

NOTICE
OF
MEETING

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CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

will meet on

TUESDAY, 20TH NOVEMBER, 2018

at

6.30 PM

in the

COUNCIL CHAMBER - TOWN HALL, MAIDENEHEAD

TO: MEMBERS OF THE CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

COUNCILLORS DAVID BURBAGE (CHAIRMAN), DR LILLY EVANS, MOHAMMED ILYAS, EILEEN QUICK, GERRY CLARK (VICE-CHAIRMAN), PAUL BRIMACOMBE AND HARI SHARMA

SUBSTITUTE MEMBERS

COUNCILLORS LYNNE JONES, JOHN STORY, JOHN LENTON, JUDITH DIMENT, RICHARD KELLAWAY AND CARWYN COX

Karen Shepherd – Service Lead Governance. Issued: 12/11/2018

Members of the Press and Public are welcome to attend Part I of this meeting.

The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **David Cook**, david.cook@rbwm.gov.uk

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>WARD</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES</u> To receive any apologies of absence.		-
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.		3 - 4
3.	<u>ANNUAL REPORT ON COMMISSIONING 2017-2018</u> To note the October 2018 Cabinet report.		5 - 62
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5.	<u>FINANCIAL UPDATE</u> To comment on the Cabinet report.		77 - 106
6.	<u>THAMES HOSPICE - RELEASE OF COVENANT</u> To comment on the Cabinet report.		107 - 114
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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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Report Title:	Annual report on commissioning 2017-2018
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr M Airey, Environmental Services (including Parking, Flooding, Housing and Performance Management)
Meeting and Date:	Cabinet – 25 October 2018
Responsible Officer(s):	Hilary Hall, Deputy Director Strategy and Commissioning
Wards affected:	All

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REPORT SUMMARY

1. The Royal Borough of Windsor and Maidenhead is committed to the delivery of high quality services that meet residents' need at the best value. Consequently the council works proactively with a wide range of public sector and private sector partners to delivery statutory and discretionary services.
2. The council commissions 20 providers to deliver 90% of the council services, including: waste; highways; leisure; public health; the full range of adult services and children's services. Employees previously employed by the council were transferred out of the council into private or public sector companies as part of the move to the new operating model.
3. The council has a dedicated team comprising 18 employees with responsibility for commissioning provision, including: analysis of need; procurement and contract management. This report summarises The Annual Report on Commissioned Services 2017-2018, see appendix 1 for full report, which sets out how contracted services have performed in 2017-2018 together with a review of how the arrangements are managed by the Royal Borough.
4. In summary all of the council's contracts have delivered against the performance standards initially set by the council. Over the year, 2018-2019, work is taking place to adjust standards as required by residents.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Endorses the commissioning function's priorities for 2018-2020.**
- ii) **Requests an annual report 2018-2019 to Cabinet in October 2019.**

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

- 2.1 The Royal Borough of Windsor and Maidenhead is committed to the delivery of high quality services that residents value and has a long history of delivering services through shared arrangements with the other Berkshire authorities since 1998, together with some outsourced arrangements, including waste

and leisure. In 2016, the Royal Borough challenged itself to 'deliver differently' recognising the need to continue to secure high quality services against a diminishing financial envelope. Its motivation for delivering differently was to ensure the most effective services which improved outcomes for residents whilst ensuring best value for money. In March 2016, the Royal Borough approved a refreshed transformation programme, An Agile Council.

- 2.2 As a result of the programme, from April 2017, the council started delivering:
- All statutory and discretionary children's services with Richmond and Kingston Councils through Achieving for Children.
 - All statutory and discretionary adult services with Wokingham Council through Optalis.
 - Highways and transport services through VolkerHighways and Project Centre.
 - Parking enforcement through NSL Ltd.

Annual Report

- 2.3 The Annual Report provides a detailed overview of the scope and performance of the services delivered through the Royal Borough's principal delivery partners, managed by the Strategy and Commissioning function of the council:
- Ways into Work for support to people over 18 with a disability into paid employment.
 - Veolia for waste collection.
 - Tivoli for grounds maintenance.
 - VolkerHighways for highways maintenance and street cleansing.
 - Project Centre for highways design.
 - AA Lighting for street lighting.
 - NSL Ltd for parking enforcement.
 - Joint Legal Team for children and adult social care legal services.
 - Achieving for Children for all statutory and discretionary children's services.
 - Optalis for all statutory and discretionary adult services.
- 2.4 All of the contracts have delivered to the performance standards identified in the contracts. Performance has been managed through a range of contract and commissioning boards involving both officers and Lead Members.
- 2.5 Given it was the first year of operation for the majority of the contracts, issues have been encountered, primarily relating to staff recruitment and retention, customer contact and securing quality data. The council's contract managers have worked through and addressed these in partnership with the delivery partner organisations.
- 2.6 Delivering services through a range of partnerships has brought added value to services received by residents, this was particularly noted during the Royal Wedding in May 2018 but on a day to day basis, all partners demonstrate a willingness to work in partnership to secure positive outcomes for residents. Case studies in section 4 of the Annual Report provide evidence of this.
- 2.7 In April 2018, all commissioning teams were brought into one service. This has proved successful and improved consistency of commissioning, procurement and contract management. An objective assessment of skills, against the Government's Managing Contract Delivery standard, was carried

out within the teams as part of the Annual Report process and this identified a range of strengths on which the service will continue to build. The areas for development identified will inform the training needs analysis and development plan for the service over the next 18 months.

Options

Table 1: Options arising from this report

Option	Comments
Endorse the commissioning function's priorities for 2019-2020, including the production of the next annual report in October 2019. Recommended option	As this is essentially an information item, there is only one recommended option.

3. KEY IMPLICATIONS

3.1 The key implications are set out in table 2.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Contracts deliver to specified targets and on budget.	Less than 90%	90-95%	95-100%	N/A	

4. FINANCIAL DETAILS / VALUE FOR MONEY

There are no new financial implications arising from the report. All contracts are managed within the contract sums although there is provision within the contracts to seek additional funding from the council where there is demand. Therefore, there is currently an overspend in the Achieving for Children contract due to the increasing placement costs for children in care of £911K.

5. LEGAL IMPLICATIONS

5.1 The council has the required powers to deliver services through the range of delivery partners identified in the report.

6. RISK MANAGEMENT

6.1 There are no new risks identified as a result of this report. Existing risks and issues in relation to the individual contracts are managed through contract risk and issue logs.

7. POTENTIAL IMPACTS

7.1 None.

8. CONSULTATION

- 8.1 The report will be considered by Children's Services Overview and Scrutiny Panel on 16 October 2018. It will also be circulated, via email, to the Adult Services and Health Overview and Scrutiny Panel and Highways and Transport Overview and Scrutiny Panel for comment. Comments from the Overview and Scrutiny Panels will be reported to Cabinet

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately.

10. APPENDICES

- 10.1 This report is supported by one appendix:
- Annual report on commissioned services 2017-2018

11. BACKGROUND DOCUMENTS

- 11.1 This report is not supported by any background documents:

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Carroll	Lead Member for Adult Social Care and Public Health	22/09/18	04/10/18
Cllr Bicknell	Lead Member for Highways, Transport and Windsor	22/09/18	04/10/18
Cllr N Airey	Lead Member for Children's Services	22/09/18	24/09/18
Cllr S Rayner	Lead Member for Culture and Communities including Resident and Business Services	22/09/18	04/10/18
Cllr M Airey	Environmental Services (including Parking, Flooding, Housing and Performance Management)	28/09/18	04/10/18
Alison Alexander	Managing Director	22/09/18	22/09/18
Rob Stubbs	Section 151 Officer	22/09/18	25/09/18
Elaine Browne	Head of Law and Governance	22/09/18	24/09/18
Nikki Craig	Head of HR and Corporate Projects	22/09/18	26/09/18
Louisa Dean	Communications	22/09/18	26/09/18
Russell O'Keefe	Executive Director	22/09/18	
Andy Jeffs	Executive Director	22/09/18	24/09/18
Kevin McDaniel	Director of Children's Services	22/09/18	24/09/18
Angela Morris	Director of Adult Social Services	22/09/18	25/09/18

REPORT HISTORY

Decision type: Key decision 27 June 2018	Urgency item? No	To Follow item? No
Report Author: Hilary Hall, Deputy Director Strategy and Commissioning, 01628 683893		



**Royal Borough Windsor and Maidenhead
Annual report on commissioned services
2017-2018**

October 2018

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

Our vision is underpinned by six priorities:

Healthy, skilled and independent residents

Growing economy, affordable housing

Safe and vibrant communities

Attractive and well-connected borough

An excellent customer experience

Well-managed resources delivering value for money

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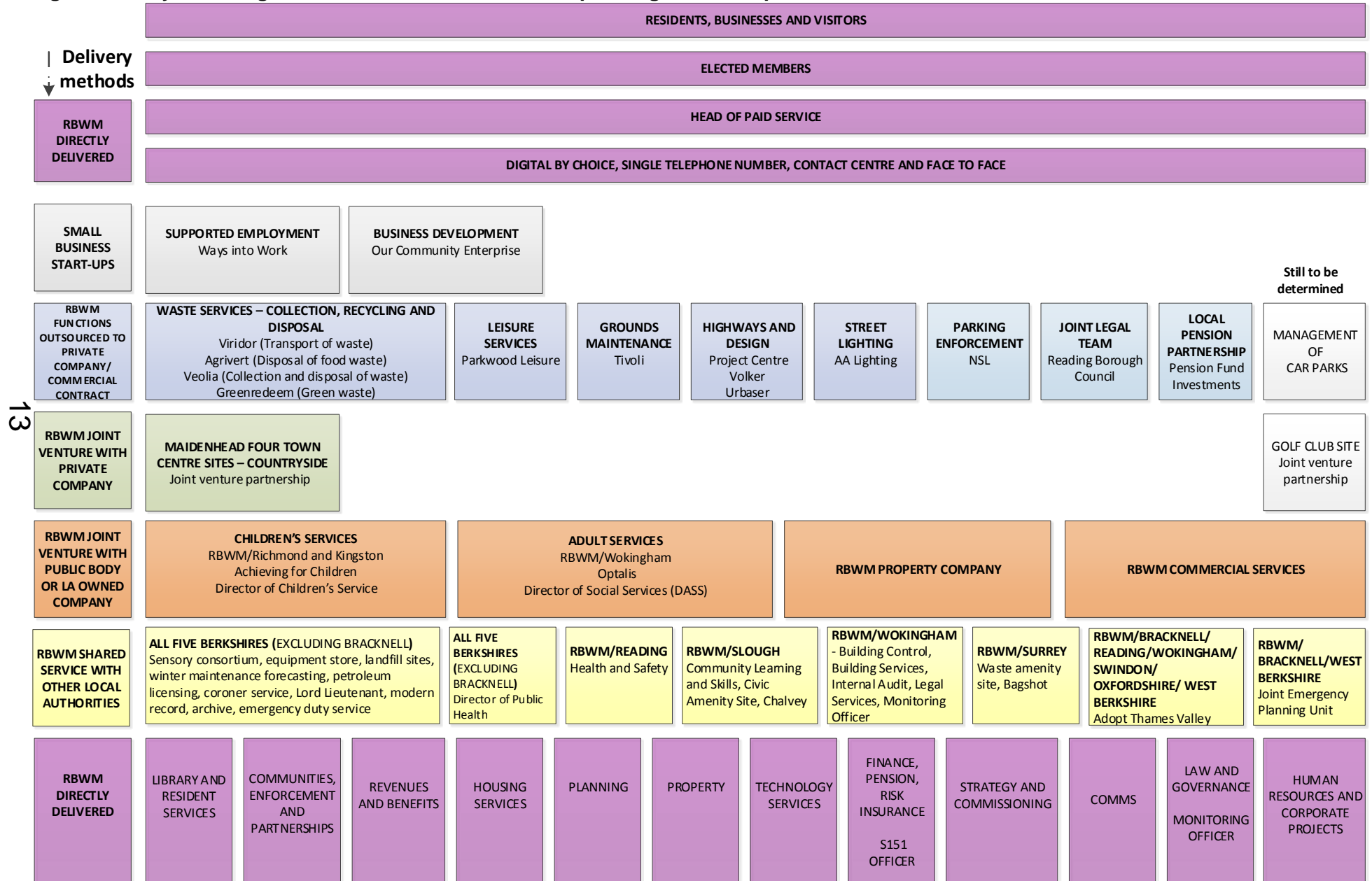
Definitions

Delivery partner: Any organisation commissioned under formal contract or Service Level Agreement to deliver services on behalf of the Royal Borough of Windsor and Maidenhead to an agreed specification.

Frequently used acronyms

FTE Full time equivalent
RBWM Royal Borough of Windsor & Maidenhead

Diagram 1: Royal Borough of Windsor and Maidenhead operating model, September 2018



1 INTRODUCTION

- 1.1 The Royal Borough of Windsor and Maidenhead is committed to the delivery of high quality services that residents value. The council puts residents first, securing best value in how it uses its resources and works with public, private and voluntary sector partners to ensure that the borough is fit for the future.
- 1.2 The Royal Borough has a long history of delivering services through shared arrangements with the other Berkshire authorities since 1998. As at April 2018, there were 26 shared services in place, including Shared Legal Service, Sensory Consortium, Building Control and Building Services and the Coroner Service. It has also commissioned services through contractual arrangements with private sector providers including, in 2002, its waste collection and waste disposal services and in 2015, its leisure operations.
- 1.3 During 2017, the Royal Borough moved a significant number of its front facing people and community services into new partnering arrangements, including highways, children's and adult services. This report sets out how these arrangements have performed in 2017-2018 and the outcomes achieved, together with a review of how the arrangements are managed by the Royal Borough. The full range of people and community facing contracts and service level agreements is at appendix 1.

2 THE ROYAL BOROUGH – A COMMISSIONING COUNCIL

Delivering differently

- 2.1 Whilst the Royal Borough has a long history of delivering through shared arrangements, 2016 saw a significant shift in its approach. The Royal Borough challenged itself to 'deliver differently' recognising the need to continue to secure high quality services against a diminishing financial envelope. Its motivation for delivering differently was to ensure the most effective services which improved outcomes for residents whilst ensuring best value for money. In March 2016, the Royal Borough approved a refreshed transformation programme, An Agile Council.
- 2.2 This transformation programme was ambitious and focused on three key areas:
 - **Knowing our services:** undertaking Fundamental Service Reviews of council activities and using the information gleaned to plan the future scope and volume of service outcomes, and how they are achieved.
 - **Having the right people and tools:** creating a strong 'can do' culture across the organisation and equipping managers with the right skills to do their jobs.
 - **Delivering differently:** using relevant information and management skills to adapt services, providing the ability to flex the size and shape of the council over time to meet demands and pressures.
- 2.3 Five key criteria were important to successfully working differently in the Royal Borough:
 - Securing quality outcomes for residents by driving improvement, placing customers first and reducing long term dependency on public services and associated cost.
 - Engaging with and empowering staff, residents and partners.
 - Opportunity for growth by improving financial stability through alternative revenue streams.

- Achieving efficiencies through income generation and savings from integrated services.
- Assuring accountability of our services to our residents and to regulatory bodies.

- 2.4 As a result of the programme, from April 2017, the council started delivering:
- All statutory and discretionary children’s services with Richmond and Kingston Councils through Achieving for Children.
 - All statutory and discretionary adult services with Wokingham Council through Optalis.
 - Highways and Transport services through VolkerHighways and Project Centre.
 - Parking enforcement through NSL Ltd.
- 2.5 The change in approach required a revised council operating model, see diagram 1, resulting in the delivery of services to residents through a family of companies and direct delivery. The staffing implications of the new operating model meant that, by April 2018, around 489 FTE are employed in the council with in excess of a further 600 employed through partners. The Royal Borough has become a guardian for services for the residents, as opposed to a sole provider.

Customer contact

- 2.6 In moving to a new operating model, the council was clear that retaining the “front door” engagement with residents was crucial in order to understand the needs of residents and identify areas where improvements could be made. This led to a commitment to deliver more services at the point of need closer to where residents live and visit and to deliver more services through council libraries, thereby increasing the use of these valuable community assets.
- 2.7 As a consequence, in July 2017, two existing services that both delivered front line services were merged: Culture, Libraries and Registration, and Customer Services. The standard working week moved from five days to seven days, Monday to Sunday, and opening hours for customer contact across telephone, digital and face to face were aligned. The service is delivered through 160FTE and 200 volunteers.
- 2.8 The development of the digital channel is particularly important for community facing delivery partners. The ‘Report it’ function of the website enables residents to log concerns online, such as bin collections and potholes, with the system linking automatically with the delivery partners’ systems. The ongoing development and improvement of this functionality is a key priority for 2018-2019.

Delivery partners

- 2.9 The Royal Borough now works with a wide range of delivery partners within the following categories:
- Small business start-ups.
 - Services outsourced to private company/commercial contract.
 - Joint venture with private company.
 - Joint venture with public body or local authority owned company.
 - Shared service with other local authorities.
 - Direct delivery

Strategy and Commissioning

- 2.10 Following the shift to a “commissioning” council, in September 2017, the Royal Borough commissioned a corporate peer review from the Local Government Association. The reflection of the team was that there were benefits to be achieved in creating a central commissioning unit to help develop and share the skills needed to deliver the new operating model, including investing more time in the skills and approaches needed to ensure a strong client management function.
- 2.11 Consequently, from 1 April 2018, the Strategy and Commissioning function is responsible for commissioning, procuring and contract managing people facing and community facing services for residents, see function chart at appendix 2. The purpose of the Strategy and Commissioning Service is to: *“Be advocates for our residents, understanding their current and future needs, providing or commissioning services that meet those needs, and ensuring quality, value for money and improved outcomes.”*
- 2.12 In delivering this purpose, the function has adopted the principles of commissioning, procurement and contract management:
- Focus on residents and the community, not services.
 - Understanding needs and the market.
 - Good communication and engagement with service providers and users.
 - Delivering through partnership and collaboration.
 - Focus on value for money whilst securing outcomes and improving productivity.
 - Robust risk management.
 - Good governance.

Governance

- 2.13 Given the breadth of the Royal Borough’s delivery partners, good governance is an essential part of the contract arrangements. This is supported by the new Partnership Protocol included in the council’s constitution. In all cases:
- The role of the council in setting direction and agreeing policy remains constant as do the overview and scrutiny arrangements.
 - Lead Members for the relevant portfolios are involved in a number of ways in the management and assurance of contract delivery.
 - Detailed operational management in all cases is undertaken through a contract monitoring board, which usually meets monthly, comprising representatives of the council and the partner organisation.
 - Where the Royal Borough is a joint owner of a delivery partner, additional joint commissioning boards are in place to oversee company-wide development.
- 2.14 For Optalis and Achieving for Children, elected members are appointed to sit on the overall Holdings Board/Joint Committee. For the outsourced arrangements, Lead Members are regularly updated through Lead Member briefings and meet regularly with the partner organisations. The governance model for Optalis and Achieving for Children is at diagram 2 and for outsourced arrangements at diagram 3.

