	0	0	0	0	0	0	0
CC74	Windsor Gateway Improvements	50	0	50	0	0	0	0	0	0	0	0	0
CC75	Windsor High Street/Thames Street Streetscene Improvements	50	0	50	0	0	0	0	0	0	0	0	0
CC81	Eton End School Road Safety	20	0	20	0	0	0	0	0	0	0	0	0
CC84	Signal Crossing - Queen Victoria Statue, Windsor	0	0	0	35	(28)	7	0	0	0	0	0	0
CC85	Major Footway Construction/Maintenance	0	0	0	300	(150)	150	250	(100)	150	250	(100)	150
CC86	Virtual Message Signs Support and Maintenance	0	0	0	35	(35)	0	0	0	0	0	0	0
CC00	Dedworth Road/Hatch Lane/Parsonage Lane improvements	0	0	0	180	(6)	174						
CC89	Elizabeth Bridge	0	0	0	850	(50)	800	0	0	0	0	0	0
CC90	Boulton Lock Car Park Extension	0	0	0	240	0	240	0	0	0	0	0	0
CC91	Fly Tipping Reduction Measures	0	0	0	20	0	20	0	0	0	0	0	0
CC92	Maintenance to Anti-Terrorist Rising Bollards	0	0	0	10	(5)	5	0	0	0	0	0	0
CC93	Bridge Scour Risk Assessments	0	0	0	10	0	10	0	0	0	0	0	0
CC94	Clarence Road Roundabout Safety Battery Back-up	0	0	0	15	0	15	0	0	0	0	0	0
CC95	Cookham Bridge Refurbishment & Structural Repair	0	0	0	100	0	100	800	0	800	0	0	0
CD01	Local Transport Plan Feasibility Studies/Investigation/Develop	62	(47)	15	85	(85)	0	85	(15)	70	85	(15)	70
CD02	Local Transport Plan Traffic Management Schemes	11	(3)	8	0	0	0	0	0	0	0	0	0
CD07	Road Marking-Safety Programme	110	(17)	93	50	(25)	25	50	0	50	50	0	50
CD10	Traffic Management	262	(52)	210	0	0	0	0	0	0	0	0	0
CD12	Roads Resurfacing-Transport Asset & Safety	3,559	(1,858)	1,701	1,900	(1,750)	150	1,900	(1,750)	150	1,900	(1,750)	150
CD13	Bridge Assessments	273	(118)	155	275	(100)	175	0	0	0	0	0	0
CD15	Bridge Parapet Improvement Works	261	(261)	0	0	0	0	0	0	0	0	0	0
CD17	Bridge Strengthening Scheme	189	(189)	0	0	0	0	0	0	0	0	0	0
CD17	Replacement Street Lighting	350	(350)	0	360	(360)	0	0	0	0	0	0	0
CD18	Highway Drainage Schemes	101	(101)	0	60	0	60	60	0	60	60	0	60
CD19	Highway Drainage Schemes-Capitalised Revenue	0	(1)	(1)	0	0	0	0	0	0	0	0	0
CD22	Safer Routes to School	89	0	89	0	0	0	0	0	0	0	0	0
CD23	Local Safety Schemes	328	(219)	109	150	(22)	128	150	0	150	150	0	150
CD27	Cycling Capital Programme	133	(97)	36	0	0	0	0	0	0	0	0	0
CD28	School Cycle / Scooter Parking	80	(20)	60	0	0	0	0	0	0	0	0	0
CD31	Thames Street Paving Improvements	29	0	29	0	0	0	0	0	0	0	0	0
CD32	Verge Parking Measures	100	0	100	0	0	0	0	0	0	0	0	0
CD34	Winter Service Community Facilities	100	(100)	0	100	(100)	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	62	(62)	0	50	(28)	22	50	(25)	25	50	(25)	25
CD36	Reducing Street Clutter	5	0	5	0	0	0	0	0	0	0	0	0
CD37	Car Park Improvements	25	0	25	75	(25)	50	75	0	75	75	0	75
CD39	Decriminalised Parking Enforcement Review	50	0	50	50	0	50	50	0	50	50	0	50
CD42	Maidenhead Station Interchange & Car Park	515	(100)	415	3,050	(2,442)	608	0	0	0	0	0	0
CD43	Flood Prevention	182	(130)	52	175	0	175	175	0	175	175	0	175
CD45	Public Conveniences-Refurbishment 2015-16	7	0	7	25	0	25	0	0	0	0	0	0
CD48	Refuse and Recycling Bins-Replacement	20	0	20	0	0	0	0	0	0	0	0	0
CD54	River Thames Scheme Infrastructure Project	0	0	0	285	0	285	2,500	0	2,500	2,500	0	2,500
CD55	Virtual Message Signs - Windsor 2015-16	97	0	97	0	0	0	0	0	0	0	0	0

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CD66	Highways Productivity Investment Fund	70	(70)	0	0	0	0	0	0	0	0	0	0
CD72	Preliminary Flood Risk-Assessments	60	(60)	0	0	0	0	0	0	0	0	0	0
CD73	Replacement Highway Drain-Waltham Rd,White Waltham	60	(60)	0	0	0	0	0	0	0	0	0	0
CD74	Footways-Assessments	228	(194)	34	0	0	0	0	0	0	0	0	0
CD75	Bus Stop Accessibility	30	(30)	0	0	0	0	0	0	0	0	0	0
CD76	Bus Stop Waiting Areas	31	0	31	0	0	0	0	0	0	0	0	0
CD77	Real-Time Bus Information Improvements	137	(10)	127	0	0	0	0	0	0	0	0	0
CD78	PAVE Dedworth	100	0	100	0	0	0	0	0	0	0	0	0
CD79	A329 London Rd/B383 Roundabout-Scheme Development	335	0	335	0	0	0	0	0	0	0	0	0
CD80	Grenfell Road-Off-Street Parking	157	0	157	0	0	0	0	0	0	0	0	0
CD81	Traffic Management & Parking-Sunninghill Imprvmnts	84	0	84	0	0	0	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	29	0	29	40	(20)	20	0	0	0	0	0	0
CD83	Traffic Signal Review	11	0	11	0	0	0	0	0	0	0	0	0
CD84	Street Lighting-LED Upgrade	600	0	600	100	(21)	79	0	0	0	0	0	0
CD86	Vicus Way & Tinkers Lane - Site Works	60	0	60	250	0	250	0	0	0	0	0	0
CD87	Pothole Action Fund-Department for Transport Grant	335	(335)	0	0	0	0	0	0	0	0	0	0
CD96	Safer Routes-Oldfield School	4	0	4	0	0	0	0	0	0	0	0	0
CE64	Additional Parking Provision for Windsor	163	(163)	0	0	0	0	0	0	0	0	0	0
CF08	Ray Mill Island Access Works	40	0	40	0	0	0	0	0	0	0	0	0
CF00	Braywick Road Crossing	0	0	0	0	0	0	150	0	150	0	0	0
CF00	Eton Wick Pelican Crossing	0	0	0	65	0	65	0	0	0	0	0	0
CF09	Maidenhead Local Plan Site Works	0	0	0	2,165	(1,765)	400	0	0	0	0	0	0
Total Commissioning - Communities		12,917	(6,329)	6,588	12,724	(8,109)	4,615	6,495	(1,890)	4,605	5,345	(1,890)	3,455

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Green Spaces & Parks													
CC13	North Town Moor Open Space-Car Park Improvements	8	(8)	0	0	0	0	0	0	0	0	0	0
CC28	Ockwells Park Extension - Phase 1	40	0	40	0	0	0	0	0	0	0	0	0
CC44	Allotments Windsor & Maidenhead	50	(50)	0	0	0	0	0	0	0	0	0	0
CC46	Baths Island Pleasure Ground	30	(30)	0	0	0	0	0	0	0	0	0	0
CC58	Grenfell Park Northern Access	20	(20)	0	0	0	0	0	0	0	0	0	0
CC64	Prevention of Unauthorised Encampments	80	0	80	80	0	80	0	0	0	0	0	0
CC77	Purchase of Land-Cooley's Meadow, Eton Wick	40	0	40	0	0	0	0	0	0	0	0	0
CC82	Braywick Compound Works	0	0	0	85	(85)	0	0	0	0	0	0	0
CC87	Public Rights of way - General	0	0	0	40	0	40	0	0	0	0	0	0
CD25	Public Rights of Ways-Bridge Repairs	0	0	0	40	0	40	0	0	0	0	0	0
CLC9	Nicholas Winton Memorial	30	0	30	0	0	0	0	0	0	0	0	0
CP94	Parks & Open Spaces-Dedworth Manor All Weather Pitch	92	(92)	0	0	0	0	0	0	0	0	0	0
CV03	Parks Improvements	107	(23)	84	120	0	120	0	0	0	0	0	0
CV30	Play Areas - Replacement Equipment	24	0	24	60	0	60	50	(50)	0	50	(50)	0
CZ47	P&OS-Ornamental Flower Beds	4	0	4	0	0	0	0	0	0	0	0	0
CZ75	P&OS-Allens Field Improvements Phase 2 (2014/15)	30	(30)	0	0	0	0	0	0	0	0	0	0
Total Green Spaces & Parks		555	(253)	302	425	(85)	340	50	(50)	0	50	(50)	0
Non Schools													
CKVH	2Yr old capital entitlement	16	(16)	0	0	0	0	0	0	0	0	0	0
CKVL	Hurley Canoe Centre Storage Facility	36	(36)	0	0	0	0	0	0	0	0	0	0
CKVM	Youth Centre upgrades-2015-16	16	(16)	0	0	0	0	0	0	0	0	0	0
CKVN	IT Software upgrades-2015-16	30	(30)	0	0	0	0	0	0	0	0	0	0
CKVP	Children's Centres buildings-2015-16	23	0	23	0	0	0	0	0	0	0	0	0
CKVR	Youth Centres Modernisation Programme	102	(103)	(1)	0	0	0	0	0	0	0	0	0
CKVX	Pinkneys Green Storage Facility	15	(15)	0	0	0	0	0	0	0	0	0	0
CKVY	Youth Voice Youth Choice	20	0	20	20	0	20	20	0	20	20	0	20
CKVZ	Rebuild of Windsor Youth Workshop Garage	0	0	0	50	0	50	0	0	0	0	0	0
CKWA	The Manor Youth Centre Refurbishment	0	0	0	20	0	20	0	0	0	0	0	0
CM60	Grants - Outside Organisations	293	0	293	200	0	200	0	0	0	0	0	0
CT60	New JADU software Form Builder	0	0	0	37	0	37	0	0	0	0	0	0
CT61	AfC Case Management System	0	0	0	460	0	460	0	0	0	0	0	0
Total Non Schools		551	(216)	335	787	0	787	20	0	20	20	0	20

