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NOTICE OF MEETING

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

will meet on

TUESDAY, 29TH JANUARY, 2019

At 6.30 pm

in the

COUNCIL CHAMBER - TOWN HALL

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

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

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

Karen Shepherd – Service Lead - Governance - Issued: Monday, 21 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

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4.	<u>BUDGET 2019/20</u> To comment and agree recommendations as set out in the Cabinet report.	11 - 76
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PART II

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10.	<u>TENDER APPROVAL - WASTE COLLECTION FOR SCHOOLS</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(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)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>	99 - 100

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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

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

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

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

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

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

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

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

Prejudicial Interests

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

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

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

Personal interests

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

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

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Agenda Item 3

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

THURSDAY, 6 DECEMBER 2018

PRESENT: Councillors Marion Mills (Vice-Chair, in the Chair), Nicola Pryer, Edward Wilson, Wesley Richards and Charles Hollingsworth

Also in attendance: Paul Loudon

Officers: Kevin McDaniel and Andy Carswell

APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Quick and Hilary Hall.

DECLARATIONS OF INTEREST

Councillor Pryer declared a personal interest in item 4 as her two children attended schools in Windsor. Mr Loudon also declared a personal interest in item 4 as he was a governor at a school that was mentioned in the report.

MINUTES

RESOLVED UNANIMOUSLY: That the minutes of the meeting held on October 16th 2018 be approved as a true and accurate record.

Arising from the minutes, Cllr Wilson asked if the Local Government Ombudsman had been contacted regarding the misleading figures in the report discussed at the meeting. The Director of Children's Services said he did not believe that this had been done, and would ensure this was actioned.

SCHOOL ADMISSION ARRANGEMENTS 2020/21 AND CO-ORDINATED ADMISSIONS SCHEME 2020/21

The Director of Children's Services informed Members that the proposals were to continue with the existing admission arrangements, as the Council was already meeting the mandatory provisions set out by the Secretary of State. Local Authorities had been asked to consider giving priority to formerly looked after children when considering school allocation places, but the Council was already able to do this through its social and medical criteria.

Responding to questions from Cllr Wilson, the Director of Children's Services said there were no noticeable trends with regards to Published Admission Numbers reducing at Windsor schools. He also said there had been an increase in the number of in-year transfers, although these tended not to go to an admissions appeal.

RESOLVED UNANIMOUSLY: That Members note the report and:

- i) Approve, and thereby determine, the RBWM Admission Arrangements for 2020/21 set out at Appendix 1.**
- ii) Approve, and thereby determine, the RBWM Co-ordinated Admissions scheme for 2020/21 set out at Appendix 2.**

SCHOOLS CAPITAL PROGRAMME 2019/20

The Director of Children's Services explained that the proposals made in the draft Schools Capital Programme, as part of the wider Budget, had been put forward before the amount of funding that was being made available through the maintenance grant from Government was known. A list of priority schemes had been listed for Members in the report appendix. Schemes had been prioritised following assessment in the first instance from building surveys commissioned by the authority; these were then presented to the Director of Children's Services and discussed with the Cabinet Member for Children's Services at a Lead Member briefing. Schemes had been prioritised where there was an immediate need for works to take place, or taking no action presented risks to the health and wellbeing of pupils.

Cllr Wilson asked if there had been any discussions with ward members regarding choosing the priority schemes. The Director of Children's Services said that ward members would get involved if a school disagreed with the results of any survey carried out. There was also a tendency for ward members to suggest the development of new facilities at schools, rather than raising concerns about maintenance. Cllr Wilson asked if any of the proposed works were being done prior to any of the schools converting to Academies. The Director of Children's Services said he was not aware of any schools planning to convert.

Cllr Hollingsworth asked if any assurances could be given there would be no impact on youth centres caused by the budget. The Director of Children's Services explained that youth centres were not covered by the Schools Capital Programme, and this was provided for in the main budget setting process, so he was not in a position to give any information about future funding.

RESOLVED UNANIMOUSLY: That Members note the report and approve:

- i) The Children's Services 2019-20 capital bids - to be included in the overall 2019-20 capital programme, subject to any changes that may be required to the Condition list of schemes following the grant allocation announcement and final approval at Council**
- ii) The listed schemes being put out to tender**
- iii) Variations to the list of condition schemes to be delegated to the Lead Member and Director of Children Services following the Schools Condition Allocation grant confirmation by the Education and Skills Funding Agency.**

VERBAL UPDATE ON OUTCOME OF OFSTED FOCUSED VISIT

Members were reminded that the last Ofsted inspection of the Council's Children's Services had taken place in May 2015, with a judgement of requiring improvement to be good across all areas. Since that time Ofsted had changed how it carried out inspections, using two intermediate activities: an Annual Conversation and a Focused Visit. Members were told that Ofsted held the Annual Conversation with Council directors in January, where it was suggested that a Focused Visit rather than a full inspection would be most helpful in 2018.

The Ofsted Focused Visit took place in the Royal Borough on November 27th and 28th with a focus on the Front Door services. These were the single point of access, Multi Agency Safeguarding Hub (MASH) and the Duty & Assessment Service. This focus allowed Ofsted to assess if Ofsted were confident in the Council's ability to manage risks to children. In this focus visit, the inspectors spent almost all of their onsite time with frontline staff and asked them to show them the relevant policies and strategies in action so that the inspectors could see first hand the quality of social work. Their feedback was a narrative letter and there was no graded judgement,

The Director of Children's Services said that staff talked to the inspection team in positive terms about the supportive culture they worked in, which meant they felt supported when making difficult decisions about families. Staff demonstrated they were able to challenge each other, and were able to work with partners in a more open and constructive way. It was noted that morale among staff was high. The inspection team noted that more work needed to be

done by middle management to ensure greater consistency of management oversight, although this had been identified by the Council in its self assessment carried out prior to the inspection.

Members were told that feedback on the Multi Agency Safeguarding Hub was positive. A daily meeting had been viewed by the inspection team, which had been assessed as being appropriately challenging for all agencies involved. Staff were making good decisions and were able to work well across all agencies. Families felt more confident that their queries were being handled in a timely manner. An area for improvement was to provide further information on available options for families who did not meet the necessary thresholds for support. Overall, Ofsted noted that the MASH service was effective.

The Director of Children's Services informed Members that the self assessment of the Duty of Assessment Service identified a number of challenges. Seven of the eight members of the team were agency staff as there had been difficulty in maintaining a permanent workforce. The increased demand for support during the summer had resulted in high caseloads for some workers and the Council had increased resources in November as a result. The local marketplace for agency workers had also been challenging with increasing costs and declining quality. This led to a turnover of agency social workers which meant some children had seen more than one social worker during the course of a 45-day assessment, and this had undermined their confidence.