Diagram 2: Optalis/Achieving for Children governance model

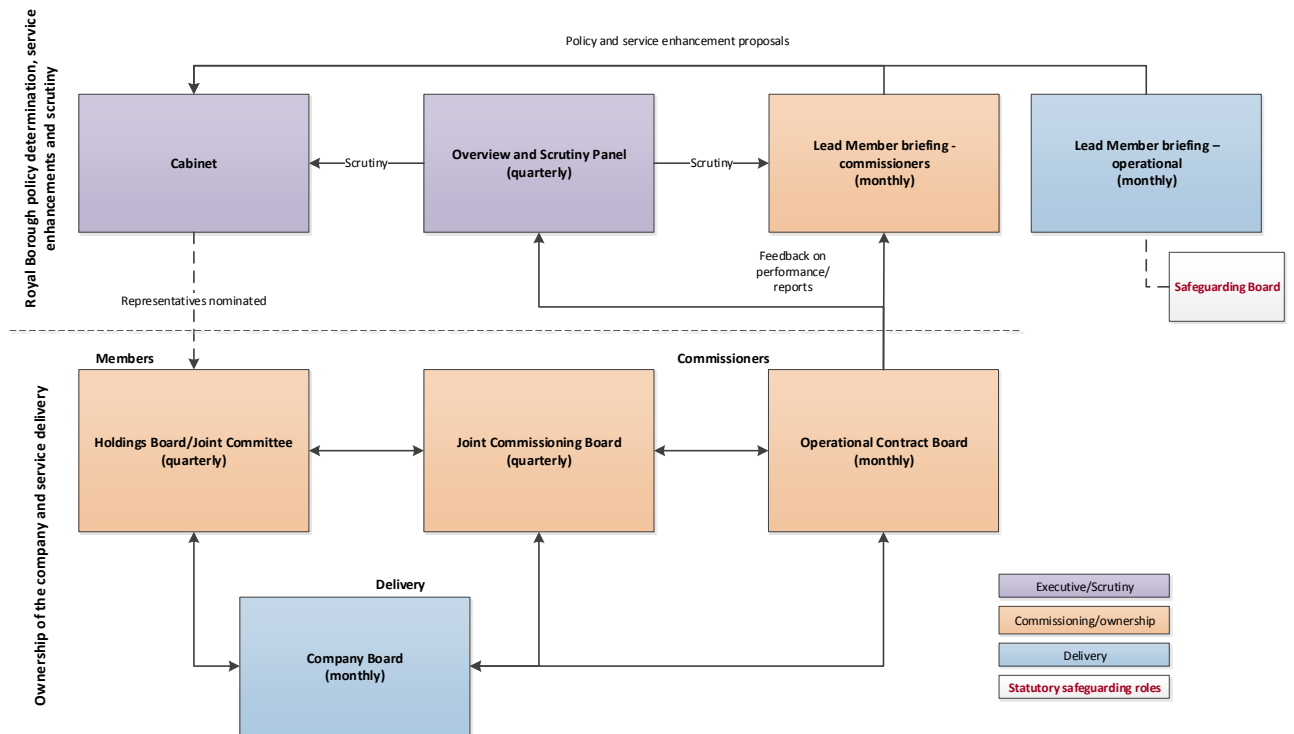
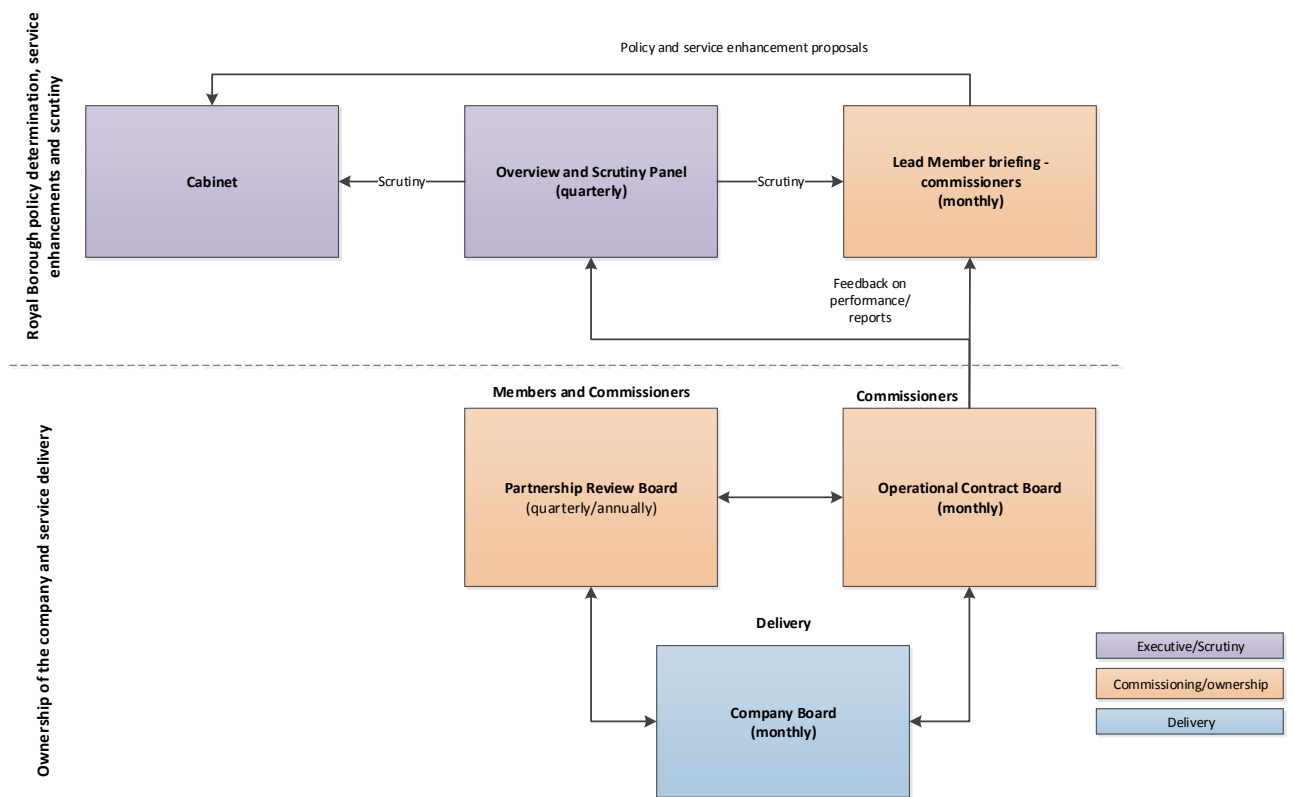


Diagram 3: Outsourced arrangements governance model



3 THE ROYAL BOROUGH – DELIVERY PARTNERS’ PERFORMANCE

- 3.1 This section sets out what is delivered by the Royal Borough’s people facing and community facing delivery partners, together with a high level summary of performance in 2017-2018. Further information on performance is set out in individual contract dashboards, see appendix 3. Reviews of individual delivery partners are set out under the categories of the Royal Borough’s operating model, see point 2.9 and diagram 1.
- 3.2 Moving to the new operating model, where over 75% of the council’s business is delivered through a range of delivery partners, brings with it a number of risks. These risks were clearly articulated and discussed throughout the transfer processes and continue to be monitored during implementation:
- Resident and Member contact.
 - Loss of expertise/knowledge.
 - Reduced performance.

Resident and Member contact

- 3.3 The new delivery model for community facing services was designed to provide greater resilience and improved response times for residents. This is predominantly achieved through online reporting which requires specific information enabling requests to be directly routed to the appropriate supplier and actioned in line with performance standards, which are monitored through regular contract performance management.
- 3.4 Analysis of the first three months of online reporting shows that there has been no reduction in the volume of reports compared to the corresponding period last year and 75% of all enquiries and 83% of potholes are reported through this channel. However, there have been issues with the online reporting which have been addressed. The final element of functionality which will provide feedback back to those logging issues will be live in the autumn of 2018.
- 3.5 Whilst this approach has generally been successful, it was recognised that further dedicated resource was required to provide an interface between the online reporting, delivery partners, residents, Members and the commissioning team. An existing vacant post was, therefore, redesigned to respond to this challenge and a dedicated customer services co-ordinator was appointed in June 2018. Early signs are that this has proved very successful.
- 3.6 With respect to Member contact, direct contact with individual officers transferred to partner organisations has consciously been reduced, with requests and contact channelled through online reporting or through the commissioning team. Initial issues have been addressed in a similar manner to external customers through the appointment of the dedicated customer services co-ordinator.
- 3.7 In all cases, the management of complaints about services has remained within the council. This means that contract managers have clear oversight and access to areas of complaint which can be addressed through the contract management meetings.

Loss of expertise/knowledge

- 3.8 At the outset of the new community facing delivery model, there were concerns about a loss of local knowledge and historical experience as transferred staff moved on or were utilised on other contracts. In practice, this concern has not materialised as the vast majority of staff have remained with their new employers and are deployed on the Royal Borough's contracts. As an example, Project Centre Ltd conducted a survey of transferred staff which identified high levels of satisfaction despite initial concerns. In turn, this has contributed to high levels of service with greater efficiencies and resilience.
- 3.9 There is also evidence of improved performance levels and productivity in some of the community facing contracts as the new private sector delivery partners have moved swiftly to manage and address performance issues.

Reduced performance

- 3.10 During the first quarter of 2018-2019, contract dashboards have been built in InPhase, the council's performance management system, in order to provide a single point of access to contract performance information and consistency across the contracts. The development of the dashboards has been welcomed by both contract managers and the delivery partners themselves and they are actively used in the contract management meetings.

SMALL BUSINESS START UPS

- 3.11 The people facing delivery partner in this category is Ways into Work, see table 1.
- 3.12 Our Community Enterprise is a social enterprise company providing a local project development and funding services. It was established to maximise the amount of external funding secured for residents and communities of the borough. Performance of the company is managed through the Head of Communities, Enforcement and Partnerships.

Table 1: Delivery partner – Ways into Work



Purpose: To support people over 18 with a disability or disadvantage into paid employment				
Type of entity: Community interest company	Contract start date: March 2015	Contract length: Five years	Contract value per annum: £213,100	Sub-contracting arrangements: None.
Monitoring arrangements: Quarterly contract monitoring meetings.				
Performance measures: Agreed quarterly dashboard: <ul style="list-style-type: none"> • Referrals • Numbers in work • Numbers retaining work • Waitlist information • Complaints and compliments • Safeguarding issues • Case studies 		Performance 2017-2018: Excellent		
Significant achievements: Ways into Work has consistently delivered outcomes across its contract that exceed national averages. Individual case studies highlight the excellent and personalised outcomes that individuals have been able to achieve with the support of Ways into Work staff.		Issues: None. New Managing Director appointed in September 2018.		
Lead Member: Cllr Carroll, Lead Member for Adult Social Care and Public Health		Contract manager: Commissioning Manager		
Information about the company: www.waysintowork.com				

OUTSOURCED TO PRIVATE COMPANY/COMMERCIAL CONTRACT

- 3.13 Within this category, there are a range of people and community facing service delivery partners, including:
- Veolia for waste collection and disposal of waste, see table 2.
 - Tivoli for grounds maintenance, see table 3.
 - VolkerHighways for highways maintenance and street cleansing, see table 4.
 - Project Centre for highways design, see table 5.
 - AA Lighting for street lighting, see table 6.
 - NSL Ltd for parking enforcement, see table 7.
 - Joint Legal Team for children and adult social care legal services, see table 8.
- 3.14 Leisure operations in the Royal Borough were outsourced to Parkwood Leisure in 2015 as a concession contract. Whilst this contract is outside the scope of this report, responsibility for contract management of the new Braywick Leisure Centre will form part of the Strategy and Commissioning function from 2020.
- 3.15 In April 2018, the Royal Borough was required to move its pension fund into a wider pooled arrangement. The contract with the Local Pension Partnership is managed by the Section 151 Officer and performance and activity is reported through the Pensions Board.

Table 2: Delivery partner – Veolia



<p>Purpose: Collection of waste and recycling, management of the household waste and recycling centre and waste transfer station, reprocessing of recyclable materials.</p>				
<p>Type of entity: Private sector company</p>	<p>Contract start date: April 2005</p>	<p>Contract length: Seven plus seven years</p>	<p>Contract value per annum: Capped contract sum £5.3million plus variations of £700,000</p>	<p>Sub-contracting arrangements: Haulage with John Allchurch Haulage and the reprocessing of recyclable materials with Pure.</p>
<p>Monitoring arrangements: Performance is reviewed monthly. There are provisions within the contract for deductions to be made to monthly payments if there is under-performance based on a range of targets and measures, eg number of missed bin collections. The contract also allows for variations/additional works if and when required.</p>				
<p>Performance measures: There is a monthly performance management score made up of four performance measures:</p> <ul style="list-style-type: none"> • Missed collections • Bad bin returns • Late container deliveries • Spillage 		<p>Performance 2017-2018: The performance management score was below the level for deductions throughout the year, with 99.9% of collections consistently completed throughout the year.</p>		
<p>Significant achievements: Provided an excellent level of service throughout the year. During severe winter weather conditions, services continued to operate on all roads where it was safe to do so, with the small number of missed collections caught up in a timely manner.</p>		<p>Issues: None.</p>		
<p>Lead Member: Cllr M Airey, Lead Member for Environmental Services</p>		<p>Contract manager: Waste Strategy Manager</p>		
<p>Information about the company: www.veolia.co.uk</p>				

Note: procurement of a new waste contract is currently underway and is due to be let on 1 October 2019.

Table 3: Delivery partner – Tivoli



Purpose: Grounds maintenance covering parks, open spaces, sports pitches, play areas, cemeteries (including interments), highway verges.				
Type of entity: Private sector company	Contract start date: April 2016	Contract length: 10 years and six months	Contract value per annum: Approx. £1.2 million	Sub-contracting arrangements: None.
Monitoring arrangements: Performance is reviewed monthly. There are provisions within the contract for deductions to be made to monthly payments if there is under-performance. The contract also allows for variations/additional works if and when required.				
Performance measures: There is a monthly performance management score made up of four performance measures: <ul style="list-style-type: none"> • Percentage of works undertaken in accordance with work schedule. • Monthly joint inspection scores based on a random selection of sites. • Children’s play area inspections completed. • Number of justified complaints received. 		Performance 2017-2018: The performance management score was 90% against target of 92%.		
Significant achievements: Staff training for the whole workforce, including ROSPA, First Aid, equipment/vehicle use.		Issues: Staff recruitment and retention. Management and supervision, particularly during the transfer of the business in spring 2018.		
Lead Member: Cllr S Rayner, Lead Member for Culture and Communities		Contract manager: Outdoor Facilities Manager		
Information about the company: www.tivoliservices.com				

Note: This contract was originally let to ISS Landscape in 2016. The grounds maintenance part of the ISS business was bought out by Tivoli in June 2018.

Table 4: Delivery partner – VolkerHighways



Purpose: Management and maintenance of highway services.				
Type of entity: Private sector company	Contract start date: July 2017	Contract length: Five years	Contract value per annum: £3,855,000	Sub-contracting arrangements: Urbaser for street cleansing
Monitoring arrangements: Performance is reviewed monthly.				
Performance measures: There are 33 performance measures that are captured monthly broken down into six themes <ul style="list-style-type: none"> • Quality management • Contract programme • Financial • Service provision • Customer care • Added value. 		Performance 2017-2018: Performance indicators were on target.		
Significant achievements: The outsourcing and mobilising of the highways service contract was virtually seamless. The capital programme was implemented within timescale and budget. In addition, key infrastructure projects were brought forward for completion prior to the Royal Wedding. These were all successfully achieved. Through the winter season Volker Highways proactively managed the extreme weather, making sure all key routes were treated and accessible for road users.		Issues: None. Work is underway to further improve customer satisfaction and identify additional contract savings and initiatives.		
Lead Member: Cllr Bicknell, Deputy Leader of the Council, Highways, Transport and Windsor		Contract manager: Principal Commissioning Officer (VolkerHighways) Principal Streetworks Officer (Urbaser)		
Information about the company: www.volkerhighways.co.uk				

Table 5: Delivery partner – Project Centre



Purpose: Delivery of specialist professional services, including highways; flooding and transport planning				
Type of entity: Private sector company	Contract start date: April 2017	Contract length: Five years	Contract value per annum: £518,660	Sub-contracting arrangements: None
Monitoring arrangements: Performance is reviewed monthly using a set of 20 key performance indicators, mainly based around turnaround times.				
Performance measures: A suite of measures across the professional disciplines including: <ul style="list-style-type: none"> • Turnaround times for highways and flooding comments on planning applications. • Turnaround time on customer enquiries. 			Performance 2017-2018: Performance indicators were on target.	
Significant achievements: Increased volumes of planning applications and customer enquiries absorbed without increased cost or decline in service Specialist support for major LEP projects, including support in securing external funding.			Issues: None. Areas to develop further include opportunities for further customer improvements and efficiencies	
Lead Member: Cllr Bicknell, Deputy Leader of the Council, Highways, Transport and Windsor			Contract manager: Principal Commissioning Officer	
Information about the company: www.projectcentre.co.uk				

Table 6: Delivery partner – AA Lighting



Purpose: Maintenance and support services for street lighting				
Type of entity: Private sector company	Contract start date: April 2017	Contract length: 22 years	Contract value per annum: £360,000	Sub-contracting arrangements: None.
Monitoring arrangements: Performance is reviewed monthly using a set of six key performance indicators.				
Performance measures: There are six performance measures covering three main areas. <ul style="list-style-type: none"> • Operational performance. • Project works. • Customer service. 		Performance 2017-2018: Performance indicators were on target.		
Significant achievements: The LED swap out was successfully completed converting over 14,000 street lights, and energy savings from this project are now being realised. A wireless remote control system has been installed to each converted street light. This allows the council to remotely control the brightness of light and accurately measure the amount of energy consumed. It has an automatic fault monitoring system which improves response times and planning.		Issues: Overall the contract is performing well, predominantly responding to reactive issues. Work is being undertaken with AA lighting to identify further savings by optimising the new monitoring system. In addition, the LED swap out project identified additional lights in the borough that were not shown on the inventory list. Further work is required to swap out these remaining assets.		
Lead Member: Cllr Bicknell, Deputy Leader of the Council, Highways, Transport and Windsor		Contract manager: Principal Commissioning Officer		
Information about the company: www.aa-lighting.com				

Table 7: Delivery partner – NSL Limited



Purpose: Enforcement of parking restrictions.				
Type of entity: Private sector company	Contract start date: December 2017	Contract length: Two years, plus two years, plus one year.	Contract value per annum: £840,000	Sub-contracting arrangements: None.
Monitoring arrangements: Performance is reviewed monthly against a set of seven key performance indicators. There is provision within the contract for a percentage of the monthly payment to be withheld in the event of under-performance. Additionally, there are measures in place to monitor the percentage of penalty charge notices that are cancelled, for example, appeals upheld.				
Performance measures: <ul style="list-style-type: none"> • Minimum deployed hours achieved. • Penalty charge notice cancellation rates as a result of officer error. • Downtime of the IT system for more than four hours. • Downtime of the on line case management system for more than four hours. • IT support response times within one working day of the request. • Customer complaints responded to within three working days. • Faulty pay-and-display, pay-on-foot and barrier equipment responded to within one hour and resolved within eight hours. 			Performance 2017-2018: Performance indicators were on target.	
Significant achievements: Reduction in the number of penalty charge notes cancelled due to parking officer errors. Reduction in the number of complaints against officers following contract start			Issues: Staff recruitment	
Lead Member: Cllr M Airey, Lead Member for Environmental Services			Contract manager: Parking Principal	
Information about the company: www.nsl.co.uk				

Table 8: Delivery partner – Joint Legal Team



Purpose: To provide specialist legal advice regarding adult social services, children’s social services and education.				
Type of entity: Local authority – traded service	Contract start date: April 2016	Contract length: Three years	Contract value per annum: £520,000	Sub-contracting arrangements: None.
Monitoring arrangements: Performance is reviewed quarterly against three areas.				
Performance measures: <ul style="list-style-type: none"> • User satisfaction. • Complaints. • Service levels. 			Performance 2017-2018: Performance indicators were on target.	
Significant achievements: No recorded complaints. Good performance based on service levels and satisfaction of service areas. High success rate of defending legal challenges.			Issues: Staff recruitment	
Lead Member: Cllr Carroll, Lead Member for Adult Social Care and Public Health and Cllr N Airey, Lead Member for Children’s Services			Contract manager: Head of Commissioning – Adults and Children	
Information about the company: www.reading.gov.uk				

JOINT VENTURE WITH PUBLIC BODY OR LOCAL AUTHORITY OWNED COMPANY

- 3.16 There are two main people facing delivery partners in this category who deliver all statutory and discretionary adult and children's services on behalf of the Royal Borough. In transferring all children's services to Achieving for Children in August 2017, see table 9, the Royal Borough became only the third authority in the country to do so and was the first in the country to move all of its adult services into a local authority trading company, Optalis Limited, see table 10.
- 3.17 RBWM Property Company and RBWM Commercial Services are companies wholly owned by the Royal Borough. The principal activity of the Property Company is to develop and manage a portfolio of properties for rent to people living and working in the borough. The properties are offered through the private and affordable rental sectors in order to help to attract and retain key workers in the borough. The principal activity of RBWM Commercial Services currently is to administer the council's contracts for waste services, in particular those relating to food and green waste. Activity and performance of both companies is reported quarterly to Cabinet.