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools - Non Devolved													
CSDQ	Urgent Safety Works Various Schools	158	(158)	0	50	(50)	0	150	(150)	0	150	(150)	0
CSEV	All Saints Primary Expansion	1	(1)	0	0	0	0	0	0	0	0	0	0
CSEX	Feasibility/Survey Costs	270	(250)	20	180	(180)	0	180	(180)	0	180	(180)	0
CSFB	Secondary & middle school Expansion Feasibility 2015-16	44	(44)	0	0	0	0	0	0	0	0	0	0
CSFC	Ascot Primaries Feasibilities-2015-16	394	(394)	0	0	0	0	0	0	0	0	0	0
CSFD	Trevelyan class sizes Phase 2 - 2015-16	253	(253)	0	0	0	0	0	0	0	0	0	0
CSFF	School Kitchens	45	(45)	0	15	(15)	0	20	(20)	0	20	(20)	0
CSFQ	Eton Wick kitchen 2015-16	7	(7)	0	0	0	0	0	0	0	0	0	0
CSGK	Alexander First school Roof-2015-16	3	(3)	0	0	0	0	0	0	0	0	0	0
CSGR	Charters Expansion	2,936	(1,878)	1,058	0	0	0	0	0	0	0	0	0
CSGT	Windsor Boys Expansion	182	(2)	180	0	0	0	0	0	0	0	0	0
CSGV	Cox Green School Expansion Year 1 of 3	3,241	(455)	2,786	0	0	0	0	0	0	0	0	0
CSGW	Furze Platt Senior expansion Year 1 of 3	7,321	(2,033)	5,288	0	0	0	0	0	0	0	0	0
CSGX	Dedworth Middle School Expansion Year 1 of 3	3,910	(1,791)	2,119	0	0	0	0	0	0	0	0	0
CSHB	Furze Platt Junior School - Hall Extension	63	(63)	0	0	0	0	0	0	0	0	0	0
CSHG	Bisham General Refurbishment	21	(21)	0	200	0	200	0	0	0	0	0	0
CSHM	All Saints Junior School Boiler Replacement	95	(95)	0	0	0	0	0	0	0	0	0	0
CSHP	Wraysbury school - Staffroom Extension	67	0	67	0	0	0	0	0	0	0	0	0
CSHU	Windsor Girls Expansion	328	(128)	200	0	0	0	0	0	0	0	0	0
CSHV	Lowbrook Expansion	159	0	159	0	0	0	0	0	0	0	0	0
CSHW	Secondary Expansions Risk Contingency	2,699	0	2,699	0	0	0	0	0	0	0	0	0
CSHX	Newlands Girls School	710	(571)	139	0	0	0	0	0	0	0	0	0
CSHY	Furze Platt Infant School Boiler Replacement	6	(6)	0	0	0	0	0	0	0	0	0	0
CSJB	Roofing Replacement at Various Schools	232	(202)	30	220	(220)	0	200	(200)	0	200	(200)	0
CSJC	King's Court School Heating System	1	(1)	0	0	0	0	0	0	0	0	0	0
CSJD	Wessex Primary School Heating	45	0	45	0	0	0	0	0	0	0	0	0
CSJE	Eton Wick School Boiler and Heating Replacement	95	(95)	0	0	0	0	0	0	0	0	0	0
CSJF	Structural Works at Various Schools	50	(50)	0	30	(30)	0	0	0	0	0	0	0
CSJJ	Replacement and Repair of Windows Various Schools	200	(200)	0	150	(150)	0	100	(100)	0	100	(100)	0
CSJL	Courthouse Junior School Drainage Renovation Work	20	(20)	0	0	0	0	0	0	0	0	0	0
CSJM	Primary School Paths and Access Routes	40	(40)	0	95	(95)	0	0	0	0	0	0	0
CSJN	Homer School - Electrical Re-Wire	50	(50)	0	0	0	0	0	0	0	0	0	0
CSJR	Works to explore expansions for all Schools	800	0	800	500	0	500	0	0	0	0	0	0
CSJT	Hilltop Water Supply Pipework	25	(25)	0	0	0	0	0	0	0	0	0	0
CSJU	Wessex Primary Boiler Replacement	100	(80)	20	0	0	0	0	0	0	0	0	0
CSJV	Homer First School Boilers Replacement	0	0	0	99	(99)	0	0	0	0	0	0	0
CSJW	School Gutters, Soffit Replacements	0	0	0	30	(30)	0	0	0	0	0	0	0
CSJX	St Peters Middle	0	0	0	2,700	(39)	2,661	0	0	0	0	0	0
CSJY	Hilltop School Water Main Replacement	0	0	0	20	(20)	0	0	0	0	0	0	0
CSJZ	Wessex Primary Replacement of Underground Pipework	0	0	0	45	(45)	0	0	0	0	0	0	0
Total Schools - Non Devolved		24,571	(8,961)	15,610	4,334	(973)	3,361	650	(650)	0	650	(650)	0

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		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools - Devolved Capital													
CJ77	Budget Only New Deal for Schools Devolved Capital	28	(608)	(580)	195	(195)	0	195	(195)	0	195	(195)	0
CJP1	Larchfield Primary -Formula Capital	12	0	12	0	0	0	0	0	0	0	0	0
CJP3	Oakfield First -Formula Capital	10	0	10	0	0	0	0	0	0	0	0	0
CJP4	Oldfield Primary -Formula Capital	28	0	28	0	0	0	0	0	0	0	0	0
CJP5	Queen Anne First -Formula Capital	23	0	23	0	0	0	0	0	0	0	0	0
CJPA	Alexander First-Formula Capital	9	0	9	0	0	0	0	0	0	0	0	0
CJPB	All Saints Junior-Formula Capital	43	0	43	0	0	0	0	0	0	0	0	0
CJPC	Alwyn Infant-Formula Capital	25	0	25	0	0	0	0	0	0	0	0	0
CJPD	Bisham Primary-Formula Capital	4	0	4	0	0	0	0	0	0	0	0	0
CJPE	Boyne Hill Infants-Formula Capital	11	0	11	0	0	0	0	0	0	0	0	0
CJPF	Braywood First-Formula Capital	90	0	90	0	0	0	0	0	0	0	0	0
CJPK	Cookham Rise Primary-Formula Capital	24	0	24	0	0	0	0	0	0	0	0	0
CJPL	Courthouse Junior-Formula Capital	32	0	32	0	0	0	0	0	0	0	0	0
CJPO	Riverside Primary & Nursery-Formula capital	19	0	19	0	0	0	0	0	0	0	0	0
CJPQ	Eton Wick First-Formula Capital	24	0	24	0	0	0	0	0	0	0	0	0
CJPR	Furze Platt Infant-Formula Capital	6	0	6	0	0	0	0	0	0	0	0	0
CJPS	Furze Platt Junior -Formula Capital	8	0	8	0	0	0	0	0	0	0	0	0
CJPT	Hilltop First School-Formula Capital	17	0	17	0	0	0	0	0	0	0	0	0
CJPU	Holy Trinity Primary(Cookham)-Formula Capital	6	0	6	0	0	0	0	0	0	0	0	0
CJPV	Homer First-Formula Capital	9	0	9	0	0	0	0	0	0	0	0	0
CJPY	Kings Court First-Formula Capital	29	0	29	0	0	0	0	0	0	0	0	0
CJQB	St Michaels Primary-Formula Capital	(24)	0	(24)	0	0	0	0	0	0	0	0	0
CJQC	South Ascot Village Primary-Formula Capital	33	0	33	0	0	0	0	0	0	0	0	0
CJQD	The Royal First-Formula Capital	2	0	2	0	0	0	0	0	0	0	0	0
CJQF	Waltham St Lawrence Primary -Formula Capital	7	0	7	0	0	0	0	0	0	0	0	0
CJQH	Wessex Primary-Formula Capital	33	0	33	0	0	0	0	0	0	0	0	0
CJQJ	Woodlands Park Primary-Formula Capital	6	0	6	0	0	0	0	0	0	0	0	0
CJQK	Wraysbury -Formula Capital	8	0	8	0	0	0	0	0	0	0	0	0
CJQZ	Manor Green-Formula Capital	30	0	30	0	0	0	0	0	0	0	0	0
CJTW	Cookham Nursery-Formula Capital	7	0	7	0	0	0	0	0	0	0	0	0
CJTX	Maidenhead Nursery-Formula Capital	9	0	9	0	0	0	0	0	0	0	0	0
CJTZ	Lawns Nursery-Formula Capital	7	0	7	0	0	0	0	0	0	0	0	0
CJVC	RBWM Alternative Learning Provision	33	0	33	0	0	0	0	0	0	0	0	0
CSDK	S106 Academies and other LEA's	27	(27)	0	0	0	0	0	0	0	0	0	0
CSGQ	Holyport College Expansion	7	(7)	0	0	0	0	0	0	0	0	0	0
Total Schools - Devolved Capital		642	(642)	0	195	(195)	0	195	(195)	0	195	(195)	0

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Law and Governance													
CC96	ICT hardware	0	0	0	20	0	20	0	0	0	0	0	0
CY10	Green Redeem Scheme	26	0	26	26	0	26	0	0	0	0	0	0
CY16	Participatory Budgeting	63	0	63	0	0	0	0	0	0	0	0	0
Total Law and Governance		89	0	89	46	0	46	0	0	0	0	0	0
Total Managing Director Capital Programme		39,480	(16,492)	22,988	18,731	(9,562)	9,169	7,970	(2,785)	5,185	6,260	(2,785)	3,475

Subject:	Optalis savings forecast and investment strategy
Reason for briefing note:	To provide an update on the adult social care finance strategy 2016-2020 and the details of the operational adult social care savings for 2019-2020
Senior leader sponsor:	Hilary Hall, Deputy Director Strategy and Commissioning and Angela Morris, Joint Director of Adult Social Care

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Maidenhead

SUMMARY

This paper provides an update on the adult social care finance strategy since 2016 which sets out the additional resource allocated to adult social care over the last three years and its allocation, together with details of savings agreed with Optalis for 2019-2020.

1 BACKGROUND

- 1.1 Since 2016-2017, additional resource for adult social care has been made available through various means, including the option to apply a precept through the council tax, Improved Better Care Fund funding and adult social care grants, including winter pressures funding. The Royal Borough has used the new resource to invest in services, see table 1, which also shows that the council has maintained investment in those services, in excess of the new resource.
- 1.2 All adult social care services were transferred to Optalis Limited on 3 April 2017, together with the workforce of around 280FTE. Optalis Ltd is a local authority trading company wholly owned by the Royal Borough and Wokingham Borough Council. The contract for the Royal Borough for the delivery of adult social care services is £33,000,000. Savings on this contract of £250,000 for 2019-2020 have been agreed with Optalis.

2 DETAILS

- 2.1 The total amount of new funding for adult social care since 2016 totals £20,716,000. This includes three years of precept through council tax, and three years of Improved Better Care Fund funding. In addition, the Royal Borough has received one off grants from Government, particularly for winter pressures, totalling £1,739,000. In the same time period, the Royal Borough allocated a net £21,391,000 to adult social care activities – which is £675,000 in excess of the new resource.
- 2.2 Table 1 shows that in each of the three years, adult social care has also secured savings and in 2019-2020, savings on the contract with Optalis in the sum of £250,000 have been agreed, see table 2 for the detail.

Table 1: Summary of Adult Social Care Finance Strategy 2016-20

Note: figures are shown on a cumulative basis

Ref		2016/17	2017/18	2018/19	2019/20	2016/20			
		Precept / Grant	Precept / Grant	iBCF Funding	Precept / Grant	iBCF Funding	Precept / Grant	iBCF Funding	Totals
RESOURCE		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Year 2016/17 precept: 2% - see note 1	1,200	1,200		1,200		1,200		4,800
2	Year 2017/18 precept: 3% - see note 2		1,850		1,850		1,850		5,550
3	Year 2018/19 precept: 3% - see note 2				1,900		1,900		3,800
4	Improved Better Care Fund			1,370		1,654		1,803	4,827
5	Adult Social Care Grant		489		298				787
6	Winter Pressures Funding (non-recurring)				476		476		952
7	Additional Social Care Funding (one-off) – see note 3						0		0
	Total new resource	1,200	3,539	1,370	5,724	1,654	5,426	1,803	20,716
ALLOCATION									
8	2016/17 Service Growth	3,600	3,600		3,600		3,600		14,400
9	2017/18 Demography – see note 4		194	556	750		750		2,250
10	2018/19 Demography				750		750		1,500
11	2019/20 Demography						543	207	750
12	National living wage – see note 5			200	18	382		600	1,200
13	Nursing care home places – see note 6			260	476	790	476	390	2,392
14	Additional four social work staff – see note 7			154		154		154	462
15	Public Health – see note 8					128		252	380
16	New initiatives to reduce DTOCs – see note 9			200		200		200	600
17	Optalis – Management		533		533		533		1,599
18	Inflation, Insurance, Apprenticeship levy etc.		700		1,400		2,100		4,200
19	2017/18 In Year Mitigations – see note 10		-178		-396		-526		-1,100
20	2016/17 Savings	-561	-561		-561		-561		-2,244
21	2017/18 Savings		-1,089		-1,089		-1,089		-3,267
22	2018/19 Savings				-331		-331		-662
23	2019/20 Savings – see note 11						-1,069		-1,069
	Total allocation	3,039	3,199	1,370	5,150	1,654	5,176	1,803	21,391
	Excess of allocation over new resource	1,839	-340	0	-574	0	-250	0	675
	Cumulative additional funding from Council	1,839	1,499		925		675		
NOTES									
1	For the 2016/17 financial year local authorities responsible for adult social care were given an additional 2% flexibility on their current council tax referendum threshold which was required to be used entirely for adult social care. The Royal Borough chose to add the full increase of 2%.								
2	In 2017/18 a further adult social care precept was then made available to local authorities to add, up to a maximum of 6% over the period between 2017/18 and 2019/20. The Royal Borough have chosen to do this by adding 3% in 2017/18; 3% in 2018/19 and 0% in 2019/20.								
3	Additional social care funding of £813k not yet allocated as it can be used for either Adults or Children's Services.								
4	Estimate based on national population projection for older people and adults under 65, known as POPPI & PANSI data.								
5	Estimate of increase in NLW from £7.20 to £9.00 by 2020 as required by national target to be 60% of median earnings by that year.								
6	Increase nursing dementia beds to support reduction in Delayed transfers of care. Cost of transition from residential & nursing care to dementia nursing will increase costs in 2018/19.								
7	Posts required to meet current demand levels.								
8	Reductions in grant as notified by Department of Health. Public Health grant funds services such as Drugs & Alcohol services, sexual health services, and smoking cessation.								
9	Being used to fund additional staff to assist with delayed transfers.								
10	Reduction in allocation due to identification of in year mitigation savings.								
11	Savings currently included in the medium term plan to be agreed at Council in February 2019.								