Ofsted recognised this assessment as being accurate and that the Council's response has been appropriate. Ofsted raised concerns that some staff were unfamiliar with the computer systems used (known as the ICS) and that the system did not support managers with clear information or front line staff with an automatic workflow. There were proposals to move to a new system that is used across Achieving for Children and widely across England. There is a 2019/20 capital programme recommendation to provide for this, which will be considered during budget setting. The Director of Children's Services cautioned that it was likely to take up to 18 months to fully implement and the current system would continue to operate and require extra management effort in the meanwhile.

Overall it was noted that while there had been a decline in the quality of assessment services since the last inspection, there had been improvement in all areas visited since August 2017. No need for an urgent inspection had been identified and further improvements were needed and plans are in place to tackle those areas. Ofsted were expected to visit next for the Annual Conversation scheduled for March 2019.

Cllr Pryer asked about the makeup of temporary and permanent staff in all of the teams, as concerns had been raised about the Duty of Assessment Service. The Director of Children's Services said that 18 months ago 50 per cent of professional staff across all areas were agency staff, but this had now been significantly reduced to about 10%. However that hid the challenge in the Duty and Assessment team. Steps to rectify this had been identified and were in the process of being implemented. Two permanent staff have started in that team during November and a further job offer had been made.

Cllr Wilson asked how the results of the Council's inspection compared to other Berkshire authorities. The Director of Children's Services said that Slough Borough Council was monitored directly by the Department for Education and Reading Borough Council had set up an organisation similar to a Trust, which meant they were not assessed in the same way as the Royal Borough. The only other authority to have a recent focus visit was Wokingham, with West Berkshire expecting a similar visit. As the letters were not graded it was hard to compare directly. The key issue, as ever, is the correlation between the findings and one's self assessment and plans. The Director of Children's Services stated his belief that the Royal Borough is in a strong position and the findings of the visit reflect the growing confidence of the management and leadership that children in the Borough receive an effective service.

WORK PROGRAMME

It was agreed that the update on the Girl's Policy Forum would be moved to the March meeting. Members noted the contents of the Work Programme.

The meeting, which began at 6.35 pm, finished at 7.16 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 Boulton's 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.

	Reported Forecast in 1819	Total Change Budgeted in 1920
Additional: £0.0m	£'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 Directors detail only)
- Appendix D - Fees and charges – (Managing Directors fees and charges only)
- Appendix E - Growth/Savings – (Children’s services 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 – (Children’s services 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 Env’t, 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 – (Children’s services 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
Elaine Browne	Interim Head of Law and Governance	11/01/19	

Name of consultee	Post held	Date sent	Date returned
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: Key decision	Urgency item? No	To Follow item? 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
	<hr/>
	33,072.60
Unparished Areas	
Maidenhead	21,633.37
Windsor	13,646.85
	<hr/>
	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 Actual £000	2018/19 Budget £000	2019/20 Budget £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			
	2017/18 Actual	2018/19 Budget	2019/20 Budget
DIRECT COST SUMMARY	£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
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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	(953)	(1,097)	(879)
Net	630	280	714

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	(9)	(5)	(5)
Net	275	171	135

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
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Performance Contracts	£000	£000	£000
Expenditure	361	346	352
Income	0	0	0
Net	361	346	352

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	79	89	92

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	1,345	886	1,293
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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	112	502	614

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	95	100	100

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	(30)	0	0
Net	158	189	167

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	(319)	(335)	(296)
Net	(303)	(319)	(280)

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	0	0	0
Net	10	13	13

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	(3)	(3)	(3)
Net	170	166	150

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	0	(3)	0
Net	216	189	182

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	86	115	117

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	1,427	2,504	337

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	1,339	1,330	1,315
Services provided:				
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.				
Staff (full time equivalent):				
Service Risks:				
Increase in demand for concessionary travel.				
Performance Indicators:				
Contracts deliver to specification.				
TOTAL COMMISSIONING & SUPPORT		3,238	4,304	2,101

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	(110)	(86)	(86)
Net	1,903	1,225	1,384

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	(76)	(76)	(76)
Net	802	635	792

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	169	449	502

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	2	8	28

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	32	170	172

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	13	0	0

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	(656)	(691)	(714)

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	0	0	0

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	2,711	2,979	2,904

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	489	519	519

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	(683)	(654)	(674)
Net	1,057	1,221	1,251

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	(742)	(684)	(672)
Net	(693)	(634)	(622)

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	0	0	0
Net	13	22	12

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	74	66	73

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	88	(639)	36

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	(7,321)	(8,745)	(9,142)
Net	(5,416)	(6,710)	(7,042)

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	(191)	(157)	(212)
Net	1,688	1,787	1,869

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	(494)	(527)	(609)
Net	2,473	2,493	3,162

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	4,274	4,262	4,453

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	993	1,022	1,047

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	10,016	8,184	9,826
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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	0	0	0
Net	15,832	21,356	24,526

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
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AfC Contract - DSG Funded	£000	£000	£000
Expenditure	7,497	12,196	11,140
Income	0	0	0
Net	7,497	12,196	11,140

Services provided:

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.

Staff (full time equivalent):

24.99

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

TOTAL AfC CONTRACT - DSG Funded	7,497	12,196	11,140
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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	(1,708)	(1,604)	(1,581)
Net	(1,068)	(1,604)	(1,581)

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	(3,590)	(925)	(1,215)
Net	4,589	(463)	(906)

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	(21)	(79)	0
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	(240)	40	(62)
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	894	(12)	3
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		4,154	(2,118)	(2,546)

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	(12,690)	(2,322)	(1,520)
Net	36,752	35,205	37,085

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	(399)	0	0
Net	1,481	2,579	2,551

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	8,750	3,978	5,025

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	6,492	7,338	6,883

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	(221)	(410)	(405)
Net	1,345	1,285	1,749

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	(3,665)	(3,973)	(4,210)
Net	29,029	29,443	29,199

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	(2,306)	0	0
Net	12,629	15,410	16,335

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	12,629	15,410	16,335
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ADULT SOCIAL CARE - INCOME

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

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	(8,833)	(10,658)	(11,725)
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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	4,910	4,779	4,659

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	4,910	4,779	4,659
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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	0
Income	(10,363)	(10,803)	(11,497)	
Net	(10,363)	(10,803)	(11,497)	
Services provided:				
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).				
Staff (full time equivalent):				
N/A				
Service Risks:				
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.				
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 GRANT INCOME		(77,591)	(78,166)	(80,585)
TOTAL DIRECTLY MANAGED COSTS		71,167	71,020	73,006