Table 9: Delivery partner – Achieving for Children



<p>Purpose: To provide the full range of statutory and discretionary children’s services, across education, early help and social care, to children and young people of the borough aged 0-25.</p>				
<p>Type of entity: Community interest company</p>	<p>Contract start date: August 2017</p>	<p>Contract length: Seven years</p>	<p>Contract value per annum: £33,463,000</p>	<p>Sub-contracting arrangements: None.</p>
<p>Monitoring arrangements: Performance is reviewed monthly against a set of 36 performance indicators.</p>				
<p>Performance measures:</p> <ul style="list-style-type: none"> • Education. • SEND. • School support services. • Children’s centres and health visitors. • Youth services. • Youth Offending Service. • Children’s social care. 		<p>Performance 2017-2018:</p> <ul style="list-style-type: none"> • Improvements in social care performance – reducing number of children on a child protection plan. • Increased numbers through the Youth Service. • Delivery of SEND action plan following inspection. • Exam results. 		
<p>Significant achievements: Progress was made in the council’s £30 million secondary school expansion programme across Ascot, Maidenhead and Windsor in 2017/18. The number of schools in the borough which are ‘Good’ or ‘Outstanding’ rose to 85% against its 84% target. None of the borough’s schools are currently considered inadequate. Two percent more children received a place at their first choice secondary school for September 2017 with 80% of first preferences being met. At primary, infant and junior school 85% of children received places at their first choice of school.</p>		<p>Issues:</p> <ul style="list-style-type: none"> • Securing a robust dataset across all services. • Stabilising the “front door” and application of thresholds for services. • Placement costs. • Agency staff spend. 		
<p>Lead Member: Cllr N Airey, Lead Member for Children’s Services</p>		<p>Contract manager: Head of Commissioning – Adults and Children</p>		
<p>Information about the company: www.achievingforchildren.org.uk</p>				

Table 10: Delivery partner – Optalis Ltd



Purpose: To deliver all statutory and discretionary adult social care and support services to the residents of the borough.				
Type of entity: Local authority trading company	Contract start date: April 2017	Contract length: 10 years	Contract value per annum: £33,164,000	Sub-contracting arrangements: None.
Monitoring arrangements: Performance is reviewed monthly against a set of 10 performance indicators.				
Performance measures: <ul style="list-style-type: none"> • Long term clients reviewed in the last 12 months (by team). • Carers reviewed in the last 12 months (by team). • Support plan completion (by team). • Delayed transfers of care. • Residents still at home 91 days after discharge from hospital. • Safeguarding concerns allocated. • Safeguarding concerns leading to investigation by team. • Safeguarding user satisfaction. • Number of establishments in serious concerns. 		Performance 2017-2018: <ul style="list-style-type: none"> • Delayed transfers of care attributable to social care falling to zero in November and remaining there for the rest of the year • Focus on reviews of long term clients leading to an increase by 8% over the 12 months whilst reviews for carers have increased by 43%. • Allenby Road respite unit received a Good rating by the Care Quality Commission. 		
Significant achievements: <ul style="list-style-type: none"> • Each Step Together now established to respond to residents quickly and efficiently. • Despite the snow disruptions, business continued as normal for all customers in their homes, care homes or hospital. • Carers' drop in service established at Maidenhead Library. • Daily Living Made Easy Event at Maidenhead Town Hall with over 170 members of the public and professionals attending. 		Issues: <ul style="list-style-type: none"> • Staff recruitment, particularly of Occupational Therapists. 		
Lead Member: Cllr Carroll, Lead Member for Adult Social Care and Public Health		Contract manager: Head of Commissioning – Adults and Children		
Information about the company: www.optalis.org				

SHARED SERVICE WITH OTHER LOCAL AUTHORITIES

3.18 The Royal Borough has a long history of sharing services with its Berkshire neighbours. In all cases, the shared arrangement is managed through a Management Committee or Board comprising representatives of the authorities involved. Meetings and review of performance of the shared arrangements take place at least on a quarterly basis.

3.19 The shared arrangements relating to people and community facing services are set out in table 11.

Table 11: People and community facing shared service arrangements

Service	Authorities involved	Purpose	Start date	Contract representative
Sensory Consortium	All six Berkshire authorities	To deliver specialist assessment, teaching, advice and support to individual young people with a sensory impairment.	April 1998	Director of Children's Services
Equipment Store	All six Berkshire authorities	To provide specialist equipment for people to assist with aspects of daily living.	April 2017	Head of Commissioning – Adults and Children
Winter maintenance forecasting	All six Berkshire authorities	To provide detailed weather forecasts relating to road and surface temperatures, to inform the schedule of road gritting.	April 2017	Head of Commissioning – Communities
Emergency duty service	All six Berkshire authorities	To provide out of hours social care crisis services.	February 2012	Head of Commissioning – Adults and Children
Community Learning and Skills Service	Slough and Royal Borough	To deliver adult and community learning across Slough, Windsor and Maidenhead including English language, basic skills, skills for work, personal development and family learning.	August 2012	Deputy Director Strategy and Commissioning

Service	Authorities involved	Purpose	Start date	Contract representative
Adopt Thames Valley	Royal Borough, Bracknell, Reading, Wokingham, Swindon, Oxfordshire, West Berkshire and three voluntary adoption agencies.	As a Regional Adoption Agency, to recruit and support a range of adopters in order to find forever families for children.	December 2017	Director of Children's Services

4 THE ROYAL BOROUGH – DELIVERY PARTNERS ADDING VALUE

4.1 Whilst the Royal Borough's delivery partners provide core services for the residents of the borough, the crucial element of these partnerships is the added value provided. This section highlights, through a number of case studies, the way in which the range of delivery partners add value to the lives of residents in the borough.

Case Study 1: Royal Wedding

On 19 May 2018, the wedding of Prince Harry and Ms. Meghan Markle took place at St George's Chapel, Windsor Castle which showcased the town to the world. The global event was successfully delivered through a multi-agency approach involving six main commissioned partners both on the day and in advance. The range of operational services included street cleansing; litter collection and disposal; major pre-event highway works; town centre works to footways, roads and street furniture; making the parks and fountains outstanding; co-ordination of public transport; safety barriers and 'sanding' the processional route for the horses.

Supply partners VolkerHighways; Veolia; Urbaser; NSL; ISS Landscapes and Project Centre provided a broad range of specialist skills and drew on both local knowledge and experience from other contracts. Resource levels were flexed to respond to changing demands, often at short notice, and resilience was increased by drawing on the broader group of each organisation. The Royal Borough retained ownership and responsibility whilst activity was delivered through partners.

Case Study 2: Improved co-ordination and delivery of highway schemes

The new delivery model has improved co-ordination and planning of highway schemes as the responsibility for design, development, delivery and planning falls to a single partner organisation. For example, road safety improvements can be introduced as part of a resurfacing scheme. This approach delivers financial efficiencies and a better outcome for residents.

All the community facing contracts include a focus on adding social value. As part of the regular contract management with VolkerHighways, highlight reports on added value are prepared. The most recent highlight report shows 91% local people employed; 11 local suppliers registered and 100% of waste recycled.

Case Study 3: Ways into Work

Ways into Work is a small, locally-based company providing support to people who are looking for employment opportunities. It has over 15 years' experience of providing high quality supported employment services to individuals and employers; they work to match the skills and talents of individuals with a disability or disadvantage, to the business needs of employers.

In March 2018 the company was selected as a finalist in the Recruitment Industry Disability Initiative (RIDI) Awards. There are many recent examples of the company's success in the local area including:

- A gentleman with a learning disability who had part time employment with an aspiration of working more hours. Ways into Work supported the gentleman to take a 20 hour per week job which has enabled him to end benefit claims and into a role with ongoing training and career progression.

- A lady who has not been able to sustain employment for 12 years has accepted a role following support with multiple interviews and work trials as a result of the company working with employers to offer more flexible job opportunities . Highly anxious about returning to work, Ways into Work will continue to support the lady to ensure she settles into her new role.

Case Study 4: Joint Legal Team

Successful and appropriate responses to legal challenges enables the Royal Borough to use public funds to support local residents effectively, including children with Special Educational Needs (SEND). The council has seen an increase in the number of SEND challenges under the Children and Families Act 2014. In 2017/18, it received 15 challenges to the its school placement choice.

In a recent tribunal, the Royal borough successfully defended its choice of selecting a maintained special school for a child. The hearing looked at the merits of different schools in meeting the child's needs. With specialist advice from the Joint Legal Team, this case was awarded in favour of the council because the maintained school met the child's needs and the independent school was deemed incompatible with the efficient use of resources. In this case, the difference in school fees was £88K per annum.

5 THE ROYAL BOROUGH – MANAGING DELIVERY

5.1 The Strategy and Commissioning function is responsible for commissioning, procuring and contract managing the delivery of people and community facing services on behalf of the Royal Borough. The structure of the function is modelled on the accepted Analyse – Plan – Do – Review methodology of the commissioning cycle, see diagram 4.

Diagram 4: Commissioning cycle



5.2 In order to maintain a tight focus on these key elements across the breadth of the Council's commissioned activity, the service is structured around six functions:

- Public health
- Commissioning – Adults and Children
- Commissioning - Communities
- Business systems
- Strategy and Performance
- Business support

Managing delivery

5.3 The staff within Strategy and Commissioning work together to ensure that the performance of the Royal Borough's delivery partners is maximised. Bringing all of the commissioning teams together within one function has already started to identify ways in which the teams can work better together and learn from each other.

- 5.4 There is pressure and a spotlight on the function to demonstrate its value to the council in terms of managing the range of delivery partners and contracts. All of the contracts have experienced issues, see section 3, and commissioning staff have worked in partnership and collaboratively with the companies involved to resolve these issues and improve performance.
- 5.5 Whilst traditional outsourcing is not new to local government, the breadth of delivery vehicles and the different ways in which services can be delivered has increased in recent years. Understanding how to work in this environment requires different skills and the Strategy and Commissioning function is committed to ensuring a robust delivery of its responsibilities.

Professional standards

- 5.6 In order to provide a structure to its work, the function has adopted the Government’s Contract Management Professional Standards¹ as an initial starting point. The Standards set out the capabilities expected of government professionals who are involved in the management of contracts. They have been developed to support individuals in being more effective in their roles throughout this process, through comprehensively articulating the acumen, relationships and technical skills required when carrying out contract management related activities.
- 5.7 The Standards are structured into two sections: Section A, see diagram 5, describes the business acumen and leadership capabilities required; and Section B, see diagram 6, describes technical areas of expertise.

Diagram 5: Professional Standards – Section A: Acumen and relationships



¹ HM Government, [Contract Management Professional Standards V10](#), February 2018

Diagram 6: Professional Standards – Section B: Technical areas of expertise

<p>B1</p> <p>DESIGN AND ONGOING DEVELOPMENT</p> <p>Supporting colleagues in the commercial function by contributing to re-procurement and new sourcing exercises, as well as using information sources and ensuring contract governance set up.</p>	<p>B2</p> <p>PROCUREMENT AND MOBILISATION</p> <p>Inputting into the procurement exercise, the development and implementation of effective planning and, once sourced, mobilising the contract.</p>	<p>B3</p> <p>MANAGING CONTRACT DELIVERY</p> <p>Appropriate use of performance management levers with the ability to realise contractual benefits. Those carrying out these activities need to be intuitive to arising risks and able to deal with issues when they arise.</p>
<p>B4</p> <p>CHANGE CONTROL</p> <p>Understanding and being able to work to the contract change process. This includes understanding the positive and negative impact of contractual changes.</p>	<p>B5</p> <p>STAKEHOLDER ENGAGEMENT</p> <p>Identifying and managing relationships with a variety of stakeholders. This includes the adherence to specific processes contained within the contract.</p>	<p>B6</p> <p>RISK MANAGEMENT</p> <p>Risk planning, ensuring compliance and monitoring risks (including strategic and operational risks).</p>

5.8 For the purposes of this report and recognising some of the concerns about the effectiveness of the function’s contract management abilities, an assessment was undertaken against the Managing Contract Delivery standard, B3. This standard measures the appropriate use of performance management levers with the ability to realise contractual benefits. Those carrying out these activities need to be intuitive to arising risks and able to deal with issues when they arise. Key strengths and areas for development identified through the assessment are set out in table 12.

Table 12: Strategy and Commissioning – contract management strengths and areas for development

Assessment area	Strengths	Areas for development
Quality assuring supplier-provided data on performance	<ul style="list-style-type: none"> Independent cross checking and validation of data. 	<ul style="list-style-type: none"> Consistency of quality assurance tools across the function. Development of an overarching quality assurance framework.
Measuring performance	<ul style="list-style-type: none"> Implementation of InPhase dashboards for measuring performance across all contracts. 	<ul style="list-style-type: none"> Development of broader data analysis skills across the service.
Mechanisms to support achievement of contract outcomes	<ul style="list-style-type: none"> Strong specifications in place. Monthly and quarterly contract review meetings. Contract variations agreed and logged. 	<ul style="list-style-type: none"> Promoting and reporting on contract outcomes more widely, working with Communications.
Identification and mitigation of risks and issues	<ul style="list-style-type: none"> Issue and risk registers in place for some contracts. 	<ul style="list-style-type: none"> Issue and risk registers across all contracts. Wider sharing of risks across the service.

Assessment area	Strengths	Areas for development
Understanding and management of contract dependencies	<ul style="list-style-type: none"> • Expert knowledge within the teams of the services and the dependencies. 	<ul style="list-style-type: none"> • Wider sharing of contract dependencies across people and community facing services.
Stakeholder engagement	<ul style="list-style-type: none"> • Staff are known. • New customer liaison post in place. • Use of surveys and other feedback mechanisms. 	<ul style="list-style-type: none"> • Changes to the commissioning methods and model perhaps not fully understood. • Ease of access for elected Members to staff. • Improvements to JADU functionality to improve responsiveness and feedback.
Management of disputes	<ul style="list-style-type: none"> • No formal disputes experienced. • Experience within the teams to deal with disputes. 	<ul style="list-style-type: none"> • Develop consistency across the service in dealing with disputes including involvement of other non-subject matter expert staff.
Establishment and delivery of exit plan	<ul style="list-style-type: none"> • Contracts schedule in place with expiry dates in order to manage exit arrangements. • Knowledge of other frameworks and other local authority contracts in the event that other short term provision is required. 	<ul style="list-style-type: none"> • Consistency of exit plans across all contracts. • Development of long term commissioning strategy.
Information sharing on contract outcomes and dependencies	<ul style="list-style-type: none"> • Information sharing through Lead Member briefings. • Lead Member involvement in contract management. • Information sharing with Parish and Town Councils. 	<ul style="list-style-type: none"> • Wider reporting and sharing required across the council and the community.
Identification and realisation of new opportunities	<ul style="list-style-type: none"> • Specialist knowledge in the teams able to identify new opportunities through networks and other contacts. 	<ul style="list-style-type: none"> • Use of wider team to identify new opportunities. • Identifying resource within the team to research new opportunities.

Assessment area	Strengths	Areas for development
Use of management information to drill down into poor performance	<ul style="list-style-type: none"> • Key performance indicators in place supported by other management information. • Wider networks enable benchmarking of information. 	<ul style="list-style-type: none"> • All information to be captured in InPhase. • Better use of business intelligence resources within InPhase.
Ensuring benefits realisation from contracts	<ul style="list-style-type: none"> • Efficiencies on the various contracts secured as identified in the business cases. • No overspend on outsourced arrangements. • Improvements in performance on key indicators. 	<ul style="list-style-type: none"> • More clarity required on the benefits and how to measure realisation, particularly the “softer” benefits.

5.9 Over the course of 2018-2020, the function will use the Government’s standards in order to develop a set of standards that the Royal Borough can adopt and which can be aligned with the Partnership Protocol set out in the council’s constitution.

6 PRIORITIES FOR 2018-2020

6.1 2017-2018 has been a year of significant change in the operating model of the council and the consequent impact on the teams responsible for managing the performance of the Royal Borough's delivery partners. Based on the performance outcomes in 2017-2018 and the assessment of contract management capability, the priorities for 2018-2020 are:

- Continue to robustly manage performance across the range of council contracts, at the same time developing a consistent set of contract monitoring tools.
- Work with all delivery partners to identify opportunities for growth and efficiencies.
- Work with Lead Members to develop a five year commissioning strategy.
- Continue the improvements to the JADU functionality to enable better feedback to elected Members and residents on reported incidents.
- Continue to develop the contract dashboards and business intelligence within InPhase in order to deliver a consistent approach to performance management of all contracts.
- Adapt the Government's Contract Management Professional Standards in order to create a framework of standards for the Royal Borough.
- Complete annual assessment against the agreed framework.
- Use the areas for development from the 2018 assessment to inform the training needs analysis and development plan for 2019-2020.

Appendices

Appendix 1: Schedule of people and community facing contracts/service level agreements, as at 31 July 2018

Provider	Contract description	Spend per annum	Contract expiry date	Contract manager
AA Lighting	Maintenance and support services for street lighting	£350K	31/03/2039	Principal Commissioning Officer
Achieving for Children	Children's Services	£34m	31/07/2024	Head of Commissioning - Adults and Children
Achieving for Children	Provision of health visitors	£1.6m	31/03/2022	Service Lead - Public Health Contracts
Achieving for Children	Provision of school nurses	£214k	31/03/2022	Service Lead - Public Health Contracts
Affinity	Floating support	£1.4M	31/03/2019	Commissioning Manager
Age Concern Slough & Berkshire East	Information and advocacy services	£31k	31/03/2019	Commissioning Officer
Age Concern Slough & Berkshire East	Old Windsor Day Centre & St Mark's Lunch Club and Opportunity Centre	£30k	31/03/2019	Commissioning Officer
Age Concern Windsor	Spencer Denny Day Centre	£35k	31/03/2019	Commissioning Officer
Agrivert	Disposal of green waste and food waste	£580k	31/03/2037	Waste Strategy Manager
Alphacity	Provision of pool cars	£48k	31/03/2019	Principal Commissioning Officer
Alzheimer's Dementia Support	Contribution to delivery of services	£45k	31/03/2019	Commissioning Manager
Autism Berkshire	The Bear Group	£5k	31/03/2019	Commissioning Manager
Bear Bus	Provision of local bus services	£30k	31/07/2022	Principal Commissioning Officer
Berkshire Healthcare Foundation Trust	Sexual health – GUM and contraception	£524k	31/03/2019	Service Lead - Public Health Contracts
Berkshire Healthcare Foundation Trust	Provision of Recovery College	£115k	31/03/2020	Service Lead - Public Health Contracts
Berkshire Healthcare NHS Foundation Trust	Speech & Language Therapy	£350K	31/12/2019	Service Lead - Children's Commissioning
Berkshire Vision	Contribution to delivery of services	£16,400	31/03/2019	Commissioning Officer
Bracknell Forest Council	Emergency duty service	£190k	01/12/2018	Head of Commissioning - Adults and Children

Provider	Contract description	Spend per annum	Contract expiry date	Contract manager
Care UK	Clara Court	£2m	04/09/2027	Service Lead - Children's Commissioning
Care UK	Queens Court	£2.5m	01/12/2027	Service Lead - Children's Commissioning
Carewatch	Outcome based care at home	£4m	30/03/2020	Head of Commissioning - Adults and Children
Claremont and Holyport GP Practices	Substitute prescribing	£112k	31/03/2022	Service Lead - Public Health Contracts
Cranstoun	Drug and alcohol service	£550k	31/03/2022	Service Lead - Public Health Contracts
Crossroads Oxfordshire	The Swift Service	£30k	31/03/2018	Commissioning Manager
Courtney Buses	Provision of local bus services	£420k	31/07/2022	Principal Commissioning Officer
DASH Charity	Domestic Abuse IDVA Support	£94K	31/03/2020	Commissioning Partner
Dimensions	Floating support	£4m	01/12/2018	Commissioning Manager
Family Action	Young Carers Service	£60k	31/03/2019	Commissioning Manager
Fiona Long	Spot purchasing for sensory needs	Spot	31/03/2019	Commissioning Officer
GP practices (19)	Provision of health checks	£64k	31/03/2019	Head of Public Health
GP surgeries	Sexual health – LARC	£120k	31/03/2019	Service Lead - Public Health Contracts
GP surgeries/Cranstoun	Shared care – drug and alcohol services	£10k	31/03/2019	Service Lead - Public Health Contracts
Healthcare Homes	Sandown Park Care Home	£847K	31/01/2020	Service Lead - Children's Commissioning
Indigo Access	Sensory needs support	c. £100k	31/03/2019	Commissioning Officer
InTechnology WiFi	Provision of town centre wi-fi network	Zero ²	22/08/2026	Head of Commissioning – Communities
Larchfield	Block beds – nursing	£1.6M	31/03/2019	Service Lead - Children's Commissioning
Leicestershire County Council (Linghall)	Disposal of street sweepings	£60k	31/08/2018	Waste Strategy Manager

² Concession contract

Provider	Contract description	Spend per annum	Contract expiry date	Contract manager
Maidenhead Mencap	Support Worker	£6k	31/03/2019	Commissioning Manager
Multiple pharmacies	Supervised consumption and needed exchange	£40K	31/03/2019	Service Lead - Public Health Contracts
Multiple pharmacies	Sexual health – EHC	£6k	31/03/2019	Service Lead - Public Health Contracts
NRS	Berkshire Community Equipment Service (BCES)	£1.5m	31/03/2022	Commissioning Manager
NSL	Enforcement of parking restrictions	£840k	30/11/2022	Parking Principal
Optalis	Adult social care	£33m	31/03/2027	Head of Commissioning - Adults and Children
People to Places	Dial a ride	£67K	31/05/2018	Service Lead - Children's Commissioning
People to Places	Shopmobility	£60K	31/05/2018	Service Lead - Children's Commissioning
People to Places	Transport to day services, six routes	£110K	Rolling	Service Lead - Children's Commissioning
People to Places	Travel assistance payments - concessionary fares	£40K	Rolling	Service Lead - Children's Commissioning
Powher	Mental health advocacy and independent mental capacity advocates	£35k	31/06/2019	Commissioning Officer
Project Centre	Delivery of specialist professional services	£518k	31/03/2022	Principal Commissioning Officer
Reading Borough Council (Joint Legal Team)	Legal services	£1.2m	31/03/2019	Head of Commissioning - Adults and Children
R & M Associates	Family Group Conference co-ordinator and service provision	£29k	31/03/2019	Commissioning Partner
RVS	Carebank	£35k	31/03/2019	Commissioning Officer
Safer Roads Partnership	Road safety advice and support	£35k	31/07/2019	Principal Commissioning Officer
SE IFA Consortium Arrangements	AFC call off for fostering placements		31/03/2021	Commissioning Partner
seAp	Advocacy – NHS Complaints	£19k	31/06/2019	Commissioning Officer
seAp	Advocacy – independent mental health advocates	£30k	31/06/2019	Commissioning Officer