Table 2: Optalis savings proposals

	Item	Amount
1.	Physical Disabilities and Older People team – vacancy factor	£80,000
2.	Provider services – vacancy factor	£50,000
3.	Delete vacant post	£30,000
4.	Remove serious case review budget	£40,000
5.	Review agency spend	£50,000
	TOTALS:	£250,000

Report Title:	Commissioning of Sexual Health Services
Contains Confidential or Exempt Information?	NO
Member reporting:	Cllr Stuart Carroll, Lead Member for Adult Social Care and Public Health
Meeting and Date:	Cabinet, 31 January 2019
Responsible Officer(s):	Hilary Hall, Deputy Director Strategy and Commissioning and Tessa Lindfield, Strategic Director of Public Health
Wards affected:	All

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REPORT SUMMARY

1. The Royal Borough, as part of its public health duties, is mandated to provide open access sexual and reproductive health services for local residents.
2. Following a sexual health needs assessment, a service specification for an integrated sexual and reproductive health service across the three East Berkshire authorities was developed to improve access to services. This approach will deliver the services in the most cost-effective way, delivering on quality and efficiency across the health economy in the Royal Borough.
3. Following a joint competitive tendering process involving the Royal Borough, Bracknell Forest Council and Slough Borough Council, approval is sought to award the contract to Bidder 1.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves the award of contract for the provision of an integrated sexual and reproductive health service to Bidder 1 over three years from 1 July 2019, at a total cost of £5,604,851 for three years across the three local authorities in East Berkshire.**
- ii) **Delegates authority to the Deputy Director Strategy and Commissioning, in consultation with the Lead Member for Adult Social Care and Public Health, to finalise the details of the contract award in relation to the Royal Borough.**

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

- 2.1 The Royal Borough, as part of its public health statutory duties, is mandated to provide open access sexual and reproductive health services for local residents. A sexual health needs assessment was carried out in order to ensure that the services to be procured would be responsive to current needs and flexible enough to adapt to changing needs. In order to secure greater cost efficiencies, a joint procurement exercise has been undertaken with Bracknell Forest Council and Slough Borough Council. The procurement was

subject to the "Light Touch Regime"; the opportunity was advertised in OJEU and on the South East Business Portal and Contracts Finder in June 2018.

- 2.2 The deadline for tenders was Monday 2nd August 2018. Six organisations expressed an interest and two tenders were received. Tenders were assessed by the tender evaluation team against an agreed evaluation criteria, which had been approved as part of the procurement plan, with a price:quality weighting of 60:40.
- 2.3 The new service will increase access to online testing, which is expected to reduce the number of residents accessing services outside of Berkshire and thus reduce costs. Increasing use of online testing could increase demand for testing and treatment initially, as residents can easily order tests to be sent to their home address.
- 2.4 Although the new service specification expects the provider to offer a range of contraception choices, it is made clear that repeat provision of routine oral contraception and injections should be carried out within GP practices, rather than through this provider.
- 2.5 The tender was based on a block price for all three authorities, as in the current contract. The cost of the contract is split between the three authorities according to the percentage of attendances made by their residents. Based on current attendances, the Royal Borough's share of activity is 29.7% which would equate to an annual cost of between £551,000 and £557,000 over the next three years which is within the current budget.

Options

Table 1: Options arising from this report

Option	Comments
Award the contract for three years from 1 July 2019 to Bidder 1. This is the recommended option	The costs submitted by the provider represent the best value for money and offer high quality services for local residents which will ensure that the Royal Borough meets its statutory duty to provide open access sexual health services.
Not award the contract Not recommended	Not awarding the contract will leave the Royal Borough open to legal challenge for not meeting its statutory duties.

3. KEY IMPLICATIONS

- 3.1 The key implications are set out in table 2.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Local residents access	Less than 90%	90-95%	95-100%	N/A	30 June 2022

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
sexual and reproductive health services on line or in the borough.					

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The tender is based on a block price for all three East Berkshire authorities. Costs are split between the three according to the percentage of attendances made by their residents. The Royal Borough's current rate of activity is 29.7% and based on this rate, the likely cost to the Royal Borough each year for the three years is between £551,000 and £557,000.
- 4.2 As these figures are within the budget of the public health grant, there are no financial implications of approving the new contract.
- 4.3 The tendered price for the block and likely annual cost based on expected activity is set out in table 3.

Table 3: Financial Impact of report's recommendations

REVENUE COSTS	2019/20	2020/21	2021/22
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Total contract value	£1,873,946	£1,855,276	£1,875,629
Net Impact for the Royal Borough*	£557,000	£551,000	£557,000

* based on 29.7% activity

5. LEGAL IMPLICATIONS

- 5.1 Under the Health and Social Care Act 2012 and the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulation 2013, the council is mandated to provide open access services to local residents for the provision of contraception and treatment of sexually transmitted infections. Awarding the joint contract will enable the council to meet its statutory obligations in the most cost effective way.

6. RISK MANAGEMENT

- 6.1 The potential risks and proposed controls are set out in table 4.

Table 4: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk

Risks	Uncontrolled Risk	Controls	Controlled Risk
More people will wish to access the online services than have attended face to face services.	High	Constant monitoring of the contract and monthly data releases.	Low
Demand for long acting reversible contraception (LARC) will continue to increase	High	The Royal Borough continues to commission GPs to provide LARC.	Low
Out of area costs (residents accessing sexual health services in other local authority areas) will continue to increase.	High	Provision of online testing will enable Royal Borough residents to access sexually transmitted infection testing without going out of area. Continued review of out of area invoices to ensure payment methods are demonstrating value for money.	Low

7. POTENTIAL IMPACTS

- 7.1 There are no staffing implications of the proposed award as Bidder 1 is the existing provider and TUPE will, therefore, not apply.
- 7.2 An Equalities Impact Assessment has been completed and is available on the council's [website](#).
- 7.3 A Privacy Impact Assessment has been completed and is available on the council's [website](#).

8. CONSULTATION

- 8.1 The report will be considered by the Adults Services and Health Overview and Scrutiny Panel on 30 January 2019 and their comments will be reported to Cabinet.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately. The full implementation dates are set out in table 5.

Table 5: Implementation timetable

Date	Details
February to June 2019	Negotiations with provider and set up of new contract.
1 July 2019	Implementation of new contract

10. APPENDICES

10.1 This report has no appendices:

11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

- Equalities Impact Assessment.
- Privacy Impact Assessment.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Stuart Carroll	Lead Member for Adult Social Care and Public Health	28/12/18	
Russell O'Keefe	Acting Managing Director	28/12/18	28/12/18
Rob Stubbs	Section 151 Officer	28/12/18	01/01/19
Elaine Browne	Interim Head of Law and Governance	28/12/18	28/12/18
Nikki Craig	Head of HR and Corporate Projects	28/12/18	28/12/18
Louisa Dean	Communications	28/12/18	
Andy Jeffs	Executive Director	28/12/18	03/01/19
Kevin McDaniel	Director of Children's Services	28/12/18	31/12/18
Angela Morris	Director of Adult Social Services	28/12/18	01/01/19

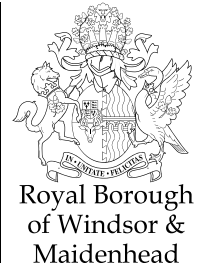
REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision: 14 November 2018	No	No
Report Author: Siân Smith, Service Lead Public Health Contracts and Commissioning, 01628 685815		

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Subject:	Joint Safeguarding Adults Board Annual Report 2017-2018
Reason for briefing note:	To present the Joint Safeguarding Boards' Annual Report 2017-2018 to the Adult Services and Health Overview and Scrutiny Panel
Responsible officer(s):	Dave Phillips and Deborah Maynard, Joint Boards Business Managers
Senior leader sponsor:	Hilary Hall, Deputy Director Strategy and Commissioning
Date:	20 January 2019

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SUMMARY

A joint Safeguarding Adults Board covering Bracknell Forest and the Royal Borough of Windsor and Maidenhead was formed in July 2017. Safeguarding Adults Boards are statutory under the Care Act 2014 and their role is to ensure partner organisations work together and that local arrangements effectively help and protect adults to live safely. The 2017-2018 Annual Report, see appendix 1, details the achievements of the Board over the last 12 months, including the delivery of two Safeguarding Adult Reviews.

1 BACKGROUND

- 1.1 The Care Act 2014 put safeguarding adults on a legal footing for the first time and required Safeguarding Adults Boards to be set up across local authority areas. The purpose was to encourage partner organisations to work together and ensure local arrangements effectively help and protect adults in the local area so that everyone can live safely, free from abuse and neglect.
- 1.2 The Care Act 2014 also required all agencies to promote individual wellbeing with a multi-agency approach to achieving positive outcomes for people who use services. The accompanying statutory guidance - Making Safeguarding Personal – required a change in day to day practice and organisational culture to allow the person who may be at risk to be put in charge of their own life. This requires agencies to listen to the person's voice about what they want and the outcomes that they are seeking from any safeguarding intervention.
- 1.3 The first annual report of the Bracknell Forest and Windsor & Maidenhead Safeguarding Adult Board is at appendix 1 to this report and describes the implementation of the Board's 2017-2018 strategic plan as well as future challenges.

2 DETAILS – 2017-2018 ANNUAL REPORT

- 2.1 At the end of 2016-2017, a decision was taken to merge the Bracknell Forest and Windsor & Maidenhead Safeguarding Adult Boards into a single Board. Whilst this decision was one for the local authorities in consultation with their statutory partners, the matter was discussed in detail by each individual Board and subject to ensuring that a local focus was not lost, both Boards were supportive of the move.

Board composition

2.2 The new Board has grown following the merger which was effective from 1 July 2017. It comprises senior leads from statutory and non-statutory partners and is supported by both local, East-Berkshire-wide and pan-Berkshire-wide sub groups. The Board has an independent chair and meets on a quarterly basis. Member organisations are:

- Royal Borough of Windsor and Maidenhead
- Bracknell Forest Council
- Optalis
- East Berkshire Clinical Commissioning Group
- Berkshire Healthcare NHS Foundation Trust
- Frimley Health NHS Foundation Trust
- West London Mental Health Trust
- Thames Valley Police Local Policing Areas
- Thames Valley Police Protecting Vulnerable People
- National Probation Service
- Royal Berkshire Fire and Rescue Service
- Healthwatch
- Involve
- Berkshire Care Association
- Alzheimer's Dementia Support
- Care Quality Commission
- Radian Housing
- Bracknell Forest Homes
- Housing Solutions

Role of the Board

2.3 The main objective of the Board is to assure itself that local safeguarding arrangements, and partners, act to help and protect adults in the area who meet the criteria set out in the Act, namely that they:

- have needs for care and support and
- are experiencing, or at risk of, abuse or neglect and
- as a result of those care and support needs are unable to protect themselves from risk of, or experience of, abuse

2.4 The Board has three core duties:

- publishing a strategic plan for each financial year setting out how it will meet its main objective.
- publishing an annual report detailing its activities.
- deciding when a safeguarding adult review is necessary, arranging for its conduct and if it so decides, implementing the findings.

Safeguarding Adult Reviews

2.5 The Board completed two Safeguarding Adult Reviews in 2017-2018 which are detailed in Section 11 of the Annual Report. A third review was commissioned during the year and will be reported in the 2018-2019 Annual Report. One Safeguarding Adult Review concerned the care given to a person with learning disabilities at the end of his life. It raised important questions about the awareness of professionals within the learning disability field of issues relating to diseases of later life and of end of life care and prompted the Board to arrange its first, very successful Safeguarding Conference focusing on that issue.

Board achievements and case studies

2.6 Over the past year the Safeguarding Adult Board has:

- Implemented a communications strategy.
- Implemented an escalation policy.
- Piloted the risk framework.
- Developed a newsletter.
- Developed and implemented a new Board website.
- Developed the structure of sub groups.
- Implemented a quality assurance framework.
- Developed and implemented a new safeguarding adult review protocol.
- Implemented two new safeguarding reviews and concluded a third.