	2019/20 £	2018/19 £	% Increase
HOME TO SCHOOL TRANSPORT - CONCESSIONARY FARES			
(To AfC 1/8/2017)			
Charges take effect from the beginning of each academic year in September.			
Pupils not entitled to free transport			
Residents not entitled to free transport (mainstream and SEN)	620	600	3.3%
Eton Wick residents not entitled to free transport	320	305	5.0%
Non-resident fare payers	850	810	5.0%
Commercial bus routes - contact the relevant operator to purchase passes			
Post 16 Reduced Fare Railcard	£80 + £15 admin charge	£80 + £10 admin charge	
Replacement travel pass	21.69	21	3.3%

Unit Cost		2019/20 £	2018/19 £	% Increase
EARLY HELP AND SAFEGUARDING - TRANSFERRED TO AFC				
Early Help and Safeguarding charges have historically been linked to RBWM fostering allowances which are made up of an age-related core allowance plus a career element payment linked to expertise. The core allowance is set in line with the DfE guidelines. AFC is moving to a new shared Fostering Service from April 2019 - fostering allowances will then be standardised across the organisation.				
Parental contribution towards cost of children in care	Per week	Up to the full amount of the fostering allowance	Up to the full amount of the fostering allowance	
Foster care placements - Charges to other local authorities for placing non-RBWM children	Per week	Cost of the placement	Cost of the placement	
Short term breaks for disabled children - Charges to other local authorities for placing non-RBWM children	Per week	Cost of the placement	Cost of the placement	
Administration charge to other local authorities for foster care placements and short term breaks.	Per week	100	100	0.0%
Charges to other local authorities and voluntary adoption authorities for placing non RBWM children for adoption with families within the Adopt Berkshire partnership		N/A	N/A	
Flying High Play Scheme	Per day	25	25	0.0%

Description/budget	Lead Officer	Lead member	2019/20 £000's	RAG Status
Achieving for children's services efficiency developments	Kevin McDaniel	Cllr N Airey	1,450	
Part II	Kevin McDaniel	Cllr N Airey	420	
			1,870	

Description/budget	Lead Officer	Lead Member	2019/20 £000's	RAG Status
Childrens services including placements	Kevin McDaniel	Cllr N Airey	3,452	
TOTAL GROWTH			3,452	

**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
CB98	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
CD14	Bridge Parapet Improvement Works	261	(261)	0	0	0	0	0	0	0	0	0	0
CD15	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													
CKV1	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
CSHC	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

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 - 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:	Children's Social Care Budget 2019/20: Sufficiency Analysis
Reason for briefing note:	There are well documented national pressures and trends in Children's Social Care. This note assesses the viability of the proposed budget for placements of children in the care of the local authority.
Responsible officer(s):	James Norris Head of Finance AfC (RBWM)
Senior leader sponsor:	Kevin McDaniel Director of Children's Services
Date:	4th January 2019

www.rbwm.gov.uk

Royal Borough
of Windsor &
Maidenhead**SUMMARY**

1. In 2019/20, it is expected that the net cost of Children's Services will be circa £22.2m. This allows for a net demand-led growth of one additional child in care per month (10% growth over the year) and a range of planned mitigations and savings across the services.
2. The budget has been increased with an investment of £2.6m into the statutory services on a like-for-like basis compared to the budget for 2018/19. This level of investment is prudent in light of local growth trends in 2018, without being over-cautious.
3. The placement cost forecast consists of two elements: the cost of the known, existing cohort and the potential growth in demand. Without mitigating actions, the existing cohort forecast is £7.5m and the growth demand is estimated at £0.7m, leading to a total forecast cost of circa £8.2m. This represents 37% of the total budget and contains a level of volatility and is thus a significant risk to the overall Children's Services budget.
4. The revised assumptions which underpin the placement budget, including volume trends and unit costs are set out in table 2. For both volume and cost drivers, the paper identifies the mitigating strategies that the council is using to maintain this budget position and drive in year savings of £0.36m (4.4%) against the forecast. These include:
 - continuing to seek more local provision for children;
 - developing short-term interventions that reduce the level of need more quickly;
 - continuing to seek increased buying power across AfC; and
 - increased use of framework arrangements for cost stability.
5. This analysis indicates the net planned placement budget is sufficient to meet the current demand and a prudent growth equivalent to one child per month year into care during 2019/20. In addition to the AFC controlled budget, the RBWM Commissioning team hold a further £0.9m, part of which is expected to be spent across Children's services in response to the actual growth in demand.