Provider	Contract description	Spend per annum	Contract expiry date	Contract manager
Siemens	Traffic Signal Maintenance	£100k	31/03/2019	Service Improvement Manager – Waste and Highways
Signal 4 Carers / The Ark	Carers Support Service	£80k	31/03/2020	Commissioning Manager
Slough Borough Council	Community and Adult Learning	Govt grant	Rolling	Deputy Director Strategy and Commissioning
Solutions4Health	Provision of smoking cessation services	£48k	31/03/2019	Service Lead - Public Health Contracts
St Marks Care home	Block beds – nursing	£900K	31/03/2019	Service Lead - Children's Commissioning
Stroke Foundation	Stroke Coordinator post	£43k	01/09/2020	Better Care Fund Manager
The Ark	Healthwatch	£60k	31/03/2020	Head of Commissioning - Adults and Children
The Fremantle Trust	Care services at Lady Elizabeth House	£330k	Rolling	Commissioning Manager
Tivoli	Grounds maintenance services	£1.2m	31/09/2026	Outdoor Facilities Manager
TVPS	Sexual health – HIV	£13k	31/03/2019	Service Lead - Public Health Contracts
United Voices	Contribution to delivery of services	£35k	31/03/2019	Commissioning Officer
Various providers	Sexual health – out of area GUM	£175k	31/03/2019	Service Lead - Public Health Contracts
Veolia	Collection of waste and recycling etc	£5.3m	31/03/2019	Waste Strategy Manager
Ways into Work	Combination of services (LD, MH, Autism, Carers)	£213k	31/03/2020	Commissioning Manager
Viridor	Disposal of residual waste (energy from waste)	£4.2m	22/11/2030	Waste Strategy Manager
VolkerHighways	Management and maintenance of highway services	£3.8m	30/06/2022	Principal Commissioning Officer
White Bus	Provision of local bus services	£280k	31/03/2019	Principal Commissioning Officer
Windsor and Maidenhead Youth Counselling Service	Advocacy and Independent visiting for children in care	£45k	31/03/2019	Commissioning Partner
Windsor Mencap	Buddy Scheme	£8k	31/03/2019	Commissioning Manager
Windsor Old Person's Welfare Association	Contribution to delivery of services	£10k	31/03/2019	Commissioning Manager

Appendix 2: RBWM function chart, August 2018

RBWM Function Chart – September 2018

Royal Borough of Windsor and Maidenhead

Council and Cabinet

Managing Director and Head of Paid Services - Alison Alexander
01628 796322 - alison.alexander@rbwm.gov.uk

Executive Director – Andy Jeffs
01628 796484 - andy.jeffs@rbwm.gov.uk

Executive Director - Russell O'Keefe
01628 796222 - russell.o'keefe@rbwm.gov.uk

Team/Service/Member	Clr S Rayner	Clr M Airey, Clr Rayner, Clr Bateson, Clr Bowden, Clr Gilmore	Clr S Rayner	Clr Dudley, Clr Hilton, Clr Love	Clr McWilliams	Clr Coppinger Clr Bateson, Clr Hilton, Clr M Airey Clr Alexander	Clr Targowska	Clr Saunders	Clr Dudley, Clr N Airey, Clr Bicknell Clr Carroll, Clr Coppinger Clr M Airey, Clr S Rayner, Clr Alexander	Clr Dudley	Clr Targowska	Clr Targowska	Clr N Airey	Clr Carroll	Clr Carroll																								
Head of Library and Resident Services Jacqui Hudt 01628 683969 jacqui.hudt@rbwm.gov.uk	Head of Communities, Enforcement and Partnerships David Scott 01628 796748 david.scott@rbwm.gov.uk	Head of Revenue and Benefits Louise Feeeth 01628 685664 louise.feeeth@rbwm.gov.uk	RBWM Property Company	Housing Services Lead Maggie Nelson 01628 796888 maggie.nelson@rbwm.gov.uk	Head of Planning Jennifer Jackson 01628 796042 jenf@rbwm.gov.uk	Head of Information Technology Services John Tordoff 01628 796327 john.tordoff@rbwm.gov.uk	Deputy Director and Head of Finance (Section 35A Officer) Rob Stubbs 01628 796222 rob.stubbs@rbwm.gov.uk	Deputy Director, Strategy and Commissioning Hilary Hall 01628 682893 hilary.hall@rbwm.gov.uk	Head of Communications and Marketing Vacant	Head of Law and Governance Elaine Brown (Interim) 07518 588192 elaine.brown@wokingham.gov.uk	Head of Human Resources and Corporate Projects Nikki Craig 01628 796627 nikki.craig@rbwm.gov.uk	Director of Children's Services Kevin McDaniel (seconded to AFC) 01628 683152 kevin.mcdaniel@rbwm.gov.uk	Strategic Director of Public Health 5 Berks Tessa Lindfield Tessa.lindfield@rbwm.gov.uk	Director of Adult Social Services (DASS) Angela Morris Angela.morris@rbwm.gov.uk																									
Arboricultural Services	Town Centre Management	Community Protection	Economic Development	Trading Standards	Environmental Health	Museum and Arts	Library and Museum Outreach and Stock	Operational Support	Library and Resident contact including: Telephony and Digital Face to Face	Registrars	Emergency Planning	Civic and Ceremonial Events and Mayoral Office Facilities Management	Community Engagement and Partnerships, including Communities and Parishes Grants to voluntary organisations	SHARED SERVICES Petroleum licensing Joint Emergency Planning Unit	CONTRACTS Libraries and SELMS Museum and Store Register Office Library stock purchase Arts and Heritage SAs																								
Land and Acquisitions Property & Development	Development Management	Enforcement	Technical Support	Neighbourhood Planning	Strategic housing policy	Information Technology	Corporate Applications	Infrastructure	Support Services	Financial Planning	Tax Advice	Capital Finance and Budgets	Accountancy Support	Insurance and Risk Management	Electronic Payments	Pension Administration	Finance Operations	ACHIEVING FOR CHILDREN MASH Health, Family Support and Children's Centres Youth Services Youth Offending Children's safeguarding Quality Assurance and performance Educational psychology Education Welfare Schools support Children and young people with disabilities, SEN and EIPs School admissions & place planning Schools capital programme Virtual School Early Years School improvement School leadership development Children's school transport Business support	OPTALIS Physical Disabilities and Older People Team Integrated Learning Disability Service Hospital Team Integrated Mental Health Team Short term support and rehabilitation team Strategic Safeguarding Brokerage Quality assurance Assisted technology Business support	SHARED SERVICES Adopt Thames Valley, Berkshire Sensoy Consortium, Community Learning and Skills Service, Berkshire Equipment Store, Health, Emergency duty service, Landfill sites, Civic Amenity Site - Chalvey, Waste amenity site - Bagshot, Winter maintenance forecasting, Director of Public Health	SHARED LEGAL SERVICES Cancer Service Lord Lieutenant Modern Records Archive Monitoring Officer	SHARED SERVICES Health and safety	CONTRACTS Microof EA (Enterprise Agreement) Orade Corporation Southern Communications	CONTRACTS Agresoo Finance system Electronic Payment systems, Local Pension Partnership	CONTRACTS Supported Employment - Ways into Work Joint Legal Team - Reading Borough Council Waste Services, Highways and Design, Grounds maintenance	CONTRACTS Printing	CONTRACTS IT/HR and Payroll system Learning Pool	CONTRACTS Culture and Communities	Highways, Transport and Environment / Culture and Communities / Corporate Services / Crime & Disorder	Corporate Services	Planning Corporate Services	Planning and Housing	Planning and Housing	Corporate Services	Corporate Services	Children's Services Adult Services and Health Highways, Transport and Environment	Corporate Services	Corporate Services	Corporate Services

47

OS&P Panel

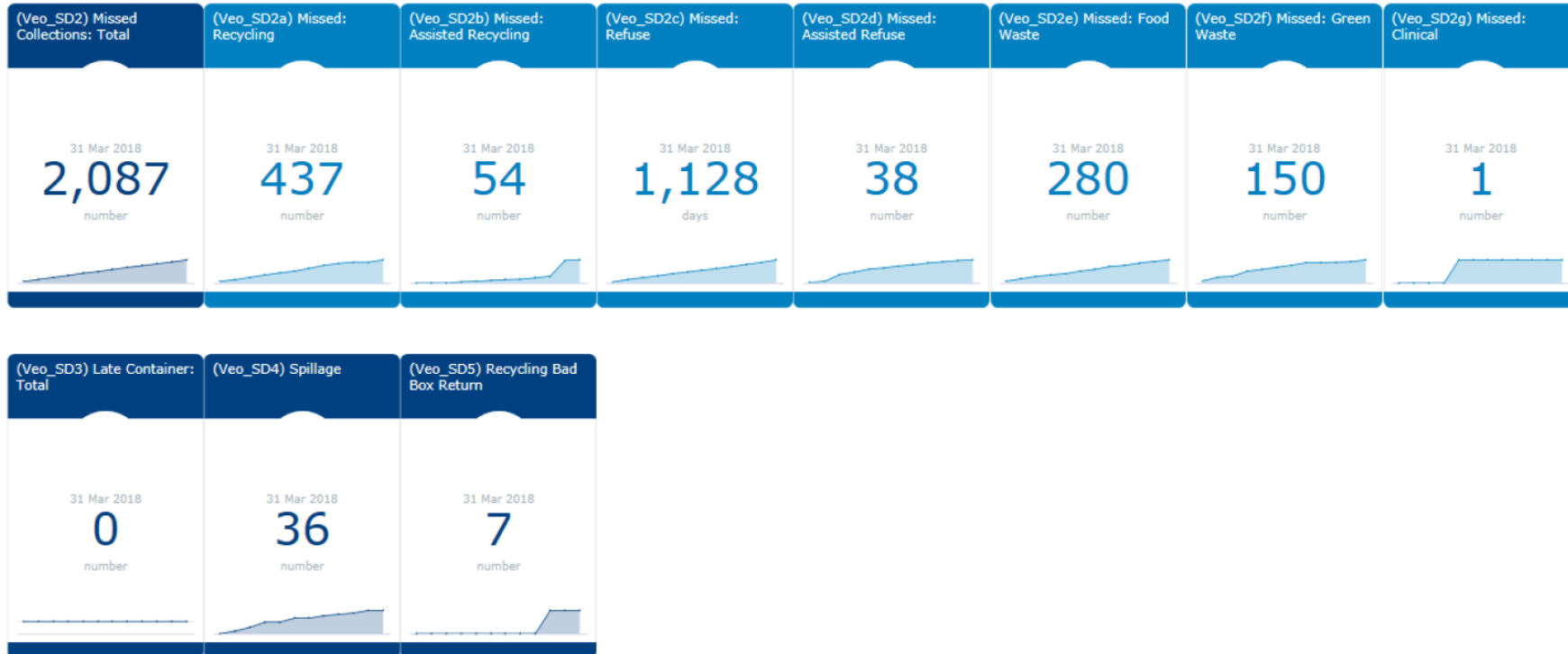
Appendix 3: Contract dashboards, 2017-2018

(Veo_SD1) Veolia: Average consolidated performance score for 2017/18

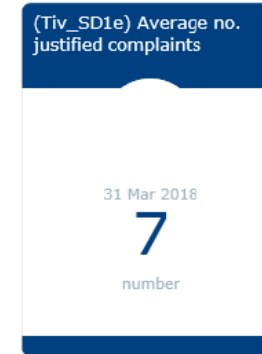


**Lower is better when considering the performance of this contract as it illustrates that fewer 'penalty points' have been incurred against the contract.*

48



(Tiv_SD1) Tivoli: Consolidated performance score



Note: User satisfaction reports/feedback not received from sports clubs and so this element is excluded from the performance assessment.

(Vol_SD1) Accident Frequency Rate (AFR)



(Vol_SD3) Percentage of activities delivered to agreed cyclic plan for each activity within the reporting period



(Vol_SD4) Percentage of emergency 24hr orders that were responded to on time within the reporting period



(Vol_SD5) Percentage of 2hr orders that were responded to on time within the reporting period



(Vol_SD6) Percentage of 28 calendar day orders that were responded to on time within the reporting period



(Vol_SD7) Percentage of street-cleansing 3hr orders attended on time within the reporting period



(Graffiti/needles/RTCs)

(Vol_SD8) Percentage of street-cleansing 24hr orders attended on time within the reporting period



(Graffiti/needles/RTCs)

(Vol_SD9) Percentage of precautionary treatments started within the instructed time within the reporting period



Winter Service

(Vol_SD10) Percentage of precautionary salting treatments completed within time as instructed within the reporting period



Winter Service

(Vol_SD11) Delivering designs to jointly agreed programme



(Vol_SD12) Percentage of capital programmes schemes delivered



(Vol_SD18) Percentage of Applications for completed works within the reporting period issued to Client by the end of the month following completion date



(Vol_SD21) Percentage of Permits penalised within the reporting period



(Vol_SD24) Response to enquires and RBWM information requests including claims within 10 working days within reporting period



51

(Vol_SD26) Advanced signing, questionnaires and information letters issued by Contractor on time as specified by RBWM specification



(Vol_SD29) Diversion of waste (including the waste generated by subcontractor) from landfill to recycling within reporting period



(Vol_SD30) Use of local suppliers (within 30 mile radius of Depot)



Volker Contract Commentary

Commentary

(Vol_SD6) Percentage of 28 calendar day orders that were responded to on time within the reporting period

28 day orders primarily relate to essential but lower priority works. Resources were being diverted from this activity to respond to reactive requests (for example: increased instances of graffiti to be removed). This has now been resolved by implementing the 'Find & Fix' approach.

(Vol_SD3) Percentage of activities delivered to agreed cyclic plan for each activity within the reporting period

This indicator relates to a range of cyclic maintenance. The gully emptying element of this indicator was off-track due to resource and plant issues which have been resolved and is now on target.

Contracts Management

PROJECT CENTRE

(Proj_SD1) Responses to enquiries and investigation (traffic, highways, road safety)



(Proj_SD2) Average time to respond to traffic, highways & safety enquiries (% within 21 days)



(Proj_SD3) Number of meetings attended with public, members, stakeholders (Traffic Management Support)



(Proj_SD4) Attendance at committee meetings or other meetings relating to TP process (Traffic Planning Support)



(Proj_SD5) Number of meetings and events attended and publicity campaigns held



(Proj_SD6) Number of pupils attending Bikeability sessions



(Proj_SD7) Number of pupils attaining levels 1, 2 and 3 Bikeability



(Proj_SD8) Number of strategy / advisory / consultations response documents prepared



Contracts Management

(Proj_SD9) Transport study reports completed based on annual programme in support of LTP & associated programme



(Proj_SD10) HDC Minor application planning enquiries received



(Proj_SD11) % Minor application planning enquiries responded to within 21 days



(Proj_SD14) Number of school travel plans reviewed for planning



(Proj_SD15) Number of workplace travel plans reviewed for planning



54

(Proj_SD18) % Sustainable Urban Drainage (SUDs) planning enquiries responded to within 21 days



(Proj_SD19) % SUDs planning enquiries responded to within 28 days



(Proj_SD20) Number of public transport enquiries received



Project Centre Contract Commentary

Commentary

(Proj_SD18 and Proj_SD19)

Increased volume of planning applications in excess of contract values has led to delay in responding to some applications. Additional resource allocated to improve performance.

(Proj_SD15) Number of workplace travel plans reviewed for planning

All Workplace Travel Plans received have been reviewed and responded to.

(Proj_SD5; Proj_SD6; Proj_SD7)

Targets for 2017/18 are indicative and have been rebased for 2018/19 with 'Stretch' targets

(Proj_SD11) % Minor application planning enquiries responded to within 21 days

Increased volume of planning applications in excess of contract values has led to delay in responding to some applications. Additional resource allocated to improve performance.



56

NSL Contract Commentary	
Commentary	
(NSL_SD1) Percentage of deployed hours met	
The target relates to the period 1 December 2017 (contract commencement) to 31 March 2018 only and performance of this measure is now exceeding target. Initial difficulties with resource levels at commencement of the target have been addressed.	

Contracts Management



achieving for children

57

(AFC_SD5) Percentage of EHCP assessments completed within 20 weeks (including exceptions)



(AFC_SD16) Number of first time entrants into youth justice system (cumulative)



(AFC_SD18) Number of families identified 'within the Strengthening Families initiative who are deemed to be turned around' during Phase 2 of the programme



(AFC_SD22) Percentage Referral decisions made within 24 hours



(AFC_SD23) Percentage Referrals resulting in No Further Action



(AFC_SD25) Percentage re-referrals to CSC (within 12mths)



(AFC_SD26) Percentage Single Assessments completed within 45 working days



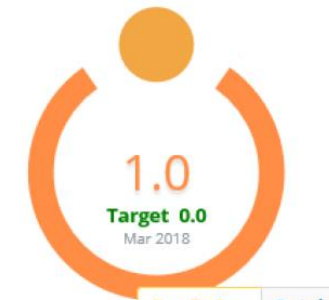
(AFC_SD32) Percentage of Review Child Protection Conferences held within timescale



(AFC_SD33) Percentage of children subject to a CP Plan, for 6 or more weeks, visited within the last 20 working days



(AFC_SD34) Percentage children subject to a Child Protection Plan for 2+ years on ceasing



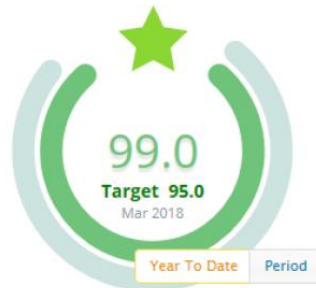
YTD figure reflects an average score



(AFC_SD42) Percentage of CiC visited within statutory timescale (6weeks)



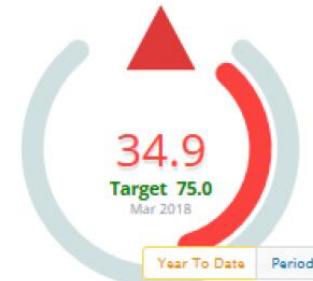
(AFC_SD43) Percentage of CiC statutory review held within timescale



(AFC_SD47) Percentage CiC with annual health assessment



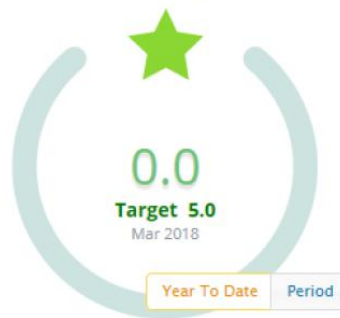
(AFC_SD48) Percentage Eligible young people with up to date pathway plan



(AFC_SD49) Percentage Eligible CiC with an up to date PEP



(AFC_SD50) Percentage Eligible CiC permanently excluded from school



(AFC_SD57) Percentage care leavers living in a suitable accomodation(19,20 and 21 year olds)



(AFC_SD58) Percentage care leavers who are engaged in Education, Training and Employment (19, 20 and 21 year olds)



(AFC_SD61) Number and percentage of CiC who were reported missing that are offered a return home interview within 72 hours of returning



Achieving for Children Contract Commentary

Commentary

(AfC_SD25) Percentage re-referrals to CSC (within 12 months)

During Autumn 2017, the service revisited practice within the MASH to ensure that thresholds were being consistently applied. This has seen the number of children subject to protection plans fall significantly to be in line with statistical neighbours. One consequence of this change is a rise in this re-referral measure which is now above the expected range whilst referral partners adjust their expectations of the MASH service.

(AfC_SD48) Percentage eligible young people with an up to date pathway plan

The year-end position for this indicator was 34.9% against a target of 75%. Plans are now scrutinised on a weekly basis for timeliness and the need to review. There has been significant improvement in 2018/19 with the Q1 performance almost achieving the target at 73%.

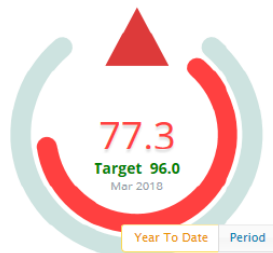
(AfC_SD26) Percentage single assessments completed within 45 working days

The year-end position for this indicator was 58% against a target of 75%. The timeliness of single assessments is now routinely scrutinised on a weekly basis. An immediate improvement has been seen for Q1 2018/19 which is now performing above target at 89%.