2.7 Section 9 of the Annual Report details some case studies which demonstrate Board members' approaches to keeping people safe and the commitment to "making safeguarding personal".

Performance 2017-2018

2.8 Performance in relation to safeguarding concerns, see table 1, shows that the number of concerns recorded in Windsor and Maidenhead is similar to those recorded for the South East and England (per 100,000 population), whereas the number of concerns recorded in Bracknell Forest is much lower. An investigation has revealed that the difference in the number of concerns recorded is primarily due to the method of recording and that all concerns are analysed on receipt before being recorded, with a proportion being dealt with separately through case management or signposting to other services. In Windsor and Maidenhead, there is no initial analysis and all concerns received are recorded as such, although they may be referred to case management or signposted at a later date. The investigation concluded that processes in each local authority are safe with all concerns being dealt with appropriately.

Table 1: Safeguarding performance

	Bracknell Forest	Windsor & Maidenhead	South East	England
Number of safeguarding concerns	369	922	53,490	364,605
Concerns per 100,000 population	404	804	754	839
Concerns progressing to enquiry	76	370	24616	151160
% of concerns progressing to enquiry	21%	40%	46%	41%

3 2018-2019 STRATEGIC BUSINESS PLAN

3.1 The 2018-2019 strategic business plan took account of the issues arising during 2017-2018, the outcome of the Safeguarding Adult Reviews and is focused on the following main themes

- Providing quality assurance and challenge.
- Managing risk.
- Developing the workforce and spreading learning.
- Prevention and raising awareness.
- Communication and community and user involvement.

3.2 Achievement against these themes will be reported in the 2018-2019 Annual Report.



**Bracknell Forest and
Windsor & Maidenhead**
Safeguarding Adults Board

**Bracknell Forest and Windsor &
Maidenhead Safeguarding Adults Board
Annual Report 2017-18**

“Safeguarding is Everyone’s Business”

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1 Preface

- 1.1 This report covers the period 1st April 2017 to 31st March 2018 in accordance with the Care Act 2014. It will be submitted to the Royal Borough of Windsor and Maidenhead (RBWM) Managing Director, Bracknell Forest Council (BFC) Chief Executive, Leaders of each local authority, the Local Police and Crime Commissioner and the Chairs of the Health and Well Being Boards. It should also be presented to the Boards of the CCG and all partner agencies.

2 Introduction

- 2.1 The Care Act 2014 put safeguarding adults on a legal footing for the first time and required Safeguarding Adults Boards to be set up across local authority areas to encourage partner organisations to work together and ensure local arrangements effectively help and protect adults in the local area so that everyone can live safely, free from abuse and neglect.
- 2.2 The Care Act 2014 also required all agencies to promote individual wellbeing with a multi-agency approach to achieving positive outcomes for people who use services. The accompanying statutory guidance - Making Safeguarding Personal – required a change in day to day practice and organisational culture to allow the person who may be at risk to be put in charge of their own life. This requires agencies to listen to the person’s voice about what they want and the outcomes that they are seeking from any safeguarding intervention.
- 2.3 The Care Act 2014 required each local authority to establish a Safeguarding Adults Board with core membership from the local authority, the Police and the local Clinical Commissioning Group. In July 2017 The Bracknell Forest Safeguarding Adult Board and the Windsor & Maidenhead Safeguarding Adult Board merged to form the Bracknell Forest and Windsor & Maidenhead Safeguarding Adult Board.
- 2.4 This is the first annual report of the Bracknell Forest and Windsor & Maidenhead Safeguarding Adult Board. It describes the implementation of the Board’s 2017 / 18 strategic plan as well as future challenges. In line with the requirements set out in the Care Act the Board has continued to develop its strategic plan during the year.

3 Independent Chairs Report – Terry Rich

3.1 It has been a great pleasure to have led the work to create the new Safeguarding Adults Board covering both Bracknell Forest and the Royal Borough of Windsor & Maidenhead. Whilst both previous Boards had their strengths, the new merged Board has significant advantages. Some of those include:



- A greater sense of independence for the Board – it is no longer perceived as a body of a single local authority
- Increased range of partners involved and active in the Board and its work
- The inclusion of Public Health in the Board has been a very welcome addition
- Greater opportunities for shared learning – with a wider area covered and more partners at the table
- Local benchmarking of activity and performance across the two local authority areas
- Less duplication of effort – statutory partners no longer need to attend two Boards to cover the same business

3.2 Over our first year, the Board has been working on delivering priorities brought forward from the two previous Board Business plans. Our progress is set out later in this report. An important aspect of the work has been the establishment of the Quality Assurance Sub Group which will be key to supporting the work of the Board. Already it has been exploring the possible reasons behind the very different volume of safeguarding activity across the two local authority areas. It is also delivering on our plan for regular multi agency case audits.

3.3 One of the early findings of the Board has been a stark difference in the numbers of safeguarding concerns and enquiries received and managed within the two local authority areas of RBWM and Bracknell Forest. Later in this report there is some detail of some of the work undertaken to uncover the reasons behind the variation – differences to how initial referrals are categorised for example and the far larger number of care homes within Windsor and Maidenhead compared to Bracknell Forest. However, there is still more to be done to get to the bottom of the issue. Whilst to date there is no indication that people are any more safeguarded in either authority – the very substantial difference in recorded activity could have implications for how effectively resources are being used, for example, and whether current systems for triaging and prioritising input are as effective as they might be.

3.4 The Board has managed a number of SARs over the last year. These are detailed later in the report. One SAR concerned the care given to a person with learning disabilities at the end of his life. It raised important questions about the awareness of professionals within the learning disability field of issues relating to diseases of later life and of end of life care. It has prompted the Board to arrange its first annual Safeguarding Conference and for the conference to focus on that issue. An impressive line-up of experts in the field will be attending and I hope that it will help us all to develop a better understanding

of the most appropriate models of care to keep people with learning disabilities safeguarded throughout their lives and particularly towards later and end of life.

- 3.5 The purpose of the Safeguarding Adults Board is to ensure that partners are working effectively together to safeguard adults with care needs. So as Independent Chair it is only proper to expect a view of whether the evidence points to those arrangements being effective in the area covered by the Board. It is clearly beyond the ability of a Chair or a Board to be able to assert that systems are such that everyone is safeguarded from harm or abuse. However, it is clear from the work of the Board and of the information provided to it, that statutory partners are effectively working together to minimise the risk of harm and where concerns arise, to make appropriate enquiries and ensure that safeguarding plans are in place to mitigate risks.
- 3.6 Concerns remain as to whether the discrepancies in activity across the area are significant and there is important learning to be taken and implemented from the SARs undertaken during the year to ensure that systems are improved and become even more robust. Examples of this include the importance of ensuring that awareness of fire safety is embedded within all professional practice, and that those who self-fund their care or receive direct payments are equally protected as those receiving council funded care.
- 3.7 I am retiring from my role of Independent Chair at the end of September 2018. Having spent 4 and a half years chair the SAB in Windsor and Maidenhead and latterly the joint board, I have seen a growth in participation and engagement of partners and a real commitment to ensuring that safeguarding is everybody's business.
- 3.8 For the future, I believe that it will be important that partners continue to engage in a spirit of openness and transparency – able to challenge and willing to be challenged, ready to learn and to share learning, keen to engage with those who rely on care services, and critically recognising that in today's world, the vast majority of social care and an increasing amount of health care is delivered on behalf of the traditional public sector organisations by private and independent sector organisations. The challenge will continue to be how safeguarding arrangements, including the Board, become more open and inclusive of those agencies. It will become increasingly less relevant for Safeguarding Boards to be dominated by the traditional public sector partners, and increasingly important to ensure that providers – of healthcare, of care for older adults, for providers of supported living services for people with mental health needs or learning disabilities are all brought to the table.



Terry Rich

Independent Chair, Bracknell Forest and Windsor & Maidenhead Safeguarding Adult Board

4. Safeguarding Adults Boards Governance and Accountability

4.1 The main objective of the Board is to assure itself that local safeguarding arrangements, and partners, act to help and protect adults in the area who meet the criteria set out in the Act. That is, they:

- have needs for care and support and
- are experiencing, or at risk of, abuse or neglect and
- as a result of those care and support needs are unable to protect themselves from risk of, or experience of, abuse

4.2 The SAB has a role in overseeing and leading adult safeguarding across the locality. It has a role too as a source of advice and assistance. This includes a focus on:

- assuring itself that safeguarding practice is person-centred and outcome-focused
- working collaboratively to prevent abuse and neglect where possible
- seeking assurance that agencies and individuals give timely and proportionate responses when abuse or neglect have occurred
- assuring itself that safeguarding practice is continuously improving and enhancing the quality of life of adults in its area.

4.3 The SAB has a strategic role and is comprised of three core duties:

- publishing a strategic plan for each financial year setting out how it will meet its main objective
- publishing an annual report detailing the activities of the SAB
- deciding when a safeguarding adult review (SAR) is necessary, arranging for its conduct and if it so decides, implementing the findings.

4.4 The Board has responsibility for safeguarding partnership working across other key agencies; this oversight ensures it applies effective processes and procedures to protect those adults most at risk and offers appropriate support. It also ensures that those agencies practise to a high standard and can evidence their performance.

5. Local Context

5.1 Demographics

5.1.2 Demographics provide a focus for the board; nationally between 500,000 and 800,000 older people are subject to abuse and/or neglect in the UK each year and this number is set to rise by 1.6 million by 2050. The number of people aged 18 and over in Windsor and Maidenhead is 114,639 compared to 91,273 in Bracknell Forest. The number of people aged 65 and over in Windsor and Maidenhead and in Bracknell Forest is projected to rise from the current populations of 27,293 and 16,669 respectively (ONS Mid-Year 2011 estimates). This, together with increasing numbers of people with disabilities reaching adulthood, places additional demands on adult services.

5.1.3 There are a significantly larger number of care homes in Windsor and Maidenhead compared to Bracknell Forest. There are 1339 care home places available in the 38 care homes in Windsor and Maidenhead compared to 439 in the 15 Bracknell Forest Care Homes.

5.2 Local Arrangements

5.2.1 At the end of 2016/17 a decision was taken to merge the Bracknell Forest and Windsor & Maidenhead Safeguarding Adult Boards into a single Bracknell Forest and Windsor & Maidenhead SAB. Whilst this decision was one for the local authorities in consultation with their statutory partners, the matter was discussed in detail by each individual Board and subject to ensuring that a local focus is not lost, both Boards were supportive of the move.

5.2.2 The new Board has grown following the merger which was effective from 1 July 2017. The Board comprises senior leads from statutory and non-statutory partners and is supported by both local, East-Berkshire-wide and pan-Berkshire-wide sub groups. Details of member attendance at the Board are given in Appendix 1.

5.2.3 All partner organisations in Bracknell Forest and Windsor & Maidenhead are expected to prioritise safeguarding with an approach based on promoting dignity, rights, respect, helping all people to feel safe and making sure safeguarding is everyone's business. The Board leads adult safeguarding arrangements across its locality.

5.2.4 The Board develops and actively promotes a culture with its members, partners and the local community that recognises the values and principles contained in 'Making Safeguarding Personal'. The Board has an independent chair and meets on a quarterly basis. The attendance record for the Board is set out in Annex B. The Board's member organisations are currently:-

Royal Borough of Windsor and Maidenhead	Berkshire Care Association
Bracknell Forest Council	Frimley Health NHS Foundation Trust
Optalis	Royal Berkshire Fire and Rescue Service
Thames Valley Police Local Policing Areas	Involve
Thames Valley Police Protecting Vulnerable People	Alzheimer's Dementia Support
Public Health	Healthwatch
East Berkshire Clinical Commissioning Group	Care Quality Commission
Berkshire Healthcare NHS Foundation Trust	Radian Housing
West London Mental Health Trust	Bracknell Forest Homes
National Probation Service	Housing Solutions

5.2.5 The SAB met three times in the year providing oversight and direction to strategic and operational safeguarding activity across Bracknell Forest and Windsor & Maidenhead. A business planning session was held in September 2017 which was an important

opportunity to agree the new 2 year strategic business plan for the newly formed Board and setting out the priorities for the year to come.