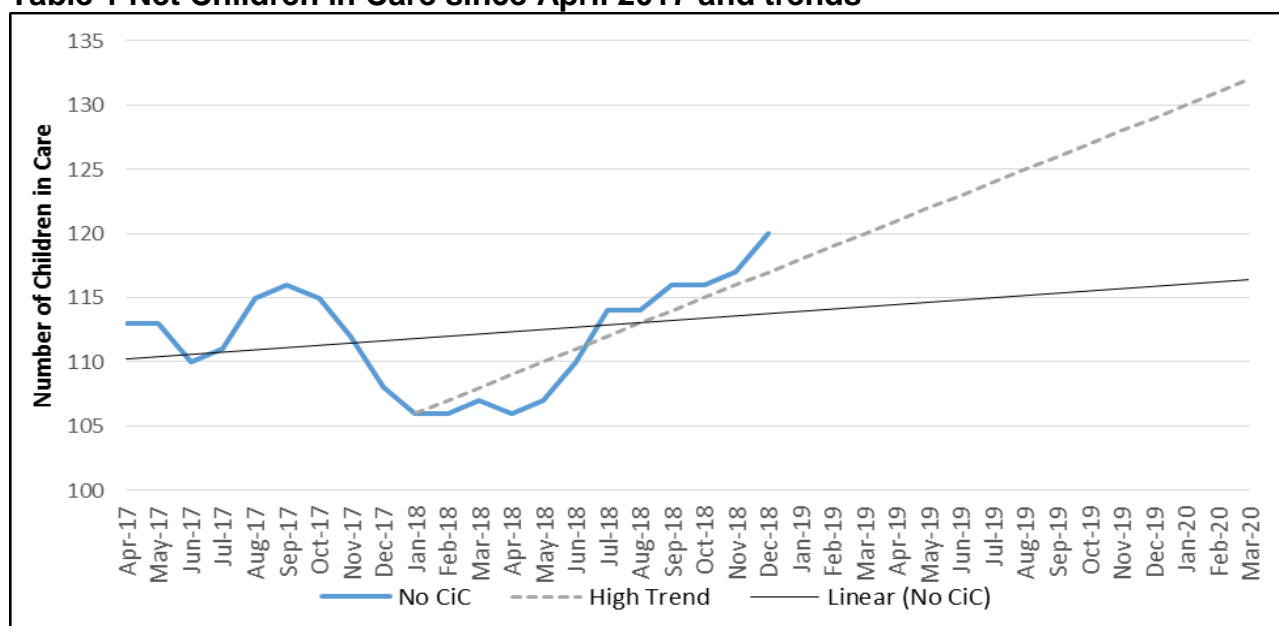
1 BACKGROUND

- 1.1 In addition to the overall national upward trends in the total number of children in care, there is a further trend for young people to have more complex needs which has led to higher value packages of support. This appears to be a reflection of improved assessment work which identifies more of the underlying components of a young person's needs. This adds to the variability in placement costs. In RBWM during 2018/19, the highest weekly fee was £7,250 for a 20 week placement, with a total cost of £145,000. The estimates for 2019/20 indicate five young people (4% of the cohort) for whom the annual cost is likely to be above £250,000 each. Taking the overall cohort and the wide range of provision, the calculated average annual cost per child in care was £67,000 and this figure will be used in later calculations.
- 1.2 The mixture of placement types impacts the overall cost, with local foster carers representing the best value for money. At the end of November 2017, 35% (39/112) of young people were placed locally and that has remained the same at 35% (43/117) to November 2018. Achieving for Children have been required by Ofsted to establish Independent Fostering Agency (IFA) arrangements which are now in place and renewed recruitment activity is expected to contribute towards a shift in this percentage in due course, with a financial gain from 2020/21.

2 DEMAND ANALYSIS

- 2.1 Any analysis of the net Children in Care numbers and associated trends cannot be exact as it is impacted by a range of factors from the national demand trends to the implications of new ways of working within local services. Table 1 shows the variability within the Royal Borough's numbers since April 2017 (solid thick blue line). The number of Children in care as at 17th December 2018 was 120, excluding four Unaccompanied Asylum Seekers (UASC) over the age of 16 who arrived directly in the borough and receive financial support.
- 2.2 Table 1 shows two trend lines. The thin grey line is a simple linear trend based on the whole dataset. This clearly underestimates the trend in 2018. The dotted grey line shows the linear trend for 2018. This indicates a recent net growth of the children in care number of one each month. This is in line with the second half of 2018 actual data.

Table 1 Net Children in Care since April 2017 and trends



- 2.3 In 2018 there has been a net growth of 14 young people coming into our care during the year. It is reasonable therefore to plan for that trend to continue as a budget planning assumption given the continuing national increase in numbers of young people coming in to the care system.

3 BUDGET ASSUMPTIONS AND SUFFICIENCY

- 3.1 During 2018/19, the unmitigated pressure on the Children's Services budget has been estimated at £3,256,000 including further demand to March 2019. Through a series of management actions within Children's Services, that pressure is expected to reduce by £856,000 to £2,400,000 which leaves a forecast outturn position of £22.2m for the year 2018/19.
- 3.2 Within the Children's services budget, the external cost of placements have been modelled on the current cohort who it is assumed will follow the care plans, remaining in their current provision unless noted otherwise. The current cohort is set out by type and volume in table 2. The placement budget has been forecast using the following assumptions on top of the current dataset:
- *Current placements will run to their planned duration.* With increased focus on end-goal planning with young people, there is increased certainty in these placements and the timescales attributed within the forecast. Placement durations vary from 52 weeks with foster carers to 38 weeks for some residential provision.
 - *Placements with Education provision have been budgeted at a 60:40 ratio Education:Social care.* This has been an arbitrary allocation historically, however it will be reviewed for 18-25 year old young people with special needs as this may not be realistic in this emerging sector.
 - *An inflationary increase has been set at 2% on all Residential & Independent Fostering placements,* compared to the September 2018 CPI of 2.4%. There are very few current arrangements with contractual inflation commitment and we have been reasonably successful in holding prices for continuing placements and therefore consider this a prudent assumption. Some local authorities apply the inflation figure to all placement costs including foster carers and special guardianship arrangements: RBWM prefers to review and renegotiate fees and has done that in 2018 with the IFA arrangements.
- 3.3 Overall the estimated cost of payments for the *current* cohort for 2019/20 is £7,512,000 as set out in table 2. This includes provision for Children in Care to the age of 18, care leavers to the age of 25 and young people with disabilities to the age of 25. The council also makes payments to support special guardianship orders which prevents a child coming into care but being looked after by someone other than their birth parents.
- 3.4 Table 2 models the average weekly cost and the estimated annual budget based on the individual cases.

Table 2: Placement cost model at December 2018

Provision Type	Children	Ave weekly cost (£)	Est annual budget (£,000)
Care Leavers	17	585	500
UASC Over 18	6	550	172
UASC Under 18	9	864	225
Residential	12	3,939	2,465
Residential CYPDS	7	1,782	743
Independent Fostering Agencies	30	852	1,594
Inhouse Fostering	63	374	1,221
Residence Order	13	129	87
Special Guardianship Order	52	187	505
Estimated base cost			7,512

- 3.5 When estimating potential growth, we have excluded post 16 UASC young people as they attract a degree of additional, direct funding from Government. This includes the four who arrived together in December 2018.
- 3.6 As set out in 2.3 if we assume a net increase of 14 young people in the year and take the existing ratio of needs, we can split this as 12 young people with average needs and two with high needs. However it is not realistic to assume all of these young people arrive at the same time and are supported for the entire year. A simple linear arrival of the young people allows a simple calculation of cost.
- 3.7 The growth in the cost to support the expected growth in children in our care is thus calculated as six young people at the average annual cost of £67,000 and one at a typical high cost of £250,000. This leads to a provision of £652,000 for the reasonably expected growth.
- 3.8 The expected expenditure on placements in 2019/20 is thus estimated at £8,164,000 without any mitigating actions. The service budget for 2019/20 includes further efficiencies in the delivery of social care services for children. This includes £360,000 (4.4%) from driving down the cost of placements for the existing cohort of children in care which leads to a net budget requirement of £7,804,000.
- 3.9 The placement budget has been increased by £2.1m to £7.5m, compared to 2018/19. As a result the expected demand can be met by the placement budget and £0.3m (33%) from the commissioning growth fund held by the RBWM Commissioner.

- 4.1 The known risk is the delivery of the in-year savings relating to placements. The service strategy is to drive down long-term financial cost by:
- Seeking family reconciliation as a lasting outcome.
 - Separating the cost of placement care from the costs of therapy. Therapy to be commissioned on as required so we only pay for interventions that have a planned outcome when the young person is likely to be ready, rather than paying to "just have them available" at a setting.
 - Maintain a focus on reducing the time it takes for a young person to secure a long-term outcome. This is the key focus for good outcomes for children.
 - Seek to limit the use of voluntary arrangements (called Section 20) which arise when parents say that they can no longer care for their children through increased family support. The council has the discretion to charge families in this circumstance, and have re-confirmed the policy in our fees and charges arrangements.
 - Driving recruitment to the new IFA arrangements developed by AfC.
 - Further commissioning capacity has been built into the budget to seek out and negotiate better long term prices.
 - Develop local residential provision which is focused on short-term intervention and movement to local carers or back home (not included in budget and subject to consultation).
 - Consider consortium arrangements with other local authorities to secure increased supply of places (not included in proposed budget) on a risk/reward basis.
- 4.2 We are in the second year of transferring 18-25 year olds who are still capable of learning from Adults to Children's services. There is a risk that this cohort grows more quickly than expected. While the Dedicated Schools Grant covers education costs, there is social care costs which transfer from Adult to Children's services.
- 4.3 The forecast methodology does not attempt to estimate the arrival of a large group of under 16 year old UASC children as this has not occurred in the last three years.
- 4.4 The forecast methodology assumes that the government's current position on taking UASC young people from other LA areas remains voluntary in 2019/20 and therefore does not include any growth. To meet the 0.07% of population threshold currently used, we would need to accept 4-5 more young people and incur more costs.