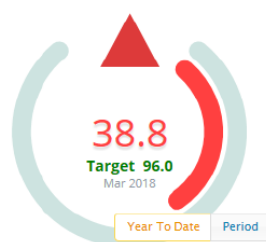
(AfC_SD22) Percentage referral decisions made within 24 hours

The year-end position for this indicator was 51% against a target of 90%. Action has been taken to improve performance including reviewing and developing the contact and referrals reporting process. This has had an immediate, positive impact on performance. 2018/19 Q1 performance is showing an increase to 66%.

(OptSD3) Percentage of long-term cases reviewed in the last 12mths



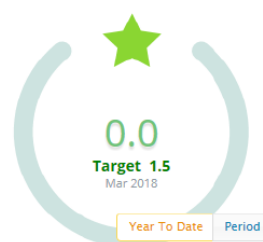
(OptSD4) Percentage of carers assessed or reviews in the last 12mths



(OptSD5) Percentage of support plans assessments completed within timescale



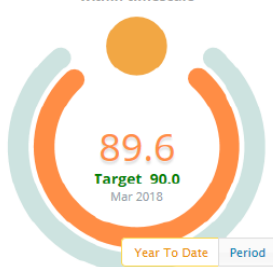
(OptSD7) Delayed transfers of care, per 100,000 population, attributable to RBWM



(OptSD8) Percentage of rehabilitation clients still at home 91 days after discharge



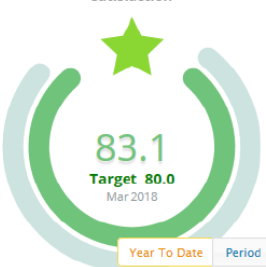
(OptSD9) Percentage of safeguarding enquiries allocated within timescale



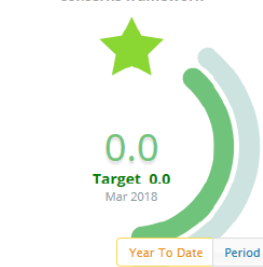
(OptSD10) Percentage of safeguarding enquiries progressing to investigation



(OptSD11) Percentage safeguarding service-user satisfaction



(OptSD12) Number of establishments in serious concerns framework



(OptSD13) Percentage of DoLS applications not dealt with 12mths



60

Optalis Contract Commentary

Commentary

(OptSD4) Percentage of carers assessed or reviewed in the last 12 months

Though performance across the whole year was off target, it improved significantly after Q2 when changes to the service had become embedded. The year end outturn figure for the year factors in performance of 16.7% in Q1 and 22.9% in Q2 - significantly below the improved performance in Q3 and Q4 of 56.6 and 50.4% respectively. Continued focus on maintaining and further improving performance in 18/19 is a priority.

(OptSD3) Percentage of long-term cases reviewed in the last 12 months

The year-end position for this indicator was 83.8% against a target of 96%. The target for 18/19 has been revised to 85% which is in line with other local authorities. Progress is being made to reach the target.

Document Name	Annual report on commissioned services 2017-2018		
Document Author	Hilary Hall, Deputy Director Strategy and Commissioning		
Document owner	Hilary Hall, Deputy Director Strategy and Commissioning		
Accessibility	This document can be made available in other formats on request.		
File location	Website / RBWM Cabinet papers		
Destruction date	Not applicable		
How this document was created	Version 1	Author	17 August 2018
	Version 2	Author, Heads of Commissioning	12 September 2018
	Version 3	Cabinet	25 October 2018
Circulation restrictions	None		
Review date	October 2019		

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Report Title:	Q2 2018/19 Performance Report
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor M Airey, Cabinet Member for Environmental Services (including parking, flooding, housing and performance management)
Meeting and Date:	Cabinet, 22 November 2018
Responsible Officer(s):	Hilary Hall, Deputy Director Strategy and Commissioning
Wards affected:	All

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REPORT SUMMARY

1. The council performance management framework has 25 key measures. Cabinet receive a report on performance twice a year and scrutiny panels receive a report quarterly.
2. Of the 25 measures, see table 1 and Appendix A, reported to Cabinet, performance in quarter 2 of 2018/19 resulted in:
 - 18 measures meeting or exceeding target (72%).
 - Four measures just short of target (within tolerance) (16%).
 - Three measures are below target (out of tolerance) (12%).

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Endorses the Quarter 2 performance summarised in table 1 and appendix A.**
- ii) **Requests relevant Lead Members and Heads of Service focus effort to improve performance in the areas that are below target and maintain performance in the measures meeting target.**

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

2.1 In November 2017 Cabinet approved the council's Performance Management Framework (PMF) of 25 key measures aligned to its refreshed Council Plan with six strategic priorities over the plan period 2017-21:

- Healthy, skilled and independent residents
- Safe and vibrant communities.
- Growing economy, affordable housing.
- Attractive and well-connected borough.
- Well-managed resources delivering value for money.
- An excellent customer experience.

2.2 Cabinet also recommended quarterly performance reporting of additional measures to the appropriate Overview and Scrutiny Panel. This report summarises the Quarter 2 Performance for 2018/19.

Quarter 2 Performance 2018/19

2.3 In 2018/19, 18 of the 25 measures (72%) reported in Q2 have met or exceeded the target, see table 1 and appendix A. Four measures (16%) are just short of the target (within tolerance) and three measures (12%) are below target (out of tolerance).

Table 1 Q2 Performance 2018/19

Measure	Green	Amber	Red
1.2.1 Percentage of children with a review at 2-2.5 years of age			1
1.2.3 Percentage of care-leavers in education, employment or training	1		
1.4.1 Number of permanent admissions to care for those aged 65+yrs	1		
1.4.2 Rate of delayed transfers of care, per 100,000 population, which are attributable to Adult Social Care	1		
1.4.3 Percentage of rehabilitation clients still at home 91 days after discharge from hospital		1	
1.5.3 Number of carers supported by dedicated services directly commissioned by RBWM	1		
2.1.1 Percentage of Child Protection Plans lasting 2yrs or more	1		
2.1.2 Percentage of children referred to children's social care more than once within last 12mths		1	
2.1.4 Percentage of adult safeguarding service users reporting satisfaction	1		
2.3.1 Number of volunteers supporting council activities	1		
3.2.1 Percentage of shops, offices, commercial spaces vacant	1		
3.4.1 Number of affordable homes delivered	1		
3.5.1 Number of homelessness preventions through council advice and activity			1

Measure	Green	Amber	Red
3.5.2 Number of homeless households placed in temporary accommodation	1		
4.1.3 Percentage of Major planning applications processed in time	1		
4.1.4 Percentage of Minor planning applications processed in time	1		
4.1.6 Performance of the Tivoli contract			1
4.2.1 Percentage of household waste sent for reuse, recycling		1	
4.4.1 Number of days of roadworks on highways saved	1		
5.3.1 Percentage of calls answered within 60 seconds		1	
5.3.2 Percentage of calls abandoned after 5 seconds	1		
5.3.3 Average no. days to process new claims and changes in circumstances (Housing Benefits)	1		
5.3.4 Percentage of calls resolved right first time	1		
6.1.1 Percentage collection rate for Council Tax	1		
6.1.2 Percentage collection rate for Non Domestic Rates (Business Rates)	1		
Total	18	4	3

- 2.4 Detailed performance for all measures is available in Appendix A including commentary for those measures which are below target.
- 2.5 A review of the council's performance management framework for 2019/20 will be undertaken in the next quarter as part of the council's approach to strategic planning and performance management culture.

Options

Table 3: Options arising from this report

Option	Comments
Endorse the evolution of the performance management framework focused on embedding a performance culture within the council and measuring delivery of the council's six strategic priorities. Recommended option	Evolving the performance management framework as part of the council's focus on continuous performance improvement provides residents and the council with more timely, accurate and relevant information.
Failure to use performance information to understand the council and evolve services and reporting. Not the recommended option.	Without using the information available to the council to better understand its activity, it is not possible to make informed decisions and is more difficult to seek continuous improvement and understand delivery against the council's strategic priorities.

3. KEY IMPLICATIONS

3.1 The key implications of the report are set out in table 4.

Table 4: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver all six strategic priorities.	<100% of priorities on target.	100% of priorities on target.			31 March 2019

4. FINANCIAL DETAILS/VALUE FOR MONEY

4.1 No financial implications.

5. LEGAL IMPLICATIONS

5.1 No legal implications.

6. RISK MANAGEMENT

6.1 The risks and their control are set out in table 5.

Table 5: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Poor performance management processes in place causing a lack of progress towards achieving the council's strategic aims and objectives.	HIGH	Robust performance management within services to embed a performance management culture and effective and timely reporting.	LOW

7. POTENTIAL IMPACTS

7.1 There are no Equality Impact Assessments or Privacy Impact Assessments required for this report.

8. CONSULTATION

8.1 Comments from the Overview and Scrutiny Panels considering the performance reports will be reported to Lead Members and Heads of Service.

9. TIMETABLE FOR IMPLEMENTATION

The full implementation stages are set out in table 6.

Table 6: Implementation timetable

Date	Details
Ongoing	Comments from the Panel will be reviewed by Lead Members and Heads of Service.
March 2019	Q3 Performance Reports available for relevant Overview and Scrutiny Panels

10. APPENDICES

10.1 This report is supported by two appendices:

- Appendix A: Performance Management Framework Q2 2018/19

11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Council Plan 2017-21:
https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021_-_council_plan

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr M Airey	Cabinet Member for Environmental Services (including parking, flooding, housing and performance management)	30/10/18	1/11/18
Russell O'Keefe	Interim Managing Director	25/10/18	25/10/18
Rob Stubbs	Section 151 Officer		
Elaine Browne	Head of Law and Governance		
Nikki Craig	Head of HR and Corporate Projects		
Louisa Dean	Communications		
Andy Jeffs	Executive Director	25/10/18	29/10/18
Kevin McDaniel	Director of Children's Services	31/10/18	
Hilary Hall	Deputy Director of Commissioning and Strategy	25/10/18	28/10/18

REPORT HISTORY

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

PMF 2018/19: Q2

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Healthy, skilled and independent residents	1.2.1	Percentage of children with a review at 2-2.5 years of age			57.0	70.0	▲	Cllr N Airey
Q2 Commentary								
All families are offered a face to face review and the uptake of reviews is strongest in wards with higher levels of deprivation. The service is offering after work / evening sessions and sessions on Saturdays as well as a commuter friendly morning slot, however many parents report they are satisfied by developmental feedback from the high quality childcare providers they use and the council cannot compel parents to take up the review offer.								
Healthy, skilled and independent residents	1.2.3	Percentage of care-leavers in education, employment or training			56.0	50.0	★	Cllr N Airey
88								
Healthy, skilled and independent residents	1.4.1	Number of permanent admissions to care for those aged 65+yrs			81	105	★	Cllr Carroll
Healthy, skilled and independent residents	1.4.2	Rate of delayed transfers of care, per 100,000 population, which are attributable to Adult Social Care			0.75	1.50	★	Cllr Carroll

PMF 2018/19: Q2

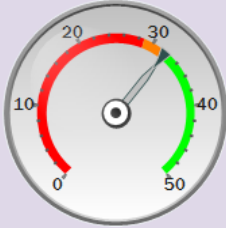

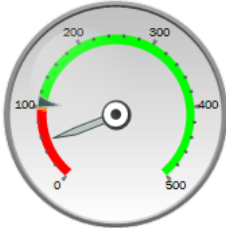
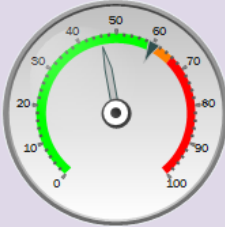
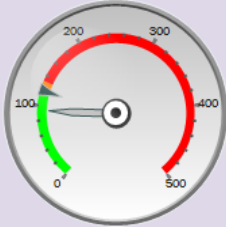
Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Healthy, skilled and independent residents	1.4.3	Percentage of rehabilitation clients still at home 91 days after discharge from hospital			79.5	87.5	●	Cllr Carroll
<p>Q2 Commentary This indicator measures the percentage of older people who have been discharged from hospital back to their home and who are still at home 91 days after discharge. It is an historical national indicator. With the focus on delayed discharges over the last two years, there has been a move to discharge more and more people from hospital when they are medically fit back to their homes with an appropriate increased package of home care and support. However, with increasing frailty, not all of these residents will be able to be completely reabled and are unlikely to still be at home 91 days after discharge. This is also the national picture. Work is underway to refine the cohort measured in this indicator so that it is a true reflection of those residents capable of being rehabilitated rather than all residents discharged from hospital back to their homes. The Royal Borough, through Optalis, continues to provide an excellent short term reablement service which is recognised by CQC and residents and has consistently performed well in relation to this indicator. Although performance was off target for Q2, in September, performance was at 83.7% based on the whole cohort.</p>								
69 Healthy, skilled and independent residents	1.5.3	Number of carers supported by dedicated services directly commissioned by RBWM			418	386	★	Cllr Carroll
<p>Q2 Commentary Commentary for young carers over-achievement – the service is now counting all young carers supported in the quarter rather than those receiving support at the end of the quarter. This means those attending events etc are included in the statistics, which will be a rolling total. Commentary for adult carers over-achievement – the service has been working hard to overcome challenges with GDPR and has re-registered more carers than initially expected.</p>								
Safe and vibrant communities	2.1.1	Percentage of Child Protection Plans lasting 2yrs or more			1.5	3.5	★	Cllr N Airey
<p>Q2 Commentary The 3% equates to one child whose plan ended this quarter.</p>								

PMF 2018/19: Q2

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Safe and vibrant communities	2.1.2	Percentage of children referred to children's social care more than once within last 12mths			21.0	20.0	●	Cllr N Airey
<p>Q2 Commentary This measure has improved from 27% to 21% during the quarter as our partners become more familiar with the application of the LSCB approved threshold definitions and confident in the improved timeliness of the service in responding to enquiries.</p>								
Safe and vibrant communities	2.1.4	Percentage of adult safeguarding service users reporting satisfaction			88.1	80.0	★	Cllr Carroll
Safe and vibrant communities	2.3.1	Number of volunteers supporting council activities			5,832	5,030	★	Cllr S Rayner
Growing economy, affordable housing	3.2.1	Percentage of shops, offices, commercial spaces vacant			12.1	13.0	★	Cllr Saunders

70

PMF 2018/19: Q2

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Growing economy, affordable housing	3.4.1	Number of affordable homes delivered	?		32	32	★	Cllr M Airey
<p>Q2 Commentary This measure has met target for the first two quarters. Information received from the Registered Providers indicates they remain on track to achieve the 96 homes target in the full year.</p>								
Growing economy, affordable housing 71	3.5.1	Number of homelessness preventions through council advice and activity			53	106	▲	Cllr M Airey
<p>Q2 Commentary Whilst the measure is currently below target, this is based on projecting the total number of approaches to the service not the actual figures. As part of the ongoing housing improvement plan, it has become clear in the first half of the year that these projections are not accurate and therefore the target is unachievable. As a solution, refined processes have ensured that from Q3 onwards accurate data on the total number of approaches (actual not projections) and total number of preventions will be available which will ensure an exact picture of performance based on the ambition to prevent 40% of approaches to the service from becoming homeless for Q3 and Q4.</p>								
Growing economy, affordable housing	3.5.2	Number of homeless households placed in temporary accommodation			93	120	★	Cllr M Airey

PMF 2018/19: Q2

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Attractive and well-connected borough	4.1.3	Percentage of Major planning applications processed in time			83.9	60.0	★	CLlr Coppinger
Attractive and well-connected borough	4.1.4	Percentage of Minor planning applications processed in time			85.3	65.0	★	CLlr Coppinger
72 Attractive and well-connected borough	4.1.6	Performance of the Tivoli contract			61.0	92.0	▲	CLlr S Rayner

PMF 2018/19: Q2

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
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Q1 Commentary

The Q1 figure is estimated. For the first quarter of 2018/19 we have been unable to obtain sufficient information/date from Tivoli to enable this figure to be calculated, in particular the "Schedule of Works completed" element. This is largely due to "take over" of ISS Landscapes & formation of a new company "Tivoli" in May 2018. The directors of the new company are currently putting in place a completely new management team, and during this transition period Tivoli have been unable to provide sufficiently accurate or meaningful performance data which the monthly indicators are usually based upon.

The Council is working with the Tivoli management to get the contract back on track, including the effective collection and provision of performance data (as specified in the contract) to enable us to resume the reporting of the indicators on a monthly basis

Q2 Commentary

An improvement trajectory has been agreed to achieve the overall performance standard of 90% (measured through a basket of indicators) by December 2018. The current position is 68% with targets to be achieved of 70% (end of October); 80% (end of November) and 90% (end of December). If performance levels are not met alternative provision or renegotiation of the contract will be considered.

Measures which have been introduced include:

- Senior management structure reorganised and new managers in place
- Issues Tracker in place to capture and monitor performance of operational issues
- Increased frequency of review meetings between RBWM and Tivoli operational managers

73	4.2.1	Percentage of household waste sent for reuse, recycling			44.9	45.0	●	Cllr M Airey
			Attractive and well-connected borough					

Q2 Commentary

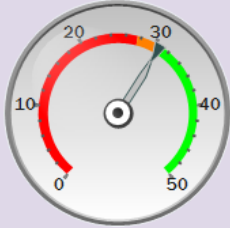
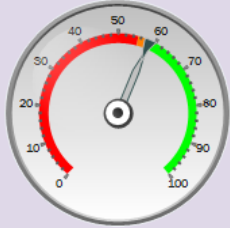
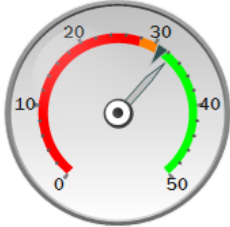
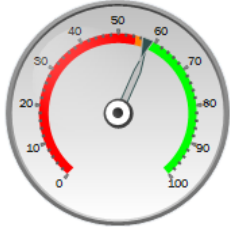
The Q2 waste figure is below target. The dry summer affected the green waste tonnages which is largely responsible for the drop in recycling rate. This data is still provisional but will be confirmed prior to Cabinet on 22 November 2018.

Attractive and well-connected borough	4.4.1	Number of days of roadworks on highways saved			83	65	★	Cllr Bicknell

PMF 2018/19: Q2

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
An excellent customer experience	5.3.1	Percentage of calls answered within 60 seconds			78.8	80.0	●	Cllr S Rayner
Q2 Commentary Performance at the end of Q2 was 0.2% below target. Performance in the first month of Q3 saw the measure achieve target on 25 October and to date remains on target in Q3.								
An excellent customer experience	5.3.2	Percentage of calls abandoned after 5 seconds			3.1	5.0	★	Cllr S Rayner
74 An excellent customer experience	5.3.3	Average no. days to process new claims and changes in circumstances (Housing Benefits)			5.04	6.00	★	Cllr S Rayner
An excellent customer experience	5.3.4	Percentage of calls resolved right first time			95.0	90.0	★	Cllr S Rayner

PMF 2018/19: Q2

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Well-managed resources delivering value for money	6.1.1	Percentage collection rate for Council Tax			58.4	58.4	★	Cllr S Rayner
Well-managed resources delivering value for money	6.1.2	Percentage collection rate for Non Domestic Rates (Business Rates)			58.56	57.80	★	Cllr S Rayner

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Report Title:	Financial Update
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	Cabinet – 22 November 2018
Responsible Officer(s):	Robert Stubbs, Deputy Director and Head of Finance.
Wards affected:	All

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REPORT SUMMARY

- 1 This report sets out the Council's financial position to date for the financial year 2018-19. Current pressures are being partially mitigated resulting in a net service pressure of £3,044,000 along with an additional £1,500,000 from the Business Rates Pilot, leaving a financial pressure across the Council of £1,544,000, see Appendix A.
- 2 A fundamental cross cutting review of all services is now underway to ensure a sustainable budget is in place for 2019/20. This review will cover all services of the council's provision including;
 - Commissioned services,
 - Support services,
 - Discretionary services and
 - Statutory services.
- 3 The Council's base budget is £85,344,000. Aggregated usable reserves are in a healthy position at £8,545,000 (10% of budget) which remains in excess of the £5,860,000 (6.87% of budget) recommended minimum level set at Council in February 2018, see Appendix A.

2 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) **Notes the Council's projected outturn position for 2018-19 and notes work undertaken to identify mitigations to deal with pressures.**
- ii) **Approves a capital budget of £50,000 to fund the Eton Brook and Barnes Pool restoration project. See paragraph 3.2.**
- iii) **Approves an additional grant funded budget of £476,500 for Adult Social Care Winter Funding 2018-19. This grant has been awarded from the Department of Health and Social Care to the Council to alleviate winter pressures on the NHS, getting patients home quicker and freeing up hospital beds. See paragraph 5.18.**

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

- 3.1 Cabinet are required to note the council's financial position and the work undertaken to identify mitigations to offset the financial pressures the council faces.