5.3 Finance & Resources

5.3.1 As there is no national formula for SAB funding; levels of contribution are agreed locally. RBWM and Bracknell Forest Council, as the local authorities, currently contribute just under 66% of the Board's direct funding. In addition, Bracknell Forest Council hosts the Safeguarding Board's business unit. The CCG and Thames Valley Police are the only other partners who currently contribute to the Board. Income and expenditure for 2017/18 are shown in Appendix 2.

5.3.2 Whilst it is possible for SABs to budget for planned activities, Safeguarding Adults Reviews (SARs) or other learning reviews present unpredictable financial pressures. The SAB currently has no contingency to cover these unplanned eventualities

6 Progress on Priority Areas in Strategic Business Plan

6.1. The progress of actions in the strategic business plan, agreed at the Board development day and ratified at the Board's October meeting, have been monitored throughout the remainder of 2017/18.

6.2 Over the past year the Safeguarding Adult Board has:

- Implemented a communications strategy
- Implemented an escalation policy
- Piloted the risk framework
- Developed a newsletter
- Developed and implemented a new Board website
- Developed the structure of sub groups
- Implemented a quality assurance framework
- Developed and implemented a new safeguarding adult review protocol
- Implemented two new safeguarding reviews and concluded a third

6.3 The strategic business plan, demonstrating progress of all actions, is included in Appendix 3

7 Work of Sub Groups

7.1 Quality Assurance Sub Group

7.1.1 The Quality Assurance Sub Group has met on a quarterly basis and has developed and implemented a quality assurance framework to drive its work. This work has included:

- Monitoring performance data - bringing together quantitative multi-agency data on: trends in the nature and reporting of abuse; multi- agency responses; and outcomes for adults at risk.
- Monitoring qualitative information - collating views/ feedback from customers, carers, families, and staff to establish that safeguarding arrangements are working, delivering the outcomes people want and making a difference.
- Carrying out a desk top review of the Board's work - looking at how well the Board fulfils its statutory duties to understand if partners are working effectively together to keep people safe.
- Implementing a partners' self-assessment audit - evaluating the quality of individual agency safeguarding arrangements and developing action plans to improve how agencies keep people safe.
- Implementing local audits – evaluating the quality of concerns and enquiries recorded

7.1.2 The Sub Group identifies areas for further analysis and improvement and makes recommendations as to how these improvements can be achieved. The Quality Assurance Sub Group has reported its work to the Board on a quarterly basis.

7.2 The East Berkshire Learning and Development Sub Group

7.2.1 The Learning and Development Sub Group's membership is drawn from members of the Slough and the Bracknell Forest and Windsor & Maidenhead Safeguarding Adult Boards. The group has been focussing on delivering a learning event to disseminate the learning resulting from a recent safeguarding adult review. The event took place in the Autumn of 2017/8 and has provided a model for future learning events.

7.2.2 The East Berkshire learning and development group will focus on developing and implementing a multi-agency training needs analysis with the further aim of developing in future years a multi-agency training programme, along with a training evaluation system to measure the impact of training provided.

7.3 The Pan Berkshire Policy and Procedures Sub Group

7.3.1 The policy and procedures sub group's membership is drawn from members of the three safeguarding adult boards in Berkshire. It has a stated purpose of:

- Ensuring that policy commissioned by the Boards across Berkshire is developed and reviewed on a regular basis (twice yearly);
- Ensuring that procedures are developed to ensure that safeguarding adults' activity in Berkshire is robustly and effectively co-ordinated between and within each agency;
- Ensuring that all policy and procedures promote confidentiality, dignity and effective access to safeguarding for all communities across Berkshire and promote Making Safeguarding Personal in line with legal requirements.

7.3.2 A new pan Berkshire policy and procedures website was developed during 2017 to host a further revised version of the pan Berkshire policy and procedures. The website was launched in November 2017 and the policy and procedures will continue to be reviewed and updated bi-annually.

7.4 The Safeguarding Adult Review (SAR) Sub Group

7.4.1 The SAR Sub Group has co-ordinated the completion of two Safeguarding Adult Reviews during 2017/8. The Board has a duty under the Care Act to report on completed Safeguarding Adult Reviews within its Annual Report and the summary of these two completed reviews are contained within Section 11.

7.4.2 The SAR Sub Group has initiated a further Safeguarding Adult Review during 2018/19. The outcomes of this review will be reported in a future annual report.

7.5 Performance Working Party

A performance working party was created to develop the performance information required for the new Board. The working party has overseen the audits of the different numbers of concern and enquiries recorded in each local authority area. Moving forward the working group will concentrate on developing a multi-agency safeguarding performance information for the Board.

7.6 Risk Framework Task and Finish Group

The Group was created to implement a new risk framework to support those who do not engage with safeguarding process and also those who do not meet safeguarding thresholds. Following a series of pilots, an implementation programme and guidance has been developed for implementation of the framework throughout the Board area.

7.7 Conference working Group

A working group was created to organise a conference to disseminate learning from a local safeguarding adult review. The conference entitled 'Ageing Well with Learning Disability' is scheduled to take place on 18 October 2018.

8 Contribution of Partners

8.1 Partner organisations have continued to work together as a Board and partners' contributions have been focussed on implementing the new arrangements for the new Board. Partner contributions have included the following:

Taking part in task and finish and working groups to develop the Board's work

8.2 Partner organisation representatives have contributed to the work of all sub groups, working groups and task and finish groups. Representatives have also contributed to two development days.

Taking part in a board development questionnaire

8.3 Partners provided valuable feedback to a number of questions aimed to determine development areas for the Board as a whole. Common areas for improvement identified which were considered in the end of year development review session included:

- Improving the use of data to identify risks trends
- Strengthening links with other Strategic Partnerships

Taking part in a partner self-assessment to provide assurance that safeguarding arrangements are in place in partner organisations and to facilitate improvement planning in each organisation

8.4 During 2017/18 the self-assessment was carried out by the larger public sector partner organisations with the aim of providing assurance regarding safeguarding arrangements and identifying areas for improvement. However a more concise voluntary sector questionnaire was developed for trialling during 2018/19. A provider self-assessment will also be developed during 2018/19. Common areas for development highlighted in the self-assessments which were considered in the end of year development review session included

- Training / Assessing Competency; learning from SARs
- Embedding and recording Making Safeguarding Personal
- Capturing the voice of the adult at risk /user and community involvement
- Making information available to the public
- Auditing
- Recording
- Safeguarding arrangements for commissioning / commissioned services
- PREVENT

9 Case Studies - Examples of how partners are working together to implement the Board's strategy and Keeping People Safe through a personalised approach

The overall approach to safeguarding adults within Bracknell Forest and Windsor & Maidenhead aims to promote independence, wellbeing, social inclusion and maximise choice in service provision and safeguarding support. The following case studies demonstrate Board members approaches to keeping people safe and the commitment to "making safeguarding personal", and demonstrate partners' contributions to the Boards strategic direction through application of the multi-agency safeguarding policy and procedures and the Boards new multi-agency risk framework.

Case Study 1 – Mr and Mrs X

Mr and Mrs X are a married couple in their mid-seventies. Mrs X has the early on-set of dementia and during an argument Mr X struck Mrs X which resulted in her attending hospital. The hospital contacted the Police and Adult Social Care to inform them of safeguarding concerns for Mrs X. A practitioner from the Community Mental Health Team for Older Adults (CMHTOA) contacted Mrs X to offer support through the Safeguarding process and Mrs X agreed that this was what she wanted to happen.

Mrs X said she did not wish to return to her home and initially went to stay at her daughter's house; however this could only be a short term arrangement due to her daughter's family situation so Mrs X went to an alternative respite placement arranged by CMHTOA. Mrs X agreed to the support of an independent advocate throughout the Safeguarding enquiry and this was arranged by CMHTOA.

The advocate attended Safeguarding Meetings with Mrs X; Thames Valley Police were also there to provide updates and information on the criminal process following the assault that took place from Mr X. Berkshire Woman's Aid provided support and attended the safeguarding meetings; they advised Mrs X specifically on the domestic abuse support they would be able to offer her both at the time and beyond the Safeguarding enquiry process. Mrs X's Care Manager from CMHTOA attended the Meetings and informed her about the Adult Social Care options available to her and the options for her current accommodation situation.

At the safeguarding meeting Mrs X said she was pleased to have so much support available to her within the one place. She liked the assistance of the advocate and felt she was being supported to make the decisions she wanted too. Mrs X decided she would pursue the criminal charges outside of the safeguarding meeting so this was arranged between herself, the advocate and the police as a separate action. Mrs X said that the meeting enabled her to discuss all her options openly and without judgement from anyone; she said that her family had very clear opinions on what they felt she should do for the best but the Safeguarding process enabled her to come to the decision she wanted, away from these outside influences.

Case Study 2 – Case of “A”

A safeguarding referral was made to Optalis by the police. They had seen a rise in calls from a neighbour about ‘A’ concerning the alleged theft of a cat. Police had visited the address on numerous occasions to retrieve the cat and to return it to its rightful owner. On one occasion, the police called to arrest ‘A’ for the theft of the cat. However, ‘A’ was de-arrested at the scene, when the cat was found sunning itself freely in the garden.

Whilst in the garden the police noticed the dilapidation of the exterior of the property and the unkempt and unclean condition of ‘A’. They did not enter the house but could see inside the front door that the house was very dark and there looked to be evidence of hoarding, as there was only a narrow walkway visible inside the door. ‘A’ was unclean and her clothing was dirty.

Due to repeated complaints from neighbours about rat infestation and the dilapidation of the property, Environmental Health had been called to the address, but were unable to access the property as ‘A’ would not let them inside. They could see that a lean-to to the rear of the property had collapsed and there was a slight bow in the roof. It was noted ‘A’ leaves bowls of food outside for the rats and other creatures to feed on.

Two staff from the Physical Disability and Older Persons Team (PDOPT) visited the address in response to the safeguarding referral. As the gate to the address was chained and padlocked, they could not gain entry to the garden, or knock on the door. Whilst present at the address, ‘A’ returned to the property and questioned the presence of the social workers. ‘A’ would not let them inside the gate. The social workers noted the dirty and unkempt appearance of ‘A’. They were unable to fully assess her capacity as she answered a number of their questions cogently and told them she required no support from Social Services and to leave.

The police called a multi-agency meeting. In attendance were four staff from Adult Social Care, two police officers and a community support officer, Environmental Health, a senior Royal Berkshire Fire and Rescue officer and senior officer from the RSPCA. The multi-agency risk assessment was used to ascertain the risks and to allocate further follow-up tasks to professional colleagues.

At the Chaotic Lifestyles meeting chaired by TVP, further information was shared. The GP had provided health information to the Local Authority. ‘A’ had written to the surgery requesting she was removed from their list of patients. She had not attended the surgery for five years and had declined all routine medical checks and vaccinations.

The RSPCA had visited the property every day for a fortnight to try to catch the cat. ‘A’ would not allow traps to be set on her property. They did not pursue further action having spoken to the owner of the cat and confirming the cat is not confined at ‘A’s’ home and is free to come and go at will.

A further visit was made by Social Services. The interview took place over the padlocked gate. ‘A’ declined all services from the Local Authority. There was no evidence from the conversation ‘A’ lacked capacity. She looked and said she was well, although she was still unclean and was wearing the same clothes she had on 6 weeks previously. ‘A’ said she

had sold her property to the farmer at the end of the lane and would be moving elsewhere in September. This information was later confirmed in a letter provided to Environmental Health.

'A's daughter had been contacted by Social Services. The daughter said she was concerned by the decline in her mother. She said she last visited at Christmas, but had not been inside the house for 15 years. There had been a family break up some years earlier and the daughter had very little contact with her mother over the years. She confirmed that 'A' had always appeared to have long-standing mental health issues, but had declined all medical intervention and had no formal diagnosis of mental illness.

Adult Social Care kept the care management case open, in order to try to build a rapport with 'A'. The safeguarding enquiry was closed as it was deemed to be a care management issue.

Environmental Health continued to monitor the situation and to try to build a rapport with 'A'. They had no powers to intervene or to enter the property without the owner's consent.

The Fire Service offered fire safety advice in the form of leaflets, but could not enter and inspect the property without the consent of 'A'.

The Community Support Officer continued to make occasional visits to the address as they had built a rapport with 'A'.

At the Chaotic Lifestyles meeting, Thames Valley Police confirmed there had been no more calls to the address since the RSPCA intervened. 'A's case would continue to be reviewed at Chaotic Lifestyles Panel meetings.