Subject:	Overview of the impact of the arrangements with Achieving for Children.
Reason for Overview and Scrutiny report:	Children's Overview and Scrutiny Panel has received regular information on the overall performance of the services, and the commissioning report in October 2018 on the effectiveness of the arrangements with Achieving for Children for the Council. This report sets out what impact has been gained from the arrangements at an operational level.
Responsible officer(s):	Kevin McDaniel, Director of Children's Services Hilary Hall, Deputy Director Strategy and Commissioning
Date:	18 th January 2019

SUMMARY

1. This paper builds on the regular performance reports submitted to the Children's Overview and Scrutiny panel and the overall assessment of the commissioning arrangements. It provides a qualitative assessment of impact, rather than details of specific performance indicators.
2. Members of the panel have asked if the arrangements with Achieving for Children, namely the joint ownership of the company and the explicit commissioning arrangements, are creating the conditions and opportunities that we anticipated when the idea was formulated.
3. Through a summary appendix which has looked across five broad areas of the work carried out by Achieving for Children, this report identifies the following conditions:
 - The larger scale of the workforce is creating opportunities for improved staff recruitment, best practice sharing and use of expertise.
 - Significant effort has been expended to implement some common approaches which have made a positive difference for young people.
 - Work with schools is still a locally driven set of relationships and engagement with RBWM services continues to be crucial.
4. The progress suggests that more benefit could be achieved with tighter integration through the use of common ICT systems in social care for example; however this needs to be balanced by retaining appropriate local control of key policy considerations.

1 BACKGROUND

- 1.1 The council made an outline decision in March 2016 to deliver Children's Services differently and concluded in September 2016 to join with Achieving for Children. The cabinet report¹ from the September meeting set out a full business case and summarised the key potential benefits thus:
 - An opportunity to secure resources to meet residents' needs through having access to different income streams, thereby reducing the call on the taxpayer.

¹ <https://rbwm.moderngov.co.uk/documents/g6264/Public%20reports%20pack%2029th-Sep-2016%2019.30%20Cabinet.pdf?T=10>

- Scope for more integrated, cross-organisational – private, public and voluntary – delivery of services tailored to residents.
- Scope to drive innovation and sustain and improve services.
- An ability to operate in a competitive market, with less rigid procurement frameworks.
- An ability to meet the required financial savings, 4% of gross operating budget, by 2020.

- 1.2 While it is too early to be certain of sustained progress on these wider benefits, the operational oversight through monthly commissioning meetings indicates that day to day performance is in line with expectations. This performance was last reported to cabinet in November 2018².
- 1.3 The arrangements provide delivery flexibility for Achieving for Children; however, the council retains policy control for services to residents. This combination will direct the actual innovations that come forward for residents.

2. WHAT HAVE WE LEARNT?

- 2.1 The appendices A-E set out some key changes in the impact we have had over the first 12-15 months of operation with AfC. They are set out in four resident facing service areas and one looking at the internal service areas.
- 2.2 Children's social care and early help services have seen a significant shift in the ability to attract staff. Anecdotal feedback is that this is because of the opportunity to work with AfC and a wider group of professionals. The roll out of Signs of Safety and Family Resilience as part of the Partners in Practice programme has increased interest in the training offer and supported a strong retention rate.
- 2.3 Youth and Community services have been able to compare the processes used by AfC, particularly in the area of Quality Assurance, to identify areas where increased focus would make a difference, especially from partners. Staff report that the ability to understand what those partners do in other areas has been a valuable tool in driving local engagement.
- 2.4 Education services have been focused on local leadership in RBWM, where there is an operational focus in the other area of AfC for mainstream school provision. This has resulted in sharing specific expertise to the benefit of particular schools seeking a given experience. The shared Virtual School highlights that where policy aligns between both AfC areas, there is opportunity to increase the effectiveness for residents. This is underway in fostering and could apply to a number of other processes such as Education, Health and Care Plan development; Education welfare; and pupil premium leadership work where the policy frameworks are similar across AfC.
- 2.5 School support services have seen the least impact of the arrangements. They have been more successful in renegotiating arrangements for local schools and have used the opportunity to simplify the operation of contracts, for example removing a complex revenue sharing scheme on school meals in favour of a lower price for residents and a known management income for the council.
- 2.6 The internal support services have begun to increase standardisation where the process, tools and policies are similar across AfC. This is generating efficiencies and indicates that

² <https://rbwm.moderngov.co.uk/documents/g7252/Agenda%20for%20Cabinet%2022nd-Nov-2018%2019.30%20Cabinet.pdf?T=0>

where AfC and RBWM can agree to common approaches there is efficiency and resilience improvements to be gained.

- 2.7 Across all of these areas it is clear that the arrangements have allowed for the generation of a more inclusive culture which, in turn is making staff more confident to speak up for children and their families. Activity in this area includes annual staff awards (run on a peer-led basis); a staff selected well being initiative which has resulted in a free, weekly exercise class run by the staff; and an active social network which encourages wide participation. This has been highlighted by Ofsted in their recent focused visit and is a crucial element of good children's services.

3. WHAT WILL WE TAKE FORWARD

- 3.1 There are three key strands which will enable us to demonstrate success in using the benefits created by the arrangements.
- 3.2 Within the RBWM operational area there are more opportunities to use standard approaches across AfC to gain the most efficiency. This includes moving closer to the AfC ICT approach (Google based platform) for all day to day work such as report creation and editing. We could also migrate social care recording from PARIS to the Liquid Logic system used in Kingston and Richmond. While RBWM would have a standalone database, the processes, reports and practices would be common and drive efficiency.
- 3.3 There are some areas across AfC where one set of resources, such as the Virtual School, can deliver for all three council areas with the alignment of policy work. The Local Authority Designated Officer function has begun to operate from January 2019 and there is further potential in other areas. This will be developed as a theme in the AfC business plan which is being developed during the spring of 2019.
- 3.4 The Partners in Practice investments by the DfE in AfC are being rolled out in RBWM in the next 12 months, including Signs of Safety and Family Resilience. That work will develop a strong and consistent skill base which should enable us to drive sustainable transformation in early intervention services for residents.