- 3.2 A capital budget of £50,000 is required for 2018-19 to fund the Eton Brook and Barnes Pool restoration project. Phase one of the work to clear a blocked culvert linking two parts of the River Thames by Eton College to create a stream has already been completed. The funding for 2018-19 is requested to allow the landscaping and planting for the next phase to happen in the autumn season rather than wait for the spring.

4 KEY IMPLICATIONS

- 4.1 During the current year significant pressures have emerged resulting in two budget exercises taking place prior to July and November cabinet meetings. The exercises involved considering all known pressures within the services along with potential areas where opportunity existed to mitigate pressures across the council.
- 4.2 These exercises have resulted in the identification of a total of £7,418,000 pressures and £4,374,000 of mitigations and underspends (see Appendix A1) to offset the pressures identified.
- 4.3 This work, along with the fundamental review of service expenditure currently underway, will contribute to the budget setting process for 2019/20. In doing so it will ensure that across the council financial resources are in the correct place to enable a sustainable and prudent budget to be set by Council in February 2019.

Table 1: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	<£5,900,000	£5,900,000 to £6,000,000	£6,000,001 to £6,900,000	> £6,900,000	31 May 2019

5 FINANCIAL DETAILS / VALUE FOR MONEY

Council outturn position

- 5.1 The expected outturn position for the Council shows an overspend of £3,044,000 on service budgets of £79,055,000. After a non-service budget adjustment for additional income from the Berkshire-wide business rate pilot this results in a Council overspend of £1,544,000. All figures are net of mitigations.

Table 2: Outturn position

Directorate	£000
Managing Director	2,935
Executive Director – Communities	570
Executive Director - Place	(461)
Non service expenditure	(1,500)
Council overspend	1,544

Acting Managing Director's Directorate

- 5.2 The Acting Managing Director reports a projected outturn figure for 2018-19 of £74,108,000 against a net controllable budget of £71,173,000, showing an overspend

of £2,935,000. The overspend is net of mitigations totalling £2,670,000 for the directorate.

Communications

- 5.3 Communications reports an overspend of £138,000, which includes:
- Unachievable income of £60,000 from the Guildhall. The income target has not been achieved since 2013/14 as a consequence of the loss of the coroner contract in 2014/15 which generated £80k of income.
 - Unbudgeted cost of £60,000 relating to the maintenance contract for our website and customer relationship management platforms.

Human Resources

- 5.4 Human Resources reports an overspend of £280,000, this consists of the following variances:
- Staffing overspend of £102,000 of which £56,000 relates to a post saving which has not been progressed. Historically this has been mitigated by offsetting underspend in the training budget which has been reduced following savings removed in 2018/19.
 - Lower than anticipated take up of the additional voluntary pension contributions £48,000.
 - Unachievable saving against planned contract change of the learning and development system of £50,000.
 - Income underachievement of £80,000, main areas of pressure is where budgets exceed income being available from maintained schools and academies. Historically this has been mitigated by offsetting underspend of training budget which has been reduced following savings removed in 2018/19.

Law & Governance

- 5.5 Law and Governance reports an overspend of £100,000 which relates to insufficient budget to meet shared legal service contract value. Budgets for legal services were centralised to allow expenditure on legal service to be monitored as one budget. Once complete the exercise identified that the sum of budgets transferred was insufficient to meet contract obligations, suggesting other one-off underspends were used to meet costs.

Commissioning & Support

- 5.6 Commissioning and Support reports an underspend of £396,000 which relates increased usage of block contract provision instead of single purchase arrangements.

Commissioning – Communities

- 5.7 Commissioning Communities reports an overspend of £1,538,000, this is an increase of £1,385,000 from the last reported position. The overspend is made up of the following:
- Approved expenditure of £153,000 to support the bus routes covering Maidenhead, Wraysbury and links between Maidenhead and Windsor for which offsetting savings have not proved achievable.
 - Agreed increases to parking fees to bring rates in line with statistical comparators has not had generated the expected income levels resulting in an overspend of £560,000. Further mitigations are being explored to reduce this pressure and further detail is provided in Appendix H.

- Increasing levels of waste tonnages together with an increasing number of dwellings requiring services has driven an overspend of £200,000 within the service.
- Non-achievement of £325,000 savings target allocated to penalty charge notice (PCN) income as a result of the expected change relating to a different delivery model for car parks not being progressed. In addition, there was optimistic budgeted expectations set, relating to increased volumes of PCN notices which have not been achieved contributing to further overspend against budget of £300,000. This creates a total pressure relating to PCN of £625,000.

Children’s Services – Achieving for Children & Retained

- 5.8 Children’s Services has an overspend of £3,945,000. This reflects an adverse movement of £2,864,000 to the previously reported position. This movement is as a result of the centralisation of Directorate mitigations and savings of £2,105,000 along with an increase in the number of children in the care of the local authority across the summer totalling £929,000. The increase in the cost of children’s services mirrors trends across the country.
- 5.10 From 25 May to 30 September 2018, 26 new young people have come into the care of the local authority. This growth in demand has increased the expected external costs in the current year by £579,000 (see appendix G). Over the same period, 17 young people have left the care of the local authority in line with established care plans and thus financial forecast. The net headline position is an increase of 9 young people, which is a growth of 8.3%.
- 5.11 In addition to these new young people, it is likely that more young people will require accommodation before the end of the year it is forecast that this future demand will require a further £350,000. The total reported movement is £929,000.
- 5.12 The current in-year savings plan includes £920,000 of reductions from Children’s Services and are included in the Managing Director’s Directorate mitigations and savings.

AfC Contract - Dedicated Schools Grant & Dedicated Schools Grant Retained

- 5.13 There is a net in year deficit of £365,000 relating to the dedicated schools grant funded services consisting of £52,000 within the Achieving for Children contract and £313,000 within the retained element. The net in year deficit consists of:
- High Needs top up funding pressure £436,000
 - Special School top up and place funding pressure £352,000
 - Early Years 2017/18 unallocated nursery provider funding underspend following the Education and Skills Funding Agency recalculation £258,000
 - Contingency provision greater challenge resulting in reduced allocations resulting in an underspend of £97,000
 - Inclusion Fund first term lower take up underspend of £45,000
 - Sensory Consortium Service underspend of £20,000
 - Other minor variances net underspend of £3,000
- 5.14 The net overspend will be an additional pressure on the dedicated schools grant reserve which as at 31 March 2018 stood at £1,212,000. The revised projected deficit as at 31 March 2019 will be increased to £1,577,000.
- 5.15 At the Schools Forum in September 2018 the projected deficit carry forward of £1,577,000 was noted. If this is not offset over a period all schools will contribute to the overspend.

Communities Directorate

5.16 Communities Directorate reports a projected outturn figure for 2018-19 of £4,872,000 against a net controllable budget of £4,302,000, showing an overspend of £570,000. The overspend is net of mitigations totalling £527,000 for the directorate.

Revenues and Benefits

5.17 Revenues and benefits are projecting an overspend of £505,000, this is an increase of £111,000 from the last reported position. This comprises:

- £394,000 for Housing benefit subsidy. The budgeted recovery rate for subsidy has been over 100% since 2014-15, and in 2017-18 was 101%. Over the period £2.5 million of budgeted subsidy has not been recovered, the vast majority of which, has been covered by a release in bad debt provision, or a positive move in debtors, which is no longer achievable.
- Agency costs relating to revenues and benefits assessments and advice service £65,000.
- Unbudgeted cost of delivering the annual billing of council tax and business rates £18,000.
- One off cost of commission paid for creating additional NNDR opportunities £28,000.

Communities, Enforcement and Partnerships

5.18 Communities, Enforcement and Partnerships projects an overspend of £418,000 which is an increase of £302,000 from the last reported position. This includes:

- £90,000 of unachievable income for printing as a result of external income not being generated.
- Due to service backlogs, inspection requirements and introduction of new regulations the Environmental health and residential services team needs to be strengthened. Additional costs of £60,000 have been incurred to offer a number of fixed term appointments.
- Additional work required as a result of highway and park inspections in the Tree team of £27,000.
- Operational review (Environmental Health, Licensing and Trading Standards). A delivering differently proposal was explored but not progressed in 2015-16 resulting in an unachievable saving of £50,000.
- Delay in achievement of savings relating to CCTV costs of £98,000. Slippage in procurement to a later date than originally planned has meant continuation in the requirement to provide BT lines for a further 12 months as part year contracts are not available for these Redcare lines.
- Leisure Contract – no contractual inflation was to be applied from year four onwards of the contract, this results in an overspend of £67,000 on the contract in 2018/19.

Library and Resident Services

5.19 Library and Resident Services projects an overspend of £174,000, this is an increase of £154,000 from the last reported position. This is made up of the following variances:

- One-off overspend of £20,000 associated with employment of agency staff to cover vacancies to maintain performance levels in the call centre.
- Unachievable income of £104,000 including fines, internet access, fax income and café rental income as a result of the closure of the café in the Maidenhead Library.
- Further unachievable income of £50,000 relating to parking permits and vouchers.

Place Directorate

5.20 Place Directorate reports a projected outturn figure for 2018-19 of £3,119,000 against a net controllable budget of £3,580,000, showing an underspend of £461,000. This position includes mitigations totalling £303,000 for the directorate.

Finance

5.21 The finance service is projecting an underspend of £68,000 as a result of maintaining vacancies.

Planning Service

5.22 The planning service projects an underspend of £90,000, this is made up of a one-off £50,000 surplus planning application income and £40,000 income for CIL (Community Infrastructure Levy) administration.

Transfers to and from the General fund reserves

5.23 Further analysis of the Berkshire business rate pilot has determined additional income of £1,500,000.

Adult Social Care Winter Funding 2018-19

5.24 The Council has been notified of additional grant funding to spend on adult social care services of £476,500. This grant is to help the Council alleviate winter pressures on the NHS, getting patients home quicker and freeing up hospital beds.

Cash balances projection

5.25 Throughout the year the council's cash balances have been revised, see Appendix C twelve monthly capital cash flow which is based on the assumptions contained in the 2018-19 budget report.

Capital programme

5.26 The approved 2018-19 capital estimate is £74,238,000, see table 3. The projected outturn for the financial year is £74,213,000, see table 4 for capital programme status, with further information in Appendices D - F.

Table 3: Capital outturn

	Exp.	Inc.	Net
Approved estimate	£74,238,000	(£20,522,000)	£53,716,000
Variances identified	(£25,000)	£25,000	£0
Slippage to 2019-20	(£0)	£0	£0
Projected Outturn 2018-19	£74,213,000	(£20,497,000)	£53,716,000

Table 4: Capital programme status

	October 2018
Number of schemes in programme	246
Yet to start	17%
In progress	53%
Completed	7%
Ongoing programmes e.g. Disabled Facilities Grant	23%
Devolved formula capital grant schemes budgets devolved to schools	0%

Business rates

5.27 Business rate income at the end of September 2018 was 58.56% against a target of 57.8%. The annual collection target for 2018-19 is 98.8%.

5.28 To date business rate revaluation support to the value of £287,949 (87.5%) has been awarded from a total resource of £329,000.

6 LEGAL IMPLICATIONS

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

7 RISK MANAGEMENT

Table 5: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

8 POTENTIAL IMPACTS

8.1 None.

9 CONSULTATION

9.1 Overview & Scrutiny will review the report prior to Cabinet. Comments will be reported to Cabinet.

10 TIMETABLE FOR IMPLEMENTATION

10.1 Implementation date if not called in: immediately.

11 APPENDICES

11.1 There are seven appendices to the report:

- Appendix A Revenue Monitoring Statement
- Appendix A1 Pressures and mitigations
- Appendix B Revenue movement statement
- Appendix C 12 month cash flow
- Appendix D Capital budget summary
- Appendix E Capital monitoring report
- Appendix F Major capital scheme progress
- Appendix G Children's placements
- Appendix H Car parking income

12 BACKGROUND DOCUMENTS

12.1 The background document relating to this report is detailed below.

- Budget Report to Council February 2018.

13 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Saunders	Lead Member for Finance	25/10/2018	26/10/2018
Russell O'Keefe	Acting Managing Director	22/10/2018	23/10/2018
Andy Jeffs	Executive Director	22/10/2018	24/10/2018
Nikki Craig	Head of HR and Corporate Projects	22/10/2018	24/10/2018
Louisa Dean	Communications	22/10/2018	23/10/2018
Hilary Hall	Deputy Director Strategy and Commissioning	22/10/2018	23/10/2018

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
For information	No	No
Report Author: Robert Stubbs, Deputy Director and Head of Finance, 01628 796222		

Revenue Monitoring Statement 2018/19 for November 2018 Cabinet

SUMMARY	2018/19		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Management	660	400	0
Communications	412	485	138
Human Resources	883	946	280
Law & Governance	2,350	2,335	100
Commissioning & Support	3,872	2,870	(396)
Commissioning - Communities	8,182	8,034	1,538
AfC Contract - Children's Services	21,356	20,821	3,358
AfC Contract - Dedicated Schools Grant	12,196	11,311	52
Children's Services - Retained	(2,118)	(2,539)	587
Dedicated Schools Grant - Retained	50,385	51,374	313
Adult Social Care - Optalis Contract	29,443	29,305	0
Adult Social Care - Spend	15,461	15,780	0
Adult Social Care - Income	(10,658)	(11,116)	0
Better Care Fund	12,033	12,103	0
Public Health	4,780	4,733	0
Grant Income	(78,166)	(78,339)	(365)
Budget Extracted in Year		2,670	(2,670)
Total Managing Director's Directorate	71,071	71,173	2,935
Executive Director of Communities	229	202	0
Revenues & Benefits	(109)	(158)	505
Communities, Enforcement & Partnerships	732	645	418
Library & Resident Services	3,019	3,086	174
Budget Extracted in Year	0	527	(527)
Total Communities Directorate	3,871	4,302	570
Executive Director of Place	298	304	0
Housing	1,370	1,262	0
Planning Service	1,344	1,380	(90)
Property Service	(2,577)	(2,660)	0
Finance	1,269	1,311	(68)
ICT	1,133	1,680	0
Budget Extracted in Year	0	303	(303)
Total Place Directorate	2,837	3,580	(461)
TOTAL EXPENDITURE	77,779	79,055	3,044

Revenue Monitoring Statement 2018/19 for November 2018 Cabinet

SUMMARY	2018/19		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	77,779	79,055	3,044
Contribution to / (from) Development Fund	5	5	0
Pensions deficit recovery	2,428	3,176	0
Pay reward	500	(6)	0
Transfer from Provision for Redundancy	0	(450)	0
Environment Agency levy	156	156	0
Variance on Business Rates income		(2,896)	(1,500)
Capital Financing inc Interest Receipts	5,523	5,523	0
	<u>86,391</u>	<u>84,563</u>	<u>1,544</u>
NET REQUIREMENTS	86,391	84,563	1,544
Less - Special Expenses	(1,047)	(1,047)	0
Transfer to / (from) balances	0	1,828	(1,544)
	<u>85,344</u>	<u>85,344</u>	<u>0</u>
GROSS COUNCIL TAX REQUIREMENT	85,344	85,344	0
General Fund			
Opening Balance		8,925	10,753
Transfers to / (from) balances		1,828	(1,544)
		<u>10,753</u>	<u>9,209</u>
Estimated year end redundancy provision			(664)
Projected General Fund outturn			<u>8,545</u>

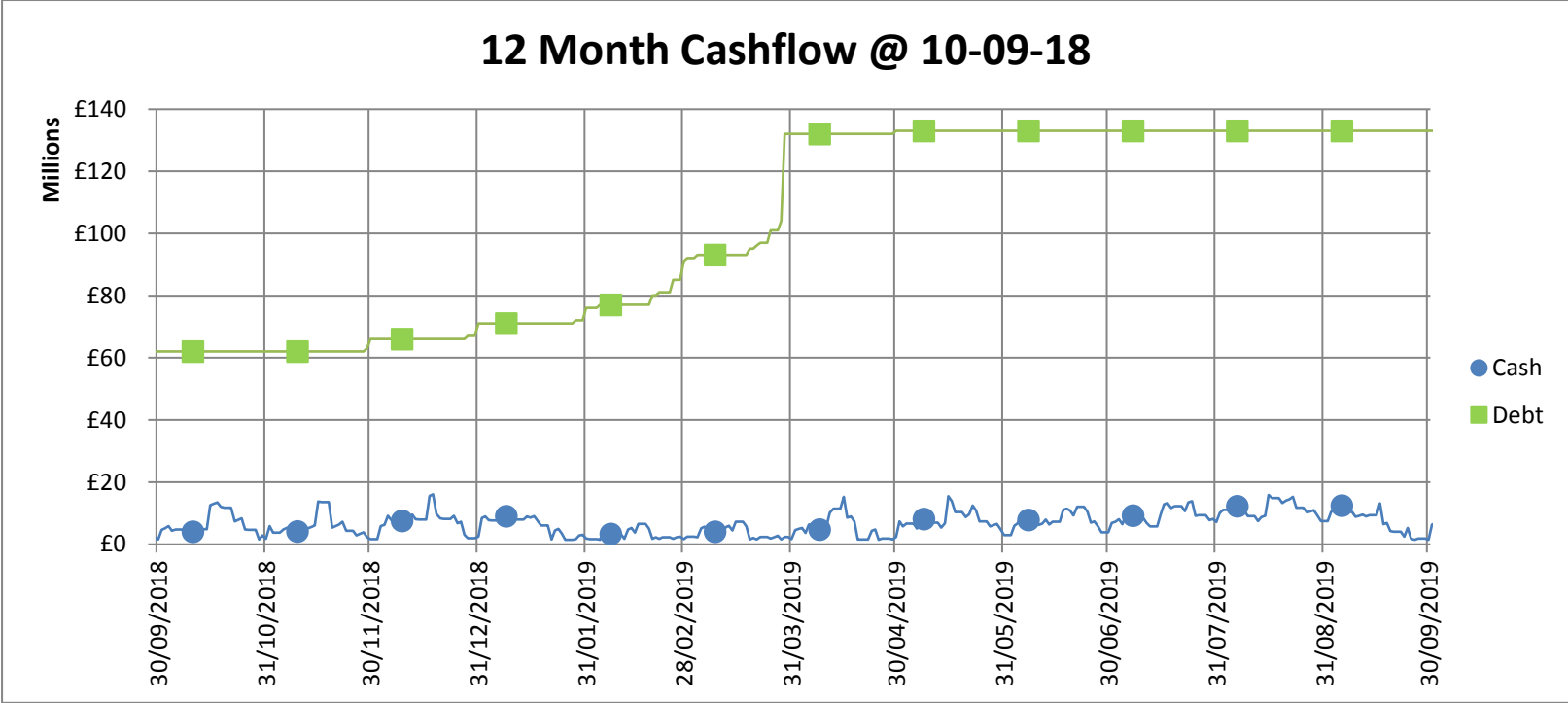
Reconciliation of Mitigating Actions Between July and November 2018

Summary 2018/19	Approved		Budget Review Process			Additional Pressures		
	Budget £000	Estimate £000	Pressures £000	Mitigations £000	July Report Total £000	Additional Pressures £000	Additional Mitigations £000	November Report Total £000
Management	660	400	0	0	0	0	0	0
Communications	412	485	138	0	138	0	0	138
Human Resources	883	946	280	(122)	158	0	0	158
Law & Governance	2,350	2,335	100	(41)	59	0	0	59
Commissioning & Support	3,872	2,870	4	(943)	(939)	76	(476)	(1,339)
Commissioning - Communities	8,182	8,034	778	(295)	483	1,000	(240)	1,243
AfC Contract - Children's Services	21,356	20,821	2,429	(920)	1,509	929	0	2,438
AfC Contract - Dedicated Schools Grant	12,196	11,311	52	0	52	0	0	52
Children's Services - Retained	(2,118)	(2,539)	587	(49)	538	0	0	538
Dedicated Schools Grant - Retained	50,385	51,374	313	0	313	0	0	313
Adult Social Care - Optalis Contract	29,443	29,305	0	0	0	0	0	0
Adult Social Care - Spend	15,461	15,780	0	(50)	(50)	0	0	(50)
Adult Social Care - Income	(10,658)	(11,116)	0	(250)	(250)	0	0	(250)
Better Care Fund	12,033	12,103	0	0	0	0	0	0
Public Health	4,780	4,733	0	0	0	0	0	0
Grant Income	(78,166)	(78,339)	(365)	0	(365)	0	0	(365)
Budget Extracted in Year	0	2,670	0	0	0	0	0	0
Total Managing Director's Directorate	71,071	71,173	4,316	(2,670)	1,646	2,005	(716)	2,935
Executive Director of Communities	229	202	0	(31)	(31)	0	0	(31)
Revenues & Benefits	(109)	(158)	505	(60)	445	0	0	445
Communities, Enforcement & Partnerships	732	645	193	(315)	(122)	225	0	103
Library & Resident Services	3,019	3,086	70	(121)	(51)	104	0	53
Budget Extracted in Year	0	527	0	0	0	0	0	0
Total Communities Directorate	3,871	4,302	768	(527)	241	329	0	570
Executive Director of Place	298	304	0	(17)	(17)	0	0	(17)
Housing	1,370	1,262	0	(200)	(200)	0	0	(200)
Planning Service	1,344	1,290	0	(90)	(90)	0	0	(90)
Property Service	(2,577)	(2,660)	0	(78)	(78)	0	0	(78)
Finance	1,269	1,243	0	(76)	(76)	0	0	(76)
ICT	1,133	1,680	0	0	0	0	0	0
Budget Extracted in Year	0	461	0	0	0	0	0	0
Total Place Directorate	2,837	3,580	0	(461)	(461)	0	0	(461)
TOTAL EXPENDITURE	77,779	79,055	5,084	(3,658)	1,426	2,334	(716)	3,044
Contribution to / (from) Development Fund	5	5						0
Pensions deficit recovery	2,428	3,176						0
Pay reward	500	(6)						0
Transfer from Provision for Redundancy	0	(450)						0
Environment Agency levy	156	156						0
Variance on Business Rates income	0	(2,896)						(1,500)
Capital Financing inc Interest Receipts	5,523	5,523						0
NET REQUIREMENTS	86,391	84,563						1,544
Less - Special Expenses	(1,047)	(1,047)						0
Transfer to / (from) balances	0	1,828						(1,544)
GROSS COUNCIL TAX REQUIREMENT	85,344	85,344						0
General Fund								
Opening Balance		8,925						10,753
Transfers to / (from) balances		1,828						(1,544)
		10,753						9,209
Estimated year end redundancy provision								(664)
Projected General Fund outturn								8,545

Revenue Monitoring Statement 2018/19						
	Funded by the General Fund (1)	Funded by Provision (2)	Funded by the Capital Fund (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
Original Budget					77,779	
1 Empty homes supplementary	32				32	May 2018 Cabinet
2 RBFRS Inspections	0		130		130	May 2018 Cabinet
3 Pay Reward				561	561	Feb 2018 Cabinet
4 Early retirement		36			36	Jun 2018 cabinet
5 Severance pay		65			65	Jun 2018 cabinet
6 Heathrow judicial review			100		100	July 2018 cabinet
7 Severance Pay & Early Retirement		349			349	August 2018 cabinet
8 Optalis Redundancy payment		3			3	Optalis/RBWM meeting
Changes Approved	32	453	230	561	1,276	
Approved Estimate November Cabinet					79,055	

NOTES

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



Note 1. Capital expenditure is projected to increase steadily throughout 2018-19. The exact profile may vary and monitoring of schemes and cash balances will decide the rate at which our borrowing will increase to ensure that no unnecessary debt charges are incurred.