The risk assessment framework was used in this case because:

- Agencies worked together to ensure all essential actions are carried out in a timely way.
- Agencies could demonstrate a 'joined-up' approach to managing the risk.
- It promoted engagement with the family and friends of the person at risk. They ensured the persons views are taken into account.
- Actions and progress were carried out at the persons pace.
- The risk assessment framework clarified the reasons behind decisions taken.
- Regular review of the risk assessment kept it current and provided timely intervention.
- It provided a multi-agency response to high levels of risk

10 Performance Information

Number of Safeguarding Concerns

	Bracknell Forest	Windsor & Maidenhead	South East	England
Concerns	369	922	53,490	364,605
Concerns per 100,000 population	404	804	754	839
Concerns progressing to enquiry	76	370	24616	151160
% of concerns progressing to enquiry	21%	40%	46%	41%

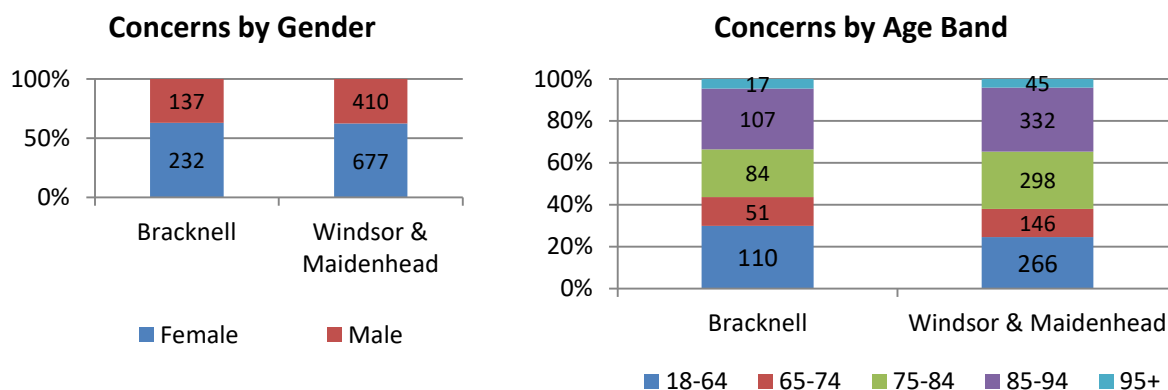
10.1 There was an increase in the number of concerns recorded in Bracknell Forest compared to the previous year (2016/17 – 293) whilst in Windsor and Maidenhead there was a decrease in the number of concerns recorded compared to the previous year (2016/17 – 293). The number of concerns recorded in Windsor and Maidenhead is similar to those recorded for the South East and England (2016-17 data) as a whole, whereas the number of concerns recorded in Bracknell Forest is much lower. An investigation has revealed that the difference in the number of concerns recorded is primarily due to the method of recording and that all concerns are analysed on receipt before being recorded, with a proportion being dealt with separately through case management or signposting to other services. In Windsor and Maidenhead there is no initial analysis and all concerns received are recorded as such, although they may be referred to case management or signposted at a later date. The investigation concluded that processes in each local authority are safe with all concerns being dealt with appropriately.

Number of Section 42 Safeguarding Enquiries Completed

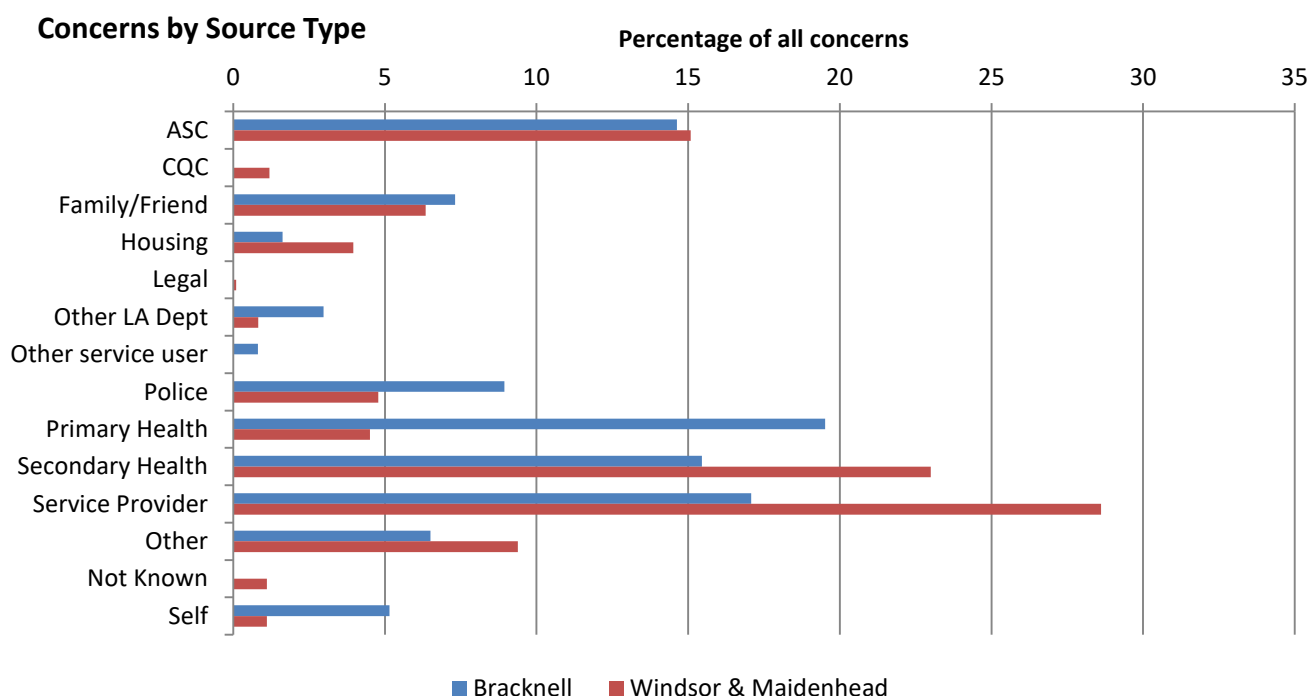
	Bracknell Forest	Windsor & Maidenhead	South East	England
Number of enquiries ended	58	448	21965	127625
Number of enquiries ended per 100,000 population	64	391	310	294

10.2 There was a slight drop in the number of enquiries ended in Bracknell Forest during 2017/18 compared to the previous year (2016/17 – 93) but the number is much lower than the number of enquiries completed in Windsor and Maidenhead. The number of enquiries completed in Windsor and Maidenhead has decreased when compared to the previous year (2016/17 – 510). An investigation into the difference in numbers recorded is on-going, although the fact that in Bracknell Forest concerns are analysed before passing to the enquiry stage, and therefore dealt with via another route, is believed to contribute to the difference. The initial findings do in fact indicate that it is the difference

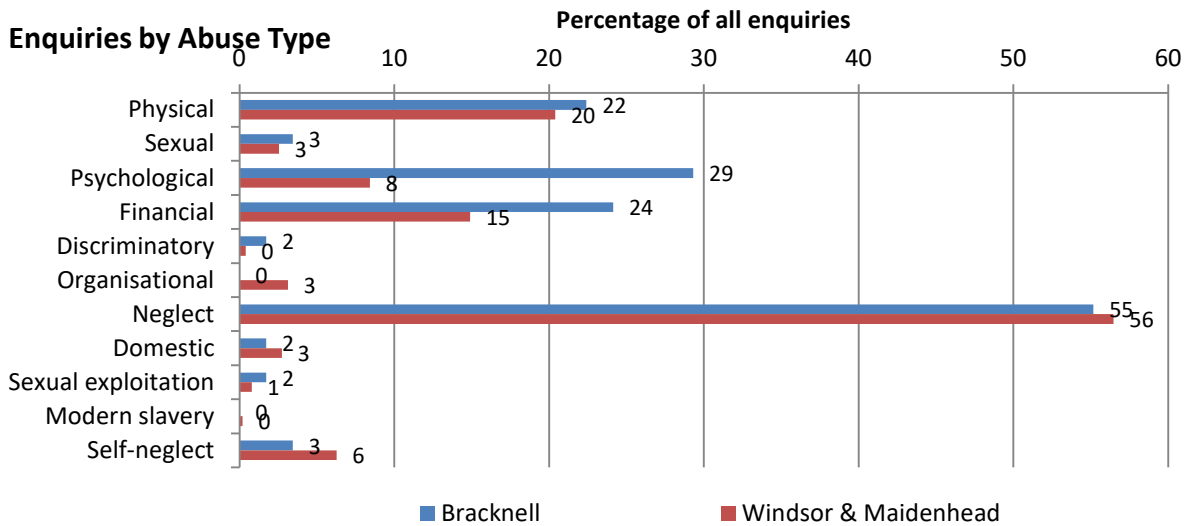
in the process employed that has led to the variation in numbers of enquiries taking place, and the processes employed in each area are keeping people safe in both Bracknell Forest and Windsor and Maidenhead.



10.3 The percentage of concerns recorded by gender and age reveals broad similarities in Bracknell Forest and Windsor & Maidenhead although the numbers in each case are greater in the Royal Borough.

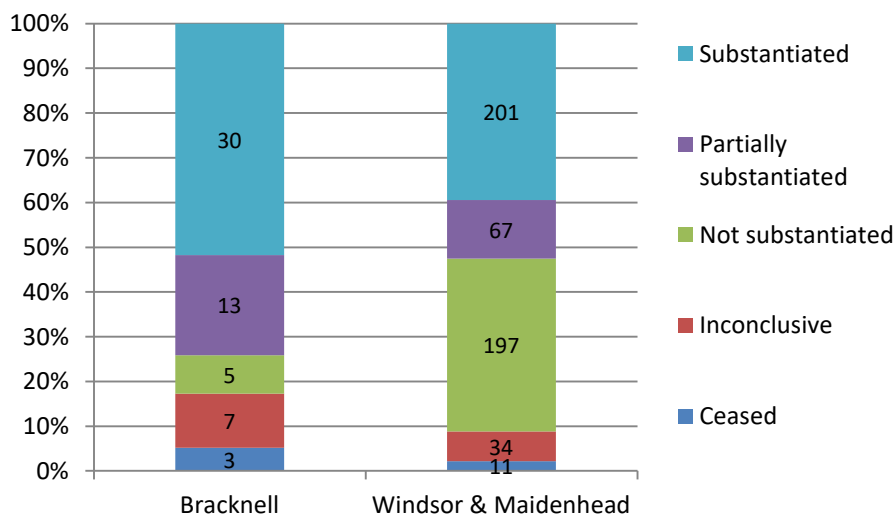


10.4 The analysis of the source of concerns received in Bracknell Forest and Windsor and Maidenhead reveals that a higher percentage of concerns are received from providers in Windsor and Maidenhead which reflects the higher number of care home places in the Royal Borough.



10.5 The percentage of enquiries by abuse type reveals that as in the previous year the greatest percentage of enquiries are due to neglect; the rate of neglect is in line with the national trend. However, the definition of neglect includes acts of omission and previous audits have revealed that act of omission can contribute to 30% of the total number of enquiries which are due to neglect. It should also be noted that the prevalence of abuse types is broadly similar between the two authorities and broadly similar to previous year's recorded data. In 2016/7 the main types of abuse identified during safeguarding enquiries were Neglect, psychological abuse and financial abuse whilst in Windsor and Maidenhead in 2016/7 the main types of abuse were neglect, physical abuse and psychological abuse.