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Service Area Children's Social Care and Early Help**Service Area Description**

The service covers initial contact to long-term social work for young people considered to be at risk of significant harm, a child in need or a child who is in the care of the local authority. It includes both reactive and proactive work.

No.	Baseline	Progress	Next Steps	New arrangement added ...
A.1	In August 2017 we had 1074 open cases to social care services	Reduced to 734 at end of September which meant more staff time for children in need of support and protection.	Focus on increasing consistency of case work to reduce the time children need to stay in the system. Particularly in light of continued level of increasing demand	A weekly Performance Huddle, to focus on flow of work. Reduction in Service Managers and increase in team managers to put resource into frontline capacity.
A.2	In August 2017, care leavers were part of the general social work caseload with 56 young people being supported.	By September 2018: Development of 16+ leaving care service to meet new extended duty. Now 78 young people being supported.	Development of local offer to ensure that care leavers to the age of 25 have every help to be successful in the Royal Borough.	Capacity to review operation and support the development of a Leaving Care service. Developed within existing resources.
A.3	Bottom quartile assessment timeliness measure for 2016-17 with more than half of assessments taking more than 45 days to complete	At September 2018, significant shift in performance with six successive months of 80%+ assessments being completed on time.	Increasing the quality of assessments to better direct the subsequent work with young people and their families.	Detailed review of the front door services led to operational changes to increase the awareness and visibility of timeliness.
A.4	In October 2017 there were 134 young people subject to child protection plans	By September 2018 that had reduced to 77 through more explicit application of the LSCB threshold document..	Ensuring that all partners are familiar with and applying the same understanding of the threshold document.	The introduction of the shared reviewing service required a reassessment of meaning as the team worked with two different sets of threshold documentation.
A.5	In September 2017 there were 4 children on a child protection plan for longer than 24 months	For the six months up to September 2018 there have been no children on a child protection	Maintaining the high quality practice in this area.	The introduction of a monthly permanency scrutiny panel highlights those young people

No.	Baseline	Progress	Next Steps	New arrangement added ...
		plan longer than 24 months.		were movement towards a permanent solution has stalled.
A.6	In September 2017 we had an agency staffing rate of 19% in the social care and early help service..	In September 2018 that rate has fallen to 10% with a number successful recruitment activities.	Focus on securing permanent staff in the Duty and Assessment team which continues to be predominantly agency staff.	The opportunity to be part of a larger organisation with a range of career paths has been cited as a factor with some recruits.
A.7	Single service supported children and young people aged 0 to 25, with a disability. Covered services from assessment, EHCP and ongoing social care support.	Launched a Preparing for Adulthood pathway with dedicated resources and experience of the adult social care landscape.	Development of the transition arrangements so that all families are able to navigate the change from children's to adults services at the appropriate point in the 19-25 age range.	This was a local change, working with Optalis to develop.
A.8	Local offer was setup but unmaintained, relying on service providers to proactively update their information.	Post appointed to first update the information and proactively manage the Local Offer	Move the infrastructure to AfC platform at a reduced cost and simplified navigation, while maintaining independence of information.	Shared back office team allows reuse of more modern design with the typical expense of a custom redesign.
A.9	In the year to September 2017, 78% of the children who went missing from home (23 episodes) were offered Return Home Interviews, and while all were completed, only 35% were completed within 72 hours.	In the year to September 2018, there were 17 episodes of children missing from home and 94% were offered Return Home Interviews, and 59% were completed within 72 hours	Maintain the improved performance and ensure that the support to the child develops as a result of the Return Home Interview.	Return Home Interviews are completed by a wide range of youth workers, instead of relying on the youth workers allocated directly to the social care teams.

Service Area Youth and Community Services**Service Area Description**

The service includes the universal youth service offering, statutory work with young people in the criminal justice system and the Intensive Family Support service which is part of the national Troubled Families initiative. It also covers Children's Centres and health service including Health Visitors and School Nurses.

No.	Baseline	Progress	Next Steps	New arrangement added ...
B.1	In September 2017 there were no specific interventions or processes to support young people involved with gangs/drug exploitation	Specialist gang mentors have been trained in supporting young people who have been identified as being exploited through gangs. Low level preventative interventions have also been developed – 8 young people have received direct support around gangs	Continue to develop the mentoring scheme and gang interventions through the Community Safety Partnership.	
B.2	In August 2017 there were 59 open cases to the Youth Service	This has increased to 86 open cases which provide direct support to a vulnerable young person.	To continue to identify where youth workers can contribute effectively to the outcome for a vulnerable young person	Youth Services have been bought into the early help process so they can engage with young people in parallel with social work assessments which deescalates some cases.
B.3	There were no payment by results (PbR) claims submitted in Q1 2017 for the Troubled Families programme and we had submitted 57 claims which was 12% of our overall target.	Since Sept 2017 we have had a focus on PbR and we now sit in 39 th place out of 140 LAs, having submitted 193 accepted claims which is 42%. The national average is currently 32%.	Improving access to a range of data will increase our PbR and requires cross team working.	The development of the community manager post added capacity to the team to drive this important element of the service.
B.4	Intensive Family Support team was being run on an agency basis as "only three year commitment".	Saved £35,000 a year by investing in permanent manager which has shifted the impact of the team, leading to strong DFE	Develop the tracking and reporting tools to reflect the impact on chaotic families.	Additional management capacity brought increased focus on outcomes.

No.	Baseline	Progress	Next Steps	New arrangement added ...
		feedback in summer 2018.		
B.5	Youth Offending service leadership was integrated into the Community Safety Partnership, which led to a lack of operational clarity across agencies.	By September 2018 we had created a Management Board with representation from partners from police, health, education, retired youth judge, council and Youth Justice Board	To increase the working knowledge of the Board so they present scrutiny and challenge in a timely and effective way.	Focus on the outcomes in youth justice identified the need for clearer management oversight.
B.6	Health visitors have a number of reviews that have to be carried out with the consent of parents, expressed as a percentage of the relevant aged child population. At August 2017 the outcomes were: 6-8 week review - 70% Breastfeeding @8 wks - 41% 12 month review - 57% 2 yr review - 40%	At September 2018 the outcomes were: 6-8 week review - 77% Breastfeeding @8 wks - 48% 12 month review - 73% 2 yr review - 55%	Continue to improve take up of HV mandated contacts which enables early detection of issues leading to earlier interventions and better outcomes for children and families.	RBWM is the only part of AfC which provides these services.
B.7	In August 2017 there were 132 children and their families in receipt of targeted or preventative Children's Centre support (eg Parents as First Teachers etc)	Increase of 27% to 181 children and their families in receipt of targeted or preventative support by September 2018..	Continue to respond to the changing needs of the communities in which our service users live.	Early Help Hub process enables clear referral pathway for children and families in need of support.