	2018/19 Original Budget			New Schemes – 2018/19 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure					
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2018/19 Projected	2019/20 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)	
Portfolio Summary															
Communities Directorate															
Revenues & Benefits	0	0	0	0	0	0	69	0	69	69	0	69	0		
Communities, Enforcement & Partnerships	3,098	(635)	2,463	8,533	(720)	7,813	4,369	(1,597)	2,772	12,902	0	12,902	0	0%	
Library & Resident Services	435	0	435	720	0	720	930	(171)	759	1,650	0	1,650	0	0%	
Total Communities Directorate	3,533	(635)	2,898	9,253	(720)	8,533	5,368	(1,768)	3,600	14,621	0	14,621	0	0	
Place Directorate															
ICT	360	0	360	360	0	360	38	0	38	398	0	398	0	0%	
Property	1,045	0	1,045	8,745	0	8,745	8,567	(282)	8,285	17,312	0	17,312	0	0%	
Housing	0	0	0	0	0	0	881	(856)	25	881	0	881	0		
Planning	1,010	(50)	960	1,182	(222)	960	468	(185)	283	1,650	0	1,650	0	0%	
Total Place Directorate	2,415	(50)	2,365	10,287	(222)	10,065	9,954	(1,323)	8,631	20,241	0	20,241	0	0	
Managing Director															
Human Resources	0	0	0	0	0	0	64	0	64	64	0	64	0		
Adult Social Care	0	0	0	85	(85)	0	6	(6)	0	91	0	91	0		
Commissioning – Communities	7,156	(4,613)	2,543	9,091	(4,828)	4,263	3,987	(1,622)	2,365	13,078	0	13,078	0	0%	
Law and Governance	0	0	0	63	0	63	26	0	26	89	0	89	0		
Green Spaces & Parks	183	(93)	90	155	(65)	90	173	(80)	93	328	0	328	0	0%	
Non Schools	246	(46)	200	256	(56)	200	261	(146)	115	517	0	517	0	0%	
Schools – Non Devolved	4,025	(875)	3,150	4,075	(925)	3,150	20,494	(8,034)	12,460	24,544	0	24,544	(25)	-1%	
Schools – Devolved Capital	197	(197)	0	195	(197)	(2)	445	(445)	0	640	0	640	0	0%	
Total Managing Director	11,807	(5,824)	5,983	13,920	(6,156)	7,764	25,456	(10,333)	15,123	39,351	0	39,351	(25)	(0)	
Total Committed Schemes	17,755	(6,509)	11,246	33,460	(7,098)	26,362	40,778	(13,424)	27,354	74,213	0	74,213	(25)	(0)	

Portfolio Total	(£'000)	17,755	(£'000)	74,238	(£'000)	74,213
External Funding						
Government Grants	(5,060)		(10,443)		(10,418)	
Developers' Contributions	(674)		(3,806)		(3,806)	
Other Contributions	(775)		(6,273)		(6,273)	
Total External Funding Sources	(6,509)		(20,522)		(20,497)	
Total Corporate Funding	11,246		53,716		53,716	

Capital Monitoring Report - October 2018/19

At 31st October 2018, the approved estimate stood at £74.238m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	74,238	(20,522)	53,716
Variances identified	(25)	25	0
Slippage to 2019/20	0	0	0
Projected Outturn 2018/19	74,213	(20,497)	53,716

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £74.213m

Variances are reported as follows.

CSDQ	Urgent Safety Works Various Schools	100	(100)	0	Expenditure on urgent schemes.
CSJN	Homer School - Electrical Re-Wire	(125)	125	0	Budget no longer required. This is now partly used for other urgent works.
		(25)	25	0	

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There is no slippage to report this month.

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	41	17%
In Progress	131	53%
Completed	16	7%
Ongoing Programmes e.g.. Disabled Facilities Grant	57	23%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	246	100%

Major Capital Scheme Progress		October 2018 @ 04/10/18																	
Project	CAPITAL SCHEME	2018/19				APPROVED SLIPPAGE			TOTAL BUDGET			PROJECTIONS		PROJECT STATUS					
		TOTAL SCHEME VALUE		APPROVED ESTIMATE		FROM PRIOR YEARS			2018/19			2018/19 Projected Variance	2019/20 SLIPPAGE Projected	Yet To Start	Preliminary / Feasibility Work	Work On-site	Ongoing Annual Programme	Expected Completion	
		Gross	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Underspend as negative							
		£'000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000						
Communities Directorate																			
Communities, Enforcement & Partnerships																			
CT52	Disabled Facilities Grant	600	600	(600)	0	0	0	0	600	(600)	0	0	0						
CZ18	Braywick Leisure Centre	33,756	4,975	0	4,975	862	0	862	5,837	0	5,837	0	0						
CC60	Hostile Vehicle Mitigation Measures for Windsor	1,850	0	0	0	1850	(908)	942	1,850	(908)	942	0	0						
CC47	CCTV Replacement	1,302	1,300	0	1,300	2	0	2	1,302	0	1,302	0	0						
Place Directorate																			
Property																			
CI29	Broadway Car Park & Central House Scheme	35,313	0	0	0	2230	(140)	2090	2,230	(140)	2,090	0	0						
CI21	Windsor Office Accommodation	6,839	0	0	0	3898	(142)	3756	3,898	(142)	3,756	0	0						
CO2	Hines Meadow CP – Dilapidations	700	0	0	0	523	0	523	523	0	523	0	0						
CX40	Operational Estate Improvements	600	600	0	600	0	0	0	600	0	600	0	0						
Housing																			
CT55	Brill House Capital Funding	500	0	0	0	500	(500)	0	500	(500)	0	0	0						
Managing Director																			
Schools – Non Devolved																			
CSGR	Charters Expansion	4,560	380	0	380	2,556	(1,878)	678	2,936	(1,878)	1,058	0	0						
CSGV	Cox Green School Expansion Year 1 of 3	5,800	420	0	420	2821	(455)	2366	3,241	(455)	2,786	0	0						
CSGW	Furze Platt Senior expansion Year 1 of 3	8,000	750	0	750	6571	(2,033)	4538	7,321	(2,033)	5,288	0	0						
CSGX	Dedworth Middle School Expansion Year 1 of 3	4,700	420	0	420	3490	(1,791)	1699	3,910	(1,791)	2,119	0	0						
Commissioning – Communities																			
CC62	Maidenhead Missing Links (LEP Match Funded)	733	733	(633)	100	0	0	0	733	(633)	100	0	0						
CC67	Replacement Payment Equipment for Car Parks	775	775	(775)	0	0	0	0	775	(775)	0	0	0						
CD84	Street Lighting-LED Upgrade	5,100	0	0	0	600	0	600	600	0	600	0	0						

Subject:	Cost of Children's Services in 2018/19
Reason for briefing note:	The forecast position for children's services has moved adversely by £929,000 since the last report to cabinet. This note sets out the detailed increase in demand, the likely further demand and actions already in place to minimise the year on year growth of those already in our care.
Responsible officer(s):	Kevin McDaniel, Director of Children's Services James Norris, Head of Finance (AfC)
Senior leader sponsor:	Kevin McDaniel Director of Children's Services
Lead Member:	Councillor Natasha Airey
Date:	7 November 2018

www.rbwm.gov.uk



SUMMARY

1. On the 25 May 2018 there were 107 children in the care of the local authority and following cross council mitigation work, the 2018/19 net budget pressure was reported at £911,000. This position reflects the forecast level of spend on Children's services being £3,016,000 above budget while accounting for children's services committing to £920,000 of in-year reductions as part of the recovery plan agreed with Achieving for Children. The remaining mitigations have been made across the council as in previous years.
2. From 25 May to the 30 September 2018, 26 new young people have come into the care of the local authority. This growth in demand has increased the actual external costs in the current year by £579,000. Over the same period, 17 young people have left the care of the local authority. The vast majority of these were in line with established care plans and thus financial forecast. The net headline position is an increase of 9 young people, which is a growth of 8.3%.
3. Increased demand is typically met from the demographic growth fund. That budget is completely committed in 2018/19 and therefore any new children coming into the care of the authority before the end of March 2019 will add further pressure. We estimate that this cost is likely to be £350,000 which raises the total adverse movement to £929,000 in 2018/19.

1 BACKGROUND

- 1.1 The growth in demand for Children's Services is a national issue, highlighted again recently by the Children's Commissioner publishing a report, [A Crying Shame](#), which highlights the risks to babies and younger children and seeks increasing national funding for children's services. On 7 November, the Association of Directors of Children's Services published the sixth [Safeguarding Pressures Report](#) which shows a ten year trend for national demand led pressures.

- 1.2 Appendix A sets out a summary of the national context for children's services, including the demand profile. This data indicates that the Royal Borough continues to have a rate of Children in Care that is lower than all comparator groups and the current level maintains that trend despite the recent increase.
- 1.3 Appendix B sets out the anonymised list of the 26 children who have come into the care of the local authority since 25 May 2018, including both a sense of the need and the financial cost to the Royal Borough for 2018/19.
- 1.4 The financial pressures reported in May 2018 demonstrated that the in year pressures on children's services were £3,016,000, spread across a number of budget lines in AfC and RBWM. Analysis of the expenditure recognised that the overall budget for 2019/20 would face pressures of £2,575,000, with mitigations totalling £1,630,000 in year. The new demands outlined in appendix B are estimated to have a full year cost of £840,000, taking the lower cost for the most complex case. The risk of new growth in 2019/20 is covered by the demographic growth fund held by the commissioning team which covers both children's and adult's growth.

2. KEY IMPLICATIONS

- 2.1 Despite concerted efforts to reduce the cost of accommodating children, the continuing demand is putting pressure on the budget for statutory services. The demographic growth fund for 2018/19 is already fully committed and there is little sign of further central government funding in these areas.

3. DETAILS

New arrivals

- 3.1 Appendix B details the 26 children who have come into the care of the local authority since 25 May 2018. This shows a range of ages and causes. It is of note that 16 of the 26 children were referred to social care for the first time in this incident.
- 3.2 The use of Emergency Placement Orders (EPO) and Police Protection Orders (PPO) is also uncommon for the Royal Borough, however we are aware of a general increase in the recent use of PPOs in East Berkshire. Two children were placed in Police Protection and two children were removed from home on an emergency basis (EPO).
- 3.3 Three children were unaccompanied asylum seekers who arrived in the Royal Borough as their first location in the UK and we have a statutory duty to look after them.
- 3.4 Two became looked after on a voluntary basis (Section 20) on the grounds of their mental health / self-harming behaviour and a further 10 were accommodated on a voluntary basis under Section 20 of the Children's Act 1989 where the threshold for risk of significant harm was reached, although three of these are now subject to Interim Care Orders.
- 3.5 Six were made subject of Interim Care Orders due to significant safeguarding issues and one was an adoptive placement breakdown.
- 3.6 Six children were placed with extended family, 11 have been accommodated with in-house foster carers, 4 moved in with foster carers purchased through an Independent Fostering

Agency (IFA) and 4 moved into residential provision. The final young person was moved into semi-independent accommodation due to their age.

Potential Mitigations

- 3.7 The current in-year plan includes £920k of reductions from Children's Services which have been agreed with Achieving for Children. The reductions do not reduce services to residents and take the form of:
- reducing the cost of existing care placements in line with care plans;
 - focus recruitment on statutory posts including social workers;
 - drive increased management efficiency;
 - extend ICT equipment lifetimes;
 - seek delivery efficiency by increasing the use of volunteers to support professional staff where appropriate.
- 3.8 The mitigations include reducing the cost of placements for children who were in our care before 25 May 2018 by a net £470,000. To date we have a net achievement estimated at c£200,000, however we continue to see volatility in prices and placements which makes forecasting this progress uncertain.
- 3.9 Nine of the most recent cohort have come into care under section 20, which means the parents have said they cannot cope and, because we believe the risk to the child meets the threshold of significant harm, we agree to take them in to our care. The intention then is to undertake a full assessment to establish an appropriate plan for the care of the child, ideally back with the family. We incur all of the costs for the placement of that child during this process. We have a means-tested charging policy for this scenario however to date we have not chosen to deploy this measure in any cases.

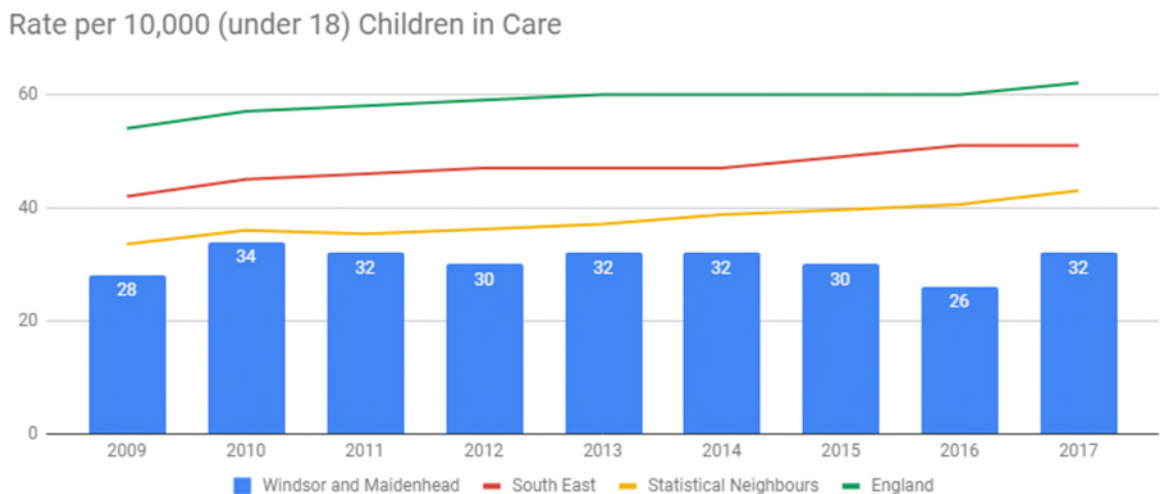
4. RISKS

- 4.1 The current plan assumes that Children's Services will complete £930,000 of reductions in year. There are two risks with this:
- It is becoming increasingly challenging to retain service delivery at current levels across all areas of the Royal Borough without relying on increasingly expensive locum rates of pay.
 - National costs for placements are rising rapidly and holding out for reductions is becoming more challenging.

Appendix A – Children’s Services Context

- A.1 The numbers of looked after children in England has steadily increased since 2013. In 2013 there were 68,060 looked after children, 70,440 in 2016 and 72,670 in 2017 and this trend is reflected in the South East benchmarking data over the same period.
- A.2 The percentage change in the South East between 2014-17 was 10.4%. For example the percentage change 2014-17 for Bucks was 3.4%, Hampshire 13.8%, Isle of Wight 18.4%, Kent 4.4%, Medway 2.6%, Reading 26.8%, Wet Berks 3.2%, Wokingham 7.1% and Windsor and Maidenhead 4.8%.

Graph A.1: RBWM Rate of Children in Care



(South East Sector Led Improvement Programme (SESLIP) last annual benchmarking report 2016/17.

- A.3 The data suggests that the variation we are experiencing is not significantly unusual however it is higher than the 2016/17 rates from which the current base budget is derived. The growth in population also drives the actual number higher.
- A.4 There is a nationally recognised pressure of upwards costs on the provision of services, especially in the commercial sector, driven by national minimum wage, heightened sensitivity to regulators and a dearth of supply.
- A.5 The LGA have estimated a funding shortfall of £2bn by 2020 and have commissioned Newton Europe to explore the variation in local authority funding. The [report](#), published in July 2018, indicated the factors which most impact spending and provided an indication that the Royal Borough might reasonably expect to spend approximately £3.2m more than the 2016/17 budget based on the data they have analysed.

Appendix B – Children taken into the care of RBWM since 25 May 2018

B.1 The following notes relate to the table of children in care:

- Shading alternates between families, so the 26 children are in 21 families with the largest sibling group of three.
- The weekly cost is net new to the service and assumes the grant received for UASC minors will cover the costs incurred in the cases we have to-date.
- All young people have appropriate care plans which seek to support them to leave the care system where possible.
- Extended family payments cover a range of payment and court order types.
- The 2018/19 cost assumes the current arrangement until 31/3/2019 unless comments say otherwise. We would expect some of the more recent cases to change as the plan develops.