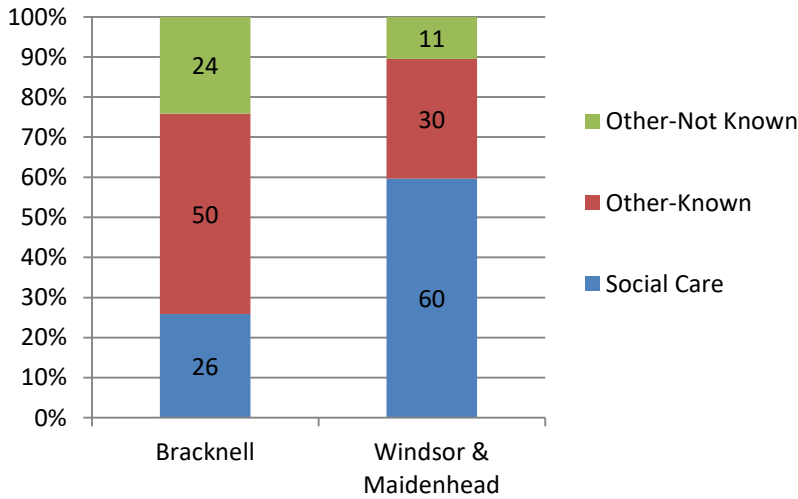
Enquiries by Conclusion



10.6 Analysis of the enquiries by conclusion reveals that a high number of enquiries are not substantiated in Windsor and Maidenhead and this may be related to the fact that concerns are not filtered when first received as is done in Bracknell Forest. Potential concerns are analysed and dealt with by case management or signposting to other services in Bracknell Forest, whereas all concerns received in Windsor and Maidenhead are recorded and passed to be dealt with as potential enquiries. The data suggests that unsubstantiated enquiries recorded in Windsor and Maidenhead may have been filtered out at an earlier stage in Bracknell Forest. This provides some explanation for the lower

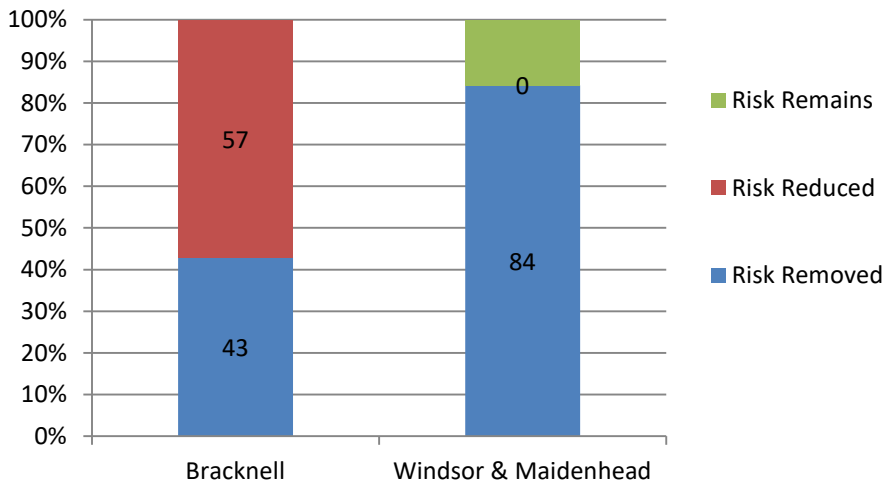
number of concerns and enquiries recorded in Bracknell Forest compared to Windsor and Maidenhead. The trends are similar to those reported for each area in 2016/7.

Enquiries by Alleged Perpetrator



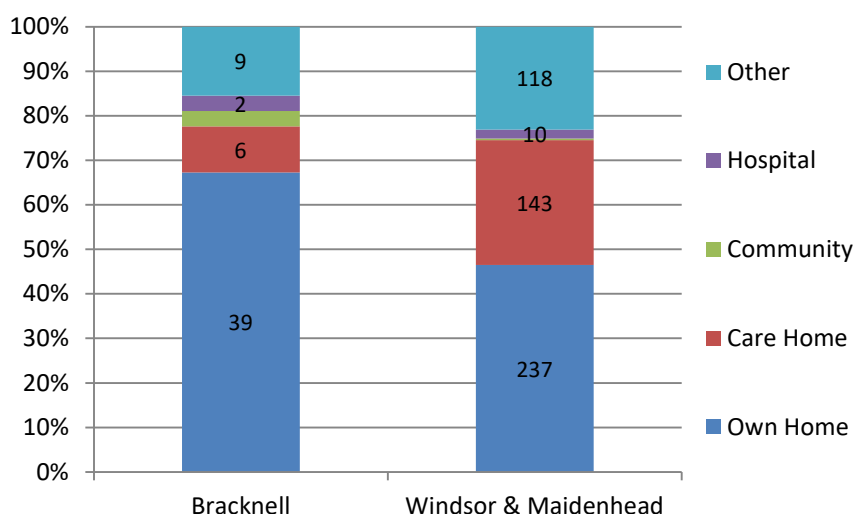
10.7 The higher percentage of enquiries where the alleged perpetrator was from the social care sector is consistent with the fact that there are a larger number of care home places in Windsor and Maidenhead and a larger number of concerns received from providers. The trends are similar to those reported for each area in 2016/7.

Enquiries by Risk Outcomes

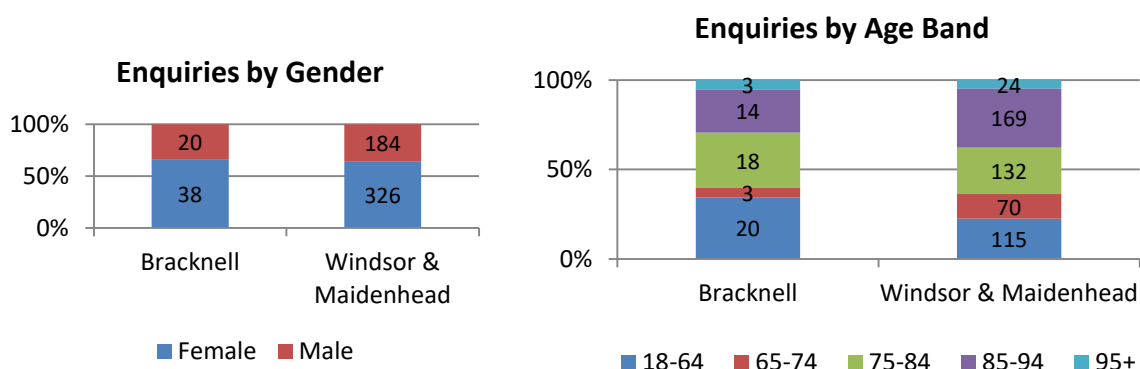


10.8 In most cases the risk to an adult at risk is either reduced or removed. In the very small number of cases where risk remains this is due to the decision of the adult at risk to accept the risk, although these cases would be monitored on an on-going basis. The trends are similar to those reported for each area in 2016/7.

Enquiries by Location



- 10.9 A higher percentage, and number, of enquiries relate to incidents in care homes in Windsor and Maidenhead which coincides with the higher number of care home beds available. The trends are similar to those reported for each area in 2016/7.



- 10.10 The percentage of enquiries by gender and age band are similar in both Windsor and Maidenhead and Bracknell Forest with slightly higher percentages of over 65 in Windsor and Maidenhead which reflects the general demographics of the local areas

11 Safeguarding Adult Reviews

- 11.1 Safeguarding Adults Boards are required under Section 44 of the Care Act 2014 to arrange a Safeguarding Adults Review (SAR) when someone with care and support needs dies as a result of neglect or abuse and there is a concern that the local authority or its partners could have worked more effectively to protect them. A SAR is also intended to ensure that lessons are learned and the Board is required to publish the outcomes in its Annual Report.
- 11.2 The Bracknell Forest and Windsor & Maidenhead Safeguarding Adult Board completed two Safeguarding Adult Reviews during 2017/18 – see below.
- 11.3 A further SAR (CD) is under way which will be reported in the 2018/19 Annual Report. The review focusses on the effectiveness of the multi-agency working of the local care

governance framework and how service users, their families and other professionals involved contribute towards monitoring standards of care following a death in a local care home. As previously reported there is another completed but unpublished SAR for which an action plan is being implemented. No further information is available at this stage due to an ongoing criminal investigation

EF Safeguarding Adult Review

- 11.4 Mr EF was 71 years old when he died in July 2016. He had complex health and care needs including a severe learning disability, severe challenging behaviour and autism. He was able to make simple everyday decisions but had been assessed as lacking mental capacity for decisions on more significant matters. Although Mr EF's needs appeared to have been well met throughout most of his life, concerns were raised about the way in which services were provided to him and whether organisations could have worked together more effectively towards the end of his life. Bracknell Forest Safeguarding Adults Partnership Board initiated the review with a final report presented to the joint Board in December 2017.
- 11.5 The report found the needs, wishes and feelings of Mr EF were not taken into account fully in decisions about his care. Nor were end of life decisions made with appropriate people, for example, his support workers in absence of family. It suggests an advocate would have ensured his wishes were included in the decisions being made about him.
- 11.6 It also found that as Mr. EF's health was declining, assessments did not reflect this or identify that the end of Mr. EF's life was approaching. This was not shared across organisations to provide a coordinated view and enable appropriate care planning. As greater numbers of people with learning disabilities and co-morbidities live longer in community settings the Board acknowledged that it is increasingly important for approaching end of life to be recognised and has organised an event later in 2018 to share learning around this subject and share the learning from this review.
- 11.7 As a result of the review, an Adult at Risk Pathway for LD has been developed and implemented ensuring that key agencies are involved in the assessment and care planning for people with complex health conditions. This is part of the wider Risk Framework. The provision of Additional support has also been agreed for people with learning difficulties in hospital.

AB Safeguarding Adult Review

- 11.8 AB was a retired district nurse who lived alone in the community. She received direct payments to fund domiciliary care. She was immobile without assistance and a heavy smoker, known to smoke in bed. Unfortunately she died in a house fire whilst in her bed in May 2017. Windsor & Maidenhead SAB agreed the threshold for a SAR had been met and initiated the review in June 2017 with the final SAR report presented to the joint SAB in March 2018.
- 11.9 Although AB was recognised by professionals to be a heavy smoker, the review found that the risk was not adequately identified and dealt with. Therefore, all organisations

are training their staff to recognise fire risk and ensuring that consideration of smoking and associated fire risks are included in formal assessments.

- 11.10 An assumption of capacity was made by all professionals involved with AB which acted as a barrier to a formal assessment, even when her high risk and unwise decisions were potentially impacting on her health and wellbeing. As a result, organisations are reviewing their training for practitioners around working with individuals who have capacity but remain a risk as a result of their unwise decision making and/or risky behaviour.
- 11.11 A task and finish group was created to develop a Risk Framework including a risk framework tool. This could then be used by any agency or person who felt a multi-agency meeting was appropriate in order to discuss the possible risks an individual might be open to. The tool would help identify these risks as well as possible ways to mitigate them. The agency or person calling the meeting would take the lead initially, unless it was agreed at the meeting that another agency was better placed.
- 11.12 The framework is now ready for roll-out to all other agencies, with training and case studies prepare; with the expectation that it will be used following training. This is planned for Autumn 2018, with a further roll-out to Slough Borough council in March 2019.
- 11.13 The report also acknowledged that without a single point of contact for her care, the holistic picture of AB was lost – particularly as her health deteriorated – as each organisational contact was seen in isolation.
- 11.14 The review highlighted a number of themes resulting in a detailed multi agency action plan which is being implemented and monitored by the SAR sub group and a briefing note to share the key learning from the review is being written.

12 Challenges and Priorities Going Forward

- 12.1 Key challenges identified by the Board at an end of year Board Development day which reflected on the period 2017/18 are summarised as follows:
- feedback – making sure that referrers get to know what happened
 - getting a more consistent approach to people at risk of self-neglect – understanding and managing risk panels and implementing the risk framework
 - working in partnership with providers –treating with respect and equality
 - better use of data and intelligence sharing
 - embracing prevention and strengths in communities
 - improving community and user engagement – ensuring that the Board and its partners are listening to communities and users of services
 - ensuring comprehensive awareness of what constitutes neglect/abuse
 - promoting what ‘good’ looks like and developing a Charter of Good Care

12.2 These development areas will be absorbed into the 2017-2019 strategic business plan. The revised strategic plan, taking account of the development areas and the completed actions will therefore contain the following main themes

- Providing Quality Assurance & Challenge
- Managing Risk
- Developing the Workforce and Spreading Learning
- Prevention & Raising Awareness
- Communication and Community and User Involvement

12.3 The implementation of the new joint Safeguarding Adults Board covering Windsor & Maidenhead and Bracknell Forest has presented challenges but the end of year review of performance, and the feedback from partners, has overwhelmingly highlighted the benefits and new opportunities that have been gained from the merger. The new Board will need to ensure that it keeps a focus on local areas as well as recognising trends and risks that persist across a wider population base and the safeguarding adult system as a whole.