Service Area Education**Service Area Education**

To promote educational excellence for all children and young people, by providing a range of support and challenge to all our providers

This performance is based from August 17 through to September 2018

No.	Baseline	Progress	Next Steps	New arrangement added ...
C.1	2016-17 our Ofsted rating for good to outstanding schools were rated at 83% 2016-17 - 84% of pupils receive a good or outstanding education	2017-18 Ofsted rating for good to outstanding schools were rated at 91.5% 2017-18 - 90% of pupils receive a good or outstanding education	Commission school reviews to address priorities for development to ensure that our six requires improvement schools are Ofsted ready	Networking with other AFC school improvement partners to share best practice.
C.2	Academic Results 2016-17 at expected level Phonics – 84% KS1 – Reading 82% KS1- Writing 74% KS1 – Maths 80% KS2 – combined 66%	Academic Results 2017-18 at expected level Phonics – 86% KS1 – Reading 81% KS1- Writing 73% KS1 – Maths 80% KS2 – combined 68%	Through subject leaders networks ensure that there is a knowledge base curriculum and cluster moderation assessments Co-ordinate cluster moderations for all key stages to ensure curriculum coverage and promote Quality First Teaching provision	Networking with other AFC school improvement partners best practice
C.3	KS4 results 2016 -17 The percentage of Royal Borough pupils attaining English and Maths GCSE at grade 4 or above is 72%. This is above state funded national figure of 64%.	KS4 results 2017-18 50.8% of pupils achieved 9 - 5 passes in both English and Maths GCSEs, well above the state funded national average of 43%.	To improve relationships with our secondary schools in order that the group can be represented in essential forums.	Networking with other AFC school improvement partners best practice
C.4	Pupil Premium 2016-17 Early Years Pupil Premium	Pupil Premium 2017-18 Early Years Pupil Premium	EYS Pupil Premium project to join up with Schools Pupil Premium networks	

No.	Baseline	Progress	Next Steps	New arrangement added ...
	Number of disadvantaged pupils reaching GLD – 57%	Number of disadvantaged pupils reaching GLD – 46% on a significantly smaller cohort		
C.5	2016-17 Early Years 85% of our PVI's judged as good to outstanding by Ofsted One inadequate setting	2017-18 Early Years 91% of our PVI's judged as Good to outstanding by Ofsted NO inadequate setting	The introduction of professional development from the Teaching School (Nursery) – is having impact on early education	
C.6	Childminders 2016-17 90% of our graded Childminders have met the standards or achieved good and outstanding rating from Ofsted	Childminders 2017-18 Currently 98% of our graded Childminders have met the standards or achieved good and outstanding rating from Ofsted	Continue current support model with light touch.	
C.7	Schools direct programme has a 100% pass rate for qualified teachers – 2017-16 80% of schools direct students were employed in RBWM	2017-18 – 85% of schools direct students were employed in RBWM Schools	Continue to work and promote RBWM schools as a place of employment for Schools Direct programme students	This is a long-standing local initiative.
C.8	Not in Employment, Education or Training (NEET) is a measure of the participation of 16 and 17 year olds. The average % NEET for December 2017 was 0.6% and % unknown was 19.7%. We were the lowest in the country.	The average % NEET for December 2018 was 1.1% while the % unknown was 5.5%. This is indicated to be England average performance.	To assign a person to communicate with schools to feed the data analysis and track/chase the unknowns	Buying into the same AFC data analysis system for NEET and un-knowns. We now have a system for recording accurate data and are able to track students by adopting AFC process and procedures.
C.9	Virtual School supported Children in Care with education plans, reviewed twice a year and on exceptional basis for post 16	All statutory school age pupils have three reviews; access to psychology resources and broad support for post 16.	Development of support for those children who have been adopted.	A genuinely shared approach o the virtual school has allowed significantly more resource to be applied to the same cohort.

Service Area School Support Services**Service Area Description**

Support services (internal and schools inc Finance, catering, Business Support) for RBWM and Academy schools

No.	Baseline	Progress	Next Steps	New arrangement added ...
D.1	Expanding schools and increasing pupil numbers with fixed resource for admission arrangements was leading to some families applying late.	Increased in number of on-time applications received for primary schools places in 2018, with 3877 applications received on time and 94.63% given 1st-3rd preference of school.	Continue to target potential applicants and schools to promote on-time applications.	This remains a local service, however integration with other AfC support services has developed some shared capacity.
D.2	Increasing number of appeals, many on point of law which have limited chance of success.	Reduction in the number of infant class size school appeal hearings held by 15% - saving parental time and stress. 2018/19: 15 of 146 total appeals heard (10%) 2017/18: 36 of 141 total appeals heard (25%)	Continue to proactively inform applicants of the rules and limitations of infant class size appeals.	This remains a local service.
D.4	Number of school expansions projects underway with the bulk now completed.	Charters, Newlands and Cox Green school expansion building work completed. Also Dedworth Middle school sports hall and classroom block. All negotiated with Academy Trusts.	Dedworth Middle dining alterations, Furze Platt Senior and St Peter's expansions in progress. Initial programme expected to be within £30m budget allocated.	This remains a local service
D.5	Contract for schools re-tendered including school meals and waste collection.	A new contract let at a lower cost for parents and schools. Began September 2018, providing highly nutritious meals and cashless systems in all schools	Continuing for 3 years minimum driving efficiency for all.	Financial working across AfC and RBWM has simplified the contract and reduced internal budget transfers.

Service Area Operational Support Services**Service Area Description**

Internal AfC Support services such as finance, business support, data intelligence and Quality Assurance

No.	Baseline	Progress	Next Steps	New arrangement added ...
E.1	Support workforce with high proportion of staff on agency or fixed term contracts.	Successfully decreased business support agency staff and fixed term contracts x 4 by May 2018 – an 11% reduction.	Further work on cross-skilling which will make a couple of roles more attractive.	The drive to a simplified set of job accountabilities has enabled successful recruitment within the service.
E.2	Increased focus on Customer Service & standard of delivery	Increased focus on Customer Service & improved standard of delivery, by introduction of Behaviour & values leadership across Business Support. Led to Social care support team being selected by peers for award.	Continue to implement SLAs in each Service Area	Improved connection between the services, with a focus on the child.
E.3	Development of local practice in support of Child Protection Conferences, MASH discussions and other cross agency working	Improvement in administration of service which supports families has streamlined process resulting in increased report sharing by partner agencies; reduction in cost & admin of printing and fewer errors in circulation.	Signs of Safety Model Mock conference training to further reduce admin requirements Pilot of digital recording of conferences to increase accessibility.	Shared innovation across three local authority areas.
E.4	Development of weekly Huddle reporting information, built on existing PARIS reports	Development of weekly operational overview has increased the connection between operational practice and overall performance to increase timeliness, consistency and best practice sharing.	Continued focus on Children in Need and redevelopment of replacement ICS system.	Integration of AfC process and focus with existing RBWM investments in PARIS report development.