Appendix 1

Bracknell Forest and Windsor & Maidenhead Safeguarding Adult Board Record of Attendance at Board Meetings 2017/18

Alzheimer's Dementia Support	100%
Berkshire Care Association	33%
Berkshire Care Association Berkshire	33%
BFC - Housing Strategy & Needs (represented by BFC Adult Social Care)	0%
Bracknell Forest Council – Adult Social Care	100%
CCG	100%
Children Services (Achieving for Children	33%
Frimley Park Hospital	33%
Healthcare NHS Foundation Trust	100%
Healthwatch	66%
Housing Solutions	33%
Involve	66%
National Probation	66%
Optalis	100%
Radian	0%
Royal Berkshire Fire & Rescue Service	66%
Royal Borough of Windsor & Maidenhead	100%
South Central Ambulance Service	100%
Thames Valley Police	100%
W. London Mental Health Trust (Broadmoor Hospital)	0%

Appendix 2

Safeguarding Adult Board Budget – 2017/18

Bracknell Forest and Windsor & Maidenhead Safeguarding Adult Board

Income/contribution 2017/18 - (01/07/2017 - 31/03/2018)

	2017/18 pro-rata
Bracknell Forest Council	-22,500
RBWM	-24,000
Thames Valley Police	-7,500
CCG	-15,000
Total	-69,000

Projected Expenditure 17/18

Staff (including cost of Chair)	51,278
Supplies and Services	4,411
Total	55,689

Underspend as at 28/02/2018

-13,311

BRACKNELL FOREST AND WINDSOR & MAIDENHEAD SAFEGUARDING ADULTS BOARD

STRATEGIC BUSINESS PLAN
SEPTEMBER 2017 – MARCH 2019

Theme 1: Board Resilience & Partner Commitment

1.1	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
1.1.1	Revised and up to date terms of reference for Board and Sub Groups are available for all Board and Sub Group Members	Business Managers	By December 2017	Terms of reference in place	Terms of Reference agreed at Oct Board meeting	B
1.1.2	Revised Safeguarding Adults Review Guidance agreed and available to all (compare both previous Board's guidance)	Business Managers	By December 2017	Reports to SAB Evidence from minutes	Guidance agreed at Oct Board meeting	B
113						
1.2	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
1.2.1	Updated Members Handbook is in place for all Board Members to use.	Business Managers	By December 2017	Handbook in existence & evidence of circulation to Members Chair confirms understanding with all new Board Members	Handbook completed	B
1.2.2	Board Members ensure they undertake appropriate training as required to deliver their role and are active participants in Board and Sub group meetings and	Chair	Ongoing	Chair evaluation of Board Members	Evaluation to be confirmed	A

1.2	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
	associated work;					
1.2.3	Board and Sub Group Members are held to account re lack of attendance at meetings	Chair	Ongoing	Attendance records (as recorded in the Annual Report) Challenge Log	Attendance being recorded	G
1.2.4	implement a communication strategy to include a quarterly newsletter	Business Managers	March 2018	Communication strategy in use	Communication strategy and newsletter developed in draft	G

Theme 2: Providing Quality Assurance & Challenge

2.1	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
2.1.1	Develop and promote the use of a single agency self-assessment tool audit tool across partners including implement of a bespoke CVS self-assessment audit	Quality Assurance Sub Group	Ongoing	Results of self-assessments Evidence from minutes	Partner audit tool approved and circulated for return in January. Draft CVS audit in place and in process of being trialled	G
2.1.2	Programme of multi-agency audits to test effectiveness of safeguarding arrangements, to include a focus from data analysis and recognising constraints within organisations	Quality Assurance Sub Group	Ongoing	Programme of multi-agency audits Audit reports Evidence in minutes	Local authority case file audit programme being aligned first. Initial approach to multi agency audits being developed	G
2.1.3	The SAB maintains a Challenge Issues &	Chair	Ongoing	Evidence in Challenge,	Challenge Issues and Risk log developed	G

2.1	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
	Risks Log that captures how it raises, tracks and resolves concerns about local safeguarding arrangements.			Issues & Risk Log		

2.2	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
2.2.1	115 Develop an appropriate multi agency dataset that collates relevant information via agreed outcome statements to support the Board in their understanding of local provision and issues; this to include a review of concerns by each organisation.	Quality Assurance Sub Group	Ongoing	Dataset	Dataset containing indicators from statutory returns being developed initially. Concerns being reviewed. Multi agency data set being explored by performance working group	G
				Summary data		
2.2.2	Ensure a robust system is in place to join up intelligence to enable quality concerns in provider services to be identified early on and to put into place support to address concerns before they become significant safeguarding issues.	Quality Assurance Sub Group	Ongoing	Evidence of effective intelligence sharing mechanisms in place.	Care governance board reports being aligned. Initial reports received at the Board. Care governance reports to be reviewed by quality assurance sub group and the Board at 6 monthly intervals	G

	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
2.3.1	Examine training needs analysis and training evaluations to ensure multi agency safeguarding training provision is evidence	Chair of East Berks	Ongoing	evaluations evidence training feedback evidence	Multi agency workforce development strategy approved by Board. TNA and training evaluations to be developed. L/D	A

	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
	based and fit for purpose; this to include evidence of feedback from those trained and the use of e-learning.	SAB L & D Sub Group			group being re-developed with change of ownership and first meeting in April	

Theme 3: Managing Risk

3.1	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
116	3.1.1 Refine and implement a local risk framework to encourage consistent practice across organisations and to develop multi agency response in a crisis, this to include a pilot implementation across all agencies	Task and finish	April 2018	Case audits demonstrate effective practice, robust risk assessment and protection planning	Risk framework finalised. Consideration to be given to implementation and monitoring to ensure it becomes embedded. National workshop in April to inform implementation	A
	3.1.2 Review the Risk Framework	Task and finish	April 2019	Feedback demonstrates effective systems in place	To be implemented in 2018/19	G
	3.1.3 Promote a good understanding of the forums available locally to address specific needs of adults at risk and promote awareness of the need to implement bespoke multi agency meetings for those cases for which there is no relevant forum.	Task and finish	April 2018 / Ongoing	Minutes demonstrate good understanding of relevant forums. Evidence of bespoke multi agency meetings taking place.	Initial work carried out by a previous task and finish group identified forums. Implementation and monitoring require confirmation as above	A

3.2	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
3.2.1	The Board develops, monitors and promotes an Escalation Policy	Chair	Ongoing	Escalation Policy Regular reports regarding the use of the Policy	Escalation policy approved	G

3.3	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
3.3.1	Ensure awareness of indicators of risk and ensure safe responses through awareness of referral routes and sources of support. To include fire and new abuse types	Task and finish	March 2019	Data reflects level of engagement and understanding	Initial work commenced by a previous task and finish group. Areas of risk / referral route to be communicated via website.	A
	Determine and monitor emerging significant areas of risk and ensure communication with other partnership boards.	QA Sub Group	March 2018	Emerging risks integrated into Board work plans/ strategic plan	Areas of risk being identified and communication with other partnership boards commenced. To be reviewed at development session.	A

Theme 4: Developing the Workforce and Spreading Learning

4.1	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
4.1.1	Promote engagement of the whole partnership in MSP through a focus on and	Chair	March 2019	Evidence of effective	MSP to form a focus within the Board development session and theme at the	A

4.1	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
	improvement in working within the MCA principles and through establishing confidence in taking person centred approaches to working with risk.			partnership approach to MSP through multiagency case file audit	Board with further actions developed. Multi agency audits to be developed.	
4.2.1	Seek assurance that that the five principles of the MCA and best interest decision making are a feature of practice across the partnership	QA Sub Group	On going	evidence of improved working within MCA principles through multiagency case file audit	QA framework which includes case file audits approved. The case file audit programme is being developed to include seeking assurance regarding MCA and Best Interest decision making	G

4.2	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
4.2.1	Continue to ensure Berkshire Multi Agency Adult Safeguarding Policies and Procedures are up to date and fit for purpose	Chair of Pan Berkshire Policy & procedures Sub Group	Ongoing	minutes of meetings feedback from staff / partners	Policy and procedures updated as part of the launch of the new website in November 2017. Further review of policy and procedures and website taking place in May 2018 by p&p sub group	G
4.2.2	SAB Members continue to promote the use of the Berkshire Multi Agency Adult Safeguarding Policies and Procedures.	Chair <i>(policy & procedures sub group)</i>	Ongoing	Evidence of use of policies and procedures and evidence of effective and	Policy and Procedures website launched in November 2017. Promotion work and review of website to be reviewed by p&p sub group in May 2018	G

4.2	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
				consistent practice		
4.2.3	<p>The Board is sighted on the impact that multi agency adult safeguarding training is having on frontline practice.</p> <p>Implement a survey to evaluate training at the end of training sessions and again at three months to measure learning and improvement in confidence and practice.</p>	Chair of East Berkshire SAB Learning & Development Sub Group	Ongoing	<p>SAB training reports</p> <p>Training evaluations</p> <p>Case studies and audits</p> <p>Positive as a result of training e.g. appropriate referrals.</p>	<p>Chair of Learning and Development rotating for 2018</p> <p>To be established and implemented following first meeting of I/d group in April</p>	A
119						
4.2.4	Implement common workforce standards to support safeguarding across the partnership.	Chair <i>(East Berkshire SAB Learning & Development Sub Group)</i>	On going	evidence that common standards framework has been implemented and evidence of a positive outcome / change	<p>Multi agency workforce development strategy approved by Board in October 2017. To be implemented and reviewed.</p> <p>Learning and Development Sub Group to meet in April to co-ordinate</p>	A

4.3	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
4.3.1	Identify learning from SARs and case reviews (locally and nationally) and ensure	Chair of SAR Sub	Ongoing	Evidence from minutes	Action plans being implemented and monitored as a result of SARs	G

4.3	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
	action plans are developed and recommendations implemented	Group				

Theme 5: Prevention & Raising Awareness

5.1	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
5.1.1 120	Partner agencies demonstrate that safeguarding arrangements for vulnerable young people during transition are appropriate. Establish clear understanding of definition of Transition	Chair	Ongoing	Multi agency action plans developed to address any weaknesses or to implement improvements.	Self-assessment audit tool circulated. Further work to be developed including promotion work Meetings with LSCB reps taking place	A

5.2	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
5.2.1	Ensure that any relevant community profiling activities undertaken by partner organisations are shared with the SAB for information and action; Establish an effective and meaningful process for people who may be in need of safeguarding services to engage with the board	Chair	Ongoing	Self-assessment Board meeting reports repository of profiling outcomes and of feedback from people who engage with	Self- assessment evaluated Community profiling commenced by performance working group Website being developed in line with communication strategy to support engagement Action to be developed and implemented.	A

5.2	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
				partners		
5.2.2	Work closely with the voluntary sector in recognition of its growing role in safeguarding, early intervention and prevention and community resilience; establish comprehensive representation from voluntary sector across the Board area along with effective mechanisms for information sharing across the sector	Chair (to be confirmed)	2019	evidence that local community intelligence is used to promote and target safeguarding work	CVS audit tool being trialled to develop understanding of safeguarding and information sharing needs Action to be developed	A
5.2.3 121	Promote and support identification, from the data and other intelligence, areas where safeguarding issues are commonly occurring; the Board will target these areas, seeking assurance that preventive measures are put in place; Standardise data and recording processes e.g. populations, thresholds	QA Sub group	2019	Evidence that safeguarding issues identified are being targeted for action	Performance Working group is standardising data for initial reports to the Board and QA Sub Group. Quality assurance sub group monitoring performance and investigation into concerns completed. Potential need to address promotion / prevention	G

5.3	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
5.3.1	Produce guidance to ensure that cases of abuse and neglect that do not meet the section 42 criteria are reported and recorded in adult safeguarding; this is particularly important for new abuse types of domestic abuse, modern slavery, exploitation and self-neglect	QA Sub Group	March 2019	Effective guidance produced which is followed	Guidance being considered by performance working group following review of concerns data	G
	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG

5.3	Action	Lead	Timescale	Success Criteria / Measure	Progress	RAG
5.3.2	Monitor data and carry out case file audits of safeguarding reports that do not meet the section 42 enquiry criteria	QA Sub Group	March 2019	Evidence from pre S42 cases in case file audit	Being implemented work of the performance working group. QA Sub Group is establishing case file audit programme.	G

Status legend	
Where the action is behind schedule	RED (R)
Where there may be delay in achieving the action	AMBER (A)
Where the action is not yet completed, but is on schedule	GREEN (G)
Where the action is completed	BLUE (B)
Where the action is no longer applicable for whatever reason	GREY (Gr)

WORK PROGRAMME FOR ADULT SERVICES AND HEALTH OVERVIEW AND SCRUTINY PANEL

March 2019

REPORT	AUTHOR
Joint Strategic Needs Assessment	Hilary Hall
Support in the Community for Older People	Lynne Lidster/Fiona Betts
Long Term Funding For Adult Social Care	Hilary Hall/Angela Morris
Update on Integrated Care System	Hilary Hall/Angela Morris

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

REPORT	AUTHOR

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

REPORT	AUTHOR
Recovery College Annual Review	Susanna Yeoman

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By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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