Report Title:	Tender Approval - Waste Collection for Schools.
Contains Confidential or Exempt Information?	Part 1 with Part 2 Appendix. Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
Member reporting:	Cllr Natasha Airey, Lead Member for Children's Services.
Meeting and Date:	31 January 2019
Responsible Officer(s):	Kevin McDaniel, Director of Children's Services.
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. A new contract for delivering school waste collections has been tendered for a three year period with an option to extend for a further two years and approval is sought to award the contract.
2. The value of the contract will be over £500,000 over the course of 5 years, so it requires cabinet approval.
3. Schools that have signed up to the new contract will pay for all costs, including management fees, via the Local Authority annual traded services buy back scheme. 54 schools have signed up to be part of this contract and are committed for a minimum of 3 years
4. Subject to approval the contract is due to begin on 7 May 2019.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the award of the new schools waste contract to Veolia Environmental Services Ltd.
- ii) Delegates authority to the Director of Children's Services, in consultation with the Lead Member for Children's Services, to exercise the option to extend the contract for up to an additional two years.

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

Background

- 2.1 The waste collection contract for schools has been re-tendered, to take effect from 7 May 2019. The existing contract ends on 3 May 2019
- 2.2 In November 2018, three out of four potential tenders were submitted using the London Procurement Partnership (NHS) Framework. They were reviewed and scored against the published evaluation criteria. The three tenders received were from Grundon, Biffa and Veolia.
- 2.3 The tenders were reviewed and analysed by an evaluation panel - comprising Business Development and RBWM procurement officers, school representatives, and waste experts, following best practice procurement procedures.
- 2.4 The tender needs to be awarded by 14 February 2019 so that the new contractor will have sufficient time to carry out mobilisation plans and get set up ready for the start of the new arrangement on 7 May 2019.
- 2.5 Although managed by Achieving for Children staff, this contract will be let by RBWM and the costs will be paid for by schools via the Traded Services buy back scheme.
- 2.6 Schools participating in the contract are committed to the first three years and cannot withdraw.
- 2.7 Veolia Environmental Services Ltd scored highest in both the quality and pricing and confirmed that all requirements of the specification can be met. They are therefore recommended for approval.
- 2.8 Current collection numbers were used in the costing exercise in order for pricing to be provided. Actual costs will vary according to the number and type of collections made during the year, for each school. As part of the procurement exercise, bidders were asked to provide ideas for innovation and cost reductions, including whether a food waste collection could be rolled out to reduce the amount of waste going to landfill. This, and increased recycling would result in future savings if general waste collections reduce. Veolia will collect food waste separately from the start of the contract.
- 2.9 Discussions were held with the RBWM waste team to see if there was potential to include schools into the corporate contract to add overall value. However, it was concluded that at this time this would not be a viable option at this time because the new corporate contract will not start soon enough for the schools.

Table 2: Options arising from this report

Option	Comments
1. Approve and award the new schools waste contract to Veolia Environmental Services Ltd to commence on 7 May 2019.	Highest scoring tender in both cost and quality.
Recommended option	

Option	Comments
2. To reject the recommendation and appoint a more expensive contractor.	This would cost schools more and the quality could be inferior.
Not Recommended	

3. KEY IMPLICATIONS

Table 3: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
A waste collection contract is available for schools	54 schools	54 schools	54+ schools	60+ schools	7 th May 2019
A Food Waste collection provision is available under the new contract	54 schools	54 schools	N/A		7 th May 2019

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 Based on the Veolia Environmental Services Ltd pricing schedule and the current number of collections, the likely total contract costs will be approximately £600,000 over a 5 year period.
- 4.2 This figure will vary according to whether there are any additional collections for excess weight or requests from schools for special events e.g. school fete days, or reductions in general waste collections. All variations will be paid for by the individual school.
- 4.3 By working together with a group of schools, a reduction in costs has been secured, giving financial benefits to schools. The collection cost of one general waste bin will reduce from the current price.
- 4.4 Schools participating in the contract pay a management fee so there is no direct cost to the council.

5. LEGAL IMPLICATIONS

- 5.1 The Council is enabled by section 111 of the Local Government Act 1972, to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The Council therefore has a general power to enter into contracts for the discharge of any of its functions; including entering into the contract for school waste collection.

6. RISK MANAGEMENT

Table 4: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
The tender is not approved in time for a new contractor to start.	Medium	Appoint a supplier before March 2019.	Low
No smooth handover from one supplier to the next	Medium	Interview questions during tender process and engagement with supplier.	Low

7. POTENTIAL IMPACTS

- 7.1 There are no staffing nor sustainability impacts for the Royal Borough arising from this proposal – staffing implications are for the suppliers only. An Equality Impact Assessment is not required.

8. CONSULTATION

- 8.1 Schools were asked prior to the procurement exercise to indicate their intention for waste arrangements from 2019-20. Fifty four schools confirmed that they wanted to remain part of a centrally arranged contract whilst the other twelve indicated a desire to make their own arrangements. The new contract has been created to be flexible to allow schools to join at a later stage if they wish.

9. TIMETABLE FOR IMPLEMENTATION

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

Table 5: Implementation timetable

Date	Details
By February 1 2019	Approve the tender outcome
By February 26 2019	Appointment of contractor
26 February – 6 May 2019	Set up period for new contractor
7 May 2019	Start of new waste collections

10. APPENDICES

- 10.1 This report is supported by 1 appendix:
Appendix 1 – Financial details and scoring matrix – Part II

11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by 1 background document:
Tender documentation pack.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Airey	Lead Member for Children's Services	13/12/18	19/12/18
Russell O'Keefe	Acting Managing Director	13/12/18	
Elaine Browne	Interim Head of Law and Governance	13/12/18	17/12/18
Kevin McDaniel	Director of Children's Services	11/12/18	12/12/18
Lyn Hitchinson	Procurement Manager	13/12/18	13/12/18
Rob Stubbs	Section 151 Officer	13/12/18	
James Norris	Head of Finance RBWM / AfC	19/12/18	20/12/18
Andy Jeffs	Executive Director	13/12/18	
Nikki Craig	Head of HR & Corporate Projects	13/12/18	15/12/18
Louisa Dean	Communications	13/12/18	
Angela Morris	Director of Adult Social Services	13/12/18	
Hilary Hall	Deputy Directory of Commissioning & Strategy	13/12/18	13/12/18
	Girls' Policy Forum	Mid-Jan 19	

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WORK PROGRAMME FOR CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

March 2019

REPORT	AUTHOR
Alternative Provision/Home Schooling	Alison Crossick
Update on Fostering	
Update on Girl's Policy Forum	
Inclusion Metrics Framework	

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

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of the Local Government Act 1972.

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