Table B.1 – Children taken into the care of RBWM since 25 May 2018

Current Age	Date came into care	Status	Placement	Reason	Weekly Cost £	Cost 18/19 £
1	24/05/2018	Interim Care order following Emergency Protection Order	In house foster carers	Emergency Protection order granted following child protection medical as a result of referrals of bruising to face. First time contact.	400	17,200
16	30/05/2018	UASC	Independent Fostering Agency	Unaccompanied minor from middle east. Statutory duty to treat as a Child in Care. First time contact. Grant funding expected.	0	0
12	04/06/2018	section 20	In house foster carers	Mother of A has significant mental health difficulties and is unable to care for and keep A safe. No family care option and threshold for significant harm met due to A's choices.	400	16,800
17	18/06/2018	section 20	Semi - Independent accommodation	After extensive support as a Child in Need, A's relationship with mother broke down and due to A's age no family alternative.	850	27,929

Current Age	Date came into care	Status	Placement	Reason	Weekly Cost £	Cost 18/19 £
6 mths	15/06/2018	Interim Care order following Emergency Protection Order	In house foster carers	Interim care order granted after A was admitted to hospital with unexplained burns on her buttocks. First time contact	400	16,000
6 mths	15/06/2018	Interim Care order following Emergency Protection Order	In house foster carers	Sibling of harmed child. First time contact.	400	16,000
13	27/06/2018	section 20	In house foster carers	Relationship breakdown between parents leading to ongoing emotional & verbal abuse. No family/friends able/willing to care for her, rapid escalation of risk required decision to make a Child in Care.	400	1,600
11	27/06/2018	Police Protection Order	In house foster carers	Child too scared to return home after being thrown out. Returned home within days after intervention by social work teams. Recorded as Child in Care due to PPO. First time contact.	400	400
15	05/07/2018	section 20	Residential	Authority accommodated A on discharge from Hospital for extreme self-harm as it was not safe for her to return home. Case learning review with health being pursued.	3,650	119,407
14	12/07/2018	Interim Care order	Extended Family	Interim care order granted due to physical and emotional abuse while in care of father. First time contact.	200	7,000
11	12/07/2018	Interim Care order	Extended Family	Interim care order granted due to physical and emotional abuse while in care of father. First time contact.	200	7,000

Current Age	Date came into care	Status	Placement	Reason	Weekly Cost £	Cost 18/19 £
8	12/07/2018	Interim Care order	Extended Family	Interim care order granted due to physical and emotional abuse while in care of father. First time contact.	200	7,000
17	12/07/2018	section 20	Residential	Child with life long disability and challenging behaviour no longer manageable at home by Mother. Development of sustainable adulthood plan underway.	2,550	89,250
15	19/07/2018	section 20	Independent Fostering Agency	Unaccompanied minor from middle east. Statutory duty to treat as a Child in Care. First time contact. Grant funding expected.	0	0
16	19/07/2018	section 20	Independent Fostering Agency	Unaccompanied minor from middle east. Statutory duty to treat as a Child in Care. First time contact. Grant funding expected.	0	0
13	03/08/2018	section 20	In house foster carers	A self-referred about mother's care and risks to themselves. Following assessment, considered threshold was met. First time contact.	400	13,600
14	08/08/2018	section 20	In house foster carers	Adoptive placement breakdown with no family options to consider.	400	13,600
17	09/08/2018	section 20	Residential	Young person with life-long disability becoming unmanageable by parents. Joint funding with Health for 9 week intervention to seek reunify home.	1,313	11,813
2	15/08/2018	Interim Care order	In house foster carers	Voluntary extended family placement broke down. Interim care order granted as unsafe to return home. First time contact.	400	13,200

Current Age	Date came into care	Status	Placement	Reason	Weekly Cost £	Cost 18/19 £
15	17/08/2018	section 20	Residential	Extreme thoughts of self harm and suicide with rapid escalation for known Child in Need.	3,650 / 6,900	149,936
9	28/08/2018	Interim Care order following Police Protection Order	In house foster carers	Disclosed physical abuse by parents and substance misuse - police removed under police protection and care order granted. First time contact.	400	12,400
5	28/08/2018	section 20/interim care order	Extended Family	Older sibling disclosed significant physical abuse, care order granted. First time contact.	300	8,800
2	28/08/2018	section 20/interim care order	Extended Family	Older sibling disclosed physical abuse, care order granted. First time contact.	300	8,800
13	13/09/2018	section 20	In house foster carers	A previous care order was discharged back to parent. Relationship breakdown once again raises safeguarding issue. Exploring options for long term care.	400	11,600
Newborn	27/09/2018	section 20/interim care order	Independent Fostering Agency	Significant drug use of mother identified at birth of child with immediate referral from Health colleagues. Mother and Baby assessment underway for 12 weeks. Plan to return home. First time contact.	400	4,800
10	27/09/2018	section 20/interim care order	Extended Family	Mother in assessment placement with newborn child, A placed for 12 weeks. Plan to return home. First time contact.	400	4,800
						578,934

Subject:	Parking income pressure (Update 29 th October 2018) – Appendix H
Reason for briefing note:	To provide further detailed analysis and data with respect to parking income where a likely in-year pressure of £800k has been identified.
Responsible officer(s):	Ben Smith, Head of Commissioning – Communities
Senior leader sponsor:	Hilary Hall – Deputy Director, Strategy and Commissioning
Date:	29 October 2018

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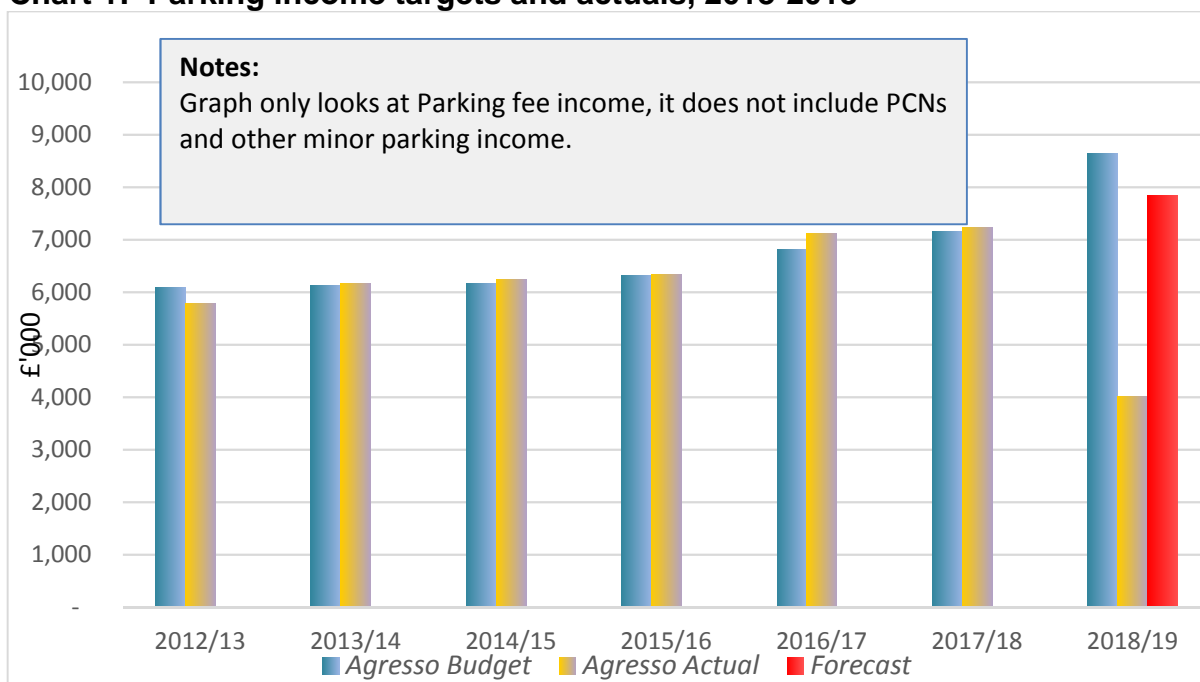
**SUMMARY:**

1. An in-year pressure of £800k is projected comprising a range of one-off items (£231k) and underachievement of parking revenue (£569k)
2. Analysis has been undertaken to understand the reasons for underachievement of income which relate to:
 - Increased use of discounted tariffs and a reduction in standard tariff use.
 - A reduction in usage in Maidenhead.
 - Increased season ticket sales on certain car parks which detrimentally impact on daily charge income.
3. In-year mitigations equating to £240k have been agreed reducing the pressure to £560k.
4. A range of further in-year mitigations have been proposed based around removing fraudulent activity and releasing additional season tickets for sale as spare capacity exists in Maidenhead

1. INTRODUCTION

- 1.1 The Royal Borough operates 52 car parks across the borough, 25 of which are income generating. A briefing note (dated 18 October 2018) identified a projected in-year pressure of £800k.
- 1.2 Analysis of the period 2012/19 indicates that parking income has broadly met target each year, see chart 1 and Appendix PK-1 for analysis by car park. It was, therefore, realistic to assume that a reasonable increase in car park charges would not have a detrimental impact on usage. However, this is not the projected position for 2018/19 and analysis has been conducted to understand the reasons for the variance.

Chart 1: Parking income targets and actuals, 2013-2018



- 1.3 For 2018-2019, the actuals shown on the chart are to the end of September 2018 (Quarter 2). The red, third, bar in 2018/19 illustrates the projected income to year end which leaves a shortfall in income of £569k. The projected income for the year, £7.85m, is based on income received to date up to the end of Quarter 2. Whilst it is clear that income is projected to increase, it is not in line with the new target of £8.65m.
- 1.4 The pressure of £800k comprises a range of one-off items amounting to £231k and underachieved income of £569k.

2. ANALYSIS

- 2.1 Analysis of the projected unachieved income is attributable to the following factors:
- 2.2 **Factor 1:** There has been a significant increase in the take up of the Advantage Card rates since 1 April 2018 - around 5%.
- 2.3 Based on the corresponding period last year, there has been a 2% shift in Maidenhead (28% of overall usage compared to 26%) and in Windsor a 6% shift (22% of overall usage compared to 16%).
- 2.4 The differential between discounted (Advantage Card) tariffs and the standard tariffs range from an average discount in Victoria Street, Windsor of 67% to an average at the Magnet Leisure Centre of 18%. In addition, new discounted tariffs were introduced from April 2018.
- 2.5 Table 2 sets out example tariffs and volumes of usage to assist in understanding the differential. Appendix PK-1 sets out activity and cost analysis.
- 2.6 The uplift in usage of Advantage Card tariffs between 2017/18 and 2018/19 has contributed towards reduced income of between £150k and £200k.

Table 2: Example Tariffs and Volumes

Car Park	Tariff Band	Tariff (Core)	Core Tariff Usage	Tariff (Discounted)	Discounted Tariff Usage	% Increase in Discounted Tariff Usage	Reduced Revenue
Victoria Street, Windsor	Up to 2 hours	£ 3.20	34,000	£ 1.00	30,000	8%	£6k
Victoria Street, Windsor	Up to 3 hours	£ 5.00	25,000	£ 1.50	29,000	6%	£5k
Nicholsons, Maidenhead	Up to 4 hours	£ 4.10	58,000	£ 2.00	40,000	4%	£6k

2.7 **Factor 2:** Overall usage in car parks in Maidenhead is down by 17% on the same period last year. There is also a far more modest decline in the footfall figure of 2.6%. Appendix A sets out the activity and cost analysis which highlights where income has reduced.

Examples include:

- Nicholsons: usage down by 22% / income reduced by 10%
- Hines Meadow: usage down by 13% / income reduced by 3.5%

2.8 In addition, Windsor is experiencing an average reduction in usage of 15% with an increase in income of 2%.

2.9 **Factor 3:** The financial benefits of purchasing a season ticket against paying the daily charge are now significant (for example: a season ticket at Romney Lock, Windsor is £1075 per annum (£4.80 per day – based on 225 days usage per year) against the daily charge of £8.00).

2.10 There has been an overall shift from daily charges to season ticket sales, primarily in Windsor, of 6%.

2.11 The most advantageous financial position is for the car park to be full and predominantly used by motorists paying the daily charge. If this is not the case it is preferable to encourage use by any users (for example: season ticket holders) rather than retain empty spaces. This is reflected in the in-year mitigations (section 3. below) by recommending the release of additional season tickets where spare capacity exists.

3. IN-YEAR MITIGATIONS

3.1 The following mitigations have previously been agreed reducing the in-year pressure to £560k.

Item	Mitigations	Value
1	Invoice rental income for radio equipment at Victoria Street car park (excluded from projections)	£30k
2	Capitalise car park improvement works	£50k
3	Release highway bonds from balance sheet	£100k
4	Utilise capital funding from Communities budget for energy savings to offset the scheduled debtors for 2017/18	£60k
	Total	£240k

3.2 In addition, the following are highlighted for consideration.

- 3.3 Fraudulent activity is taking place at River Street car park relating to abuse of the discounted (Advantage Card) tariff. Measures have been taken to curtail this practice with immediate effect on an interim basis.
- 3.4 There is a 'cap' on the number of season tickets which are sold in each car park which is in place to ensure that customers purchasing season tickets are able to be guaranteed a parking space. The maximum quota for Stafferton Way and Hines Meadow have been sold and a waiting list is in held should season tickets become available.
- 3.5 There is spare capacity at both of these car parks and it is recommended that a further 30 season tickets be released at Hines Meadow and a further 50 season tickets be released at Stafferton Way. Those on the waiting list will be contacted and advised accordingly. Additional revenue of approximately £50k is projected based a mix of annual, 6-month and 3-month sales.
- 3.6 The primary risk of this approach is that space for daily users will be unavailable in the future should demand for daily parkers increase in the future.
- 3.7 Work with interested parties with respect to bulk season tickets in Maidenhead and consider dedicating specific areas / floors for exclusive use. If this can be realised, a premium charge will be applied which is projected to realise additional income (subject to negotiation).

Appendix PK-1 – analysis by car park

Maidenhead:

	2017/18 Q1- Q2			2017/18 Q1- Q2			2017/18 Q1- Q2			2018/19 Q1- Q2			2018/19 Q1- Q2			2018/19 Q1- Q2		
	Adv. Card Tariff Volumes	Normal Tariff Volumes	TOTAL Tariff Volumes	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income	Adv. Card Tariff Volumes	Normal Tariff Volumes	TOTAL Tariff Volumes	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income			
Nicholsons	88,000	268,100	356,100	101,920	488,200	590,120	66,900	210,710	277,610	69,790	461,428	531,218	69,790	461,428	531,218			
Hines Meadow	59,310	124,100	183,410	58,358	269,265	327,623	58,300	100,100	158,400	55,630	260,880	316,510	55,630	260,880	316,510			
Town Hall	-	-	-	-	-	-	6,315	6,896	13,211	2,378	14,156	16,533	2,378	14,156	16,533			
Stafferton Way	-	41,831	41,831	-	218,730	218,730	100	30,826	30,926	-	222,497	222,497	-	222,497	222,497			
Grove Road	31,230	33,462	64,692	23,369	45,422	68,791	18,570	21,580	40,150	12,855	34,887	47,742	12,855	34,887	47,742			
Magnet LC	-	95,000	95,000	-	138,030	138,030	12,100	59,800	71,900	14,400	108,290	122,690	14,400	108,290	122,690			
West Street	30,410	45,590	76,000	22,722	63,540	86,262	23,240	32,625	55,865	16,625	50,959	67,584	16,625	50,959	67,584			
Boulters Lock	-	-	-	-	-	-	7,200	19,800	27,000	-	12,150	12,150	-	12,150	12,150			
Braywick	-	-	-	-	-	-	-	3,480	3,480	-	2,500	2,500	-	2,500	2,500			
Season Tickets	-	550	550	-	428,930	428,930	-	473	473	-	447,805	447,805	-	447,805	447,805			
Maidenhead Total	208,950	608,633	817,583	206,369	1,652,117	1,858,486	192,725	486,290	679,015	171,678	1,615,552	1,787,229	171,678	1,615,552	1,787,229			

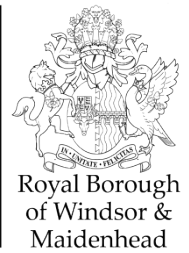
Windsor:

	2017/18 Q1- Q2			2017/18 Q1- Q2			2017/18 Q1- Q2			2018/19 Q1- Q2			2018/19 Q1- Q2			2018/19 Q1- Q2		
	Adv. Card Tariff Volumes	Normal Tariff Volumes	TOTAL Tariff Volumes	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income	Adv. Card Tariff Volumes	Normal Tariff Volumes	TOTAL Tariff Volumes	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income			
Rivers Street	12,060	76,103	88,163	36,400	571,057	607,457	10,510	66,070	76,580	32,500	568,580	601,080	32,500	568,580	601,080			
Victoria Street	44,000	72,970	116,970	48,435	296,655	345,090	40,300	62,050	102,350	40,750	329,360	370,110	40,750	329,360	370,110			
East Berkshire College	608	34,550	35,158	169	70,355	70,524	4,808	17,770	22,578	7,319	50,298	57,617	7,319	50,298	57,617			
Eton Court	2,620	8,000	10,620	2,680	19,980	22,660	4,600	9,339	13,939	4,550	26,862	31,412	4,550	26,862	31,412			
Windsor LC	-	120,850	120,850	-	198,575	198,575	19,500	76,649	96,149	25,280	169,010	194,290	25,280	169,010	194,290			
Coach Park	3,260	7,800	11,060	45,640	149,000	194,640	2,620	3,650	6,270	52,400	63,600	116,000	52,400	63,600	116,000			
Meadow Lane	5,360	32,020	37,380	6,046	92,520	98,566	5,800	44,450	50,250	6,750	154,300	161,050	6,750	154,300	161,050			
Alma Road (including Windsor Dials)	18,900	45,770	64,670	17,910	162,425	180,335	12,460	29,323	41,783	11,630	138,052	149,682	11,630	138,052	149,682			
Alexandra	15,460	76,080	91,540	16,610	265,260	281,870	12,290	59,560	71,850	13,185	292,502	305,687	13,185	292,502	305,687			
King Edward VII	778	47,800	48,578	309	160,820	161,129	7,924	36,416	44,340	16,651	159,693	176,344	16,651	159,693	176,344			
Romney Lock	950	31,080	32,030	250	104,995	105,245	3,315	14,960	18,275	5,905	79,030	84,935	5,905	79,030	84,935			
York House	-	-	-	-	-	-	600	7,300	7,900	-	27,450	27,450	-	27,450	27,450			
Home Park	-	8,120	8,120	-	29,742	29,742	-	7,980	7,980	-	31,110	31,110	-	31,110	31,110			
Season Tickets	-	204	204	-	181,050	181,050	-	215	215	-	224,590	224,590	-	224,590	224,590			
Windsor Total	103,996	561,347	665,343	174,449	2,302,434	2,476,883	124,727	435,732	560,459	216,920	2,314,437	2,531,357	216,920	2,314,437	2,531,357			
Windsor & Maidenhead Combined	312,946	1,169,979	1,482,925	380,818	3,954,551	4,335,369	317,452	922,022	1,239,474	388,598	3,929,988	4,318,586	388,598	3,929,988	4,318,586			

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Report Title:	Thames Hospice - Release of Covenant
Contains Confidential or Exempt Information?	No
Member reporting:	Councillor Simon Dudley, Leader of the Council and Maidenhead Regeneration and Maidenhead.
Meeting and Date:	Cabinet 22 nd November 2018
Responsible Officer(s):	Russell O'Keefe: Acting Managing Director
Wards affected:	All

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REPORT SUMMARY

1. This report seeks approval to the release of restrictive title covenants, at nil consideration, to assist the sale of the Thames Hospice site at Pine Lodge, Hatch Lane, Windsor.
2. The sale of Pine Lodge site will enable Thames Valley Hospice Trust to progress its acquisition and build of a new site at Bray Lake. This will help to maintain and improve the provision of hospice care within the borough.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- I. **Approves the release of the Thames Valley Hospice Trust from the overage and restrictive covenants that are currently attached to the title of the land.**
- II. **Delegates authority to the Executive Director to sign off the release of the existing restrictive covenants.**

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

- 2.1 The land, approximately 1.53 acres (0.62 hectares), was sold to Thames Hospice in two land sales in 2001 and 2012.
- 2.2 The release of the covenants is in line with the Council's strategy to support the provision of hospice care within the Borough and to help create a borough for everyone.
- 2.3 This is an important part of the Trust's relocation strategy to enable the completion of the Trust's proposed new hospice site at Bray Lake to take place.
- 2.4 Conditions will be attached to the release deed to ensure that the sale proceeds are used for the purposes intended.

Table 1: Options arising from this report.

Option	Comments
To provide consent to the release of restrictive and overage covenants This is the recommended option	The release will assist the acquisition and build of a new site at Bray Lake within the Royal Borough.
Do nothing This is not recommended	By not releasing the covenants the Trust's access to funding for the relocation will be restricted and may threaten the scheme.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Covenants Released	Not achieved	21 st January 2019	1 month before	N/A	21 st January 2019

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 Savills have undertaken an initial assessment of the existing site for disposal subject to planning permission being granted on behalf of The Trust. They have established a sales value of up to £4,500,000. As the recommendation is to release the covenants at nil cost to the Trust no proceeds will be paid to the Council.
- 4.2 The 2001 sale agreement details the "claw back" covenant as an additional payment which shall mean 50% of the open market value of the site with the benefit of planning permission, the implementation of which will trigger the additional payment. No planning has been obtained as yet.
- 4.3 The 2012 sale agreement has a restrictive user clause for the access road that runs parallel to the site. This restricts the use only to hospice purposes. This restrictive covenant also adds to the overall site value if lifted.
- 4.4 The value of the site with the benefit of planning permission for residential use, with all restrictions lifted is likely to be in the region of £5,000,000. Therefore the "claw back" value is likely to be £2,500,000, less an initial consideration of £250,000.
- 4.5 The release of these covenants to Thames Valley Hospice represents an investment by the Council in support of the provision of hospice care.
- 4.6 In order to facilitate the release of these covenants the Council will seek reimbursements of the legal fees incurred as part of this transaction.

5. LEGAL IMPLICATIONS

- 5.1 The Property Services Team working with Shared Legal Services will undertake the due diligence to complete the deed (s) of release
- 5.2 It is recommended that the Council seek to attach restrictive covenants to the land on which the new facility will sit, to ensure that if this facility is sold at any time in the future, or redeveloped for use other than hospice care, that there is a similar covenant in place in favour of the Council. This would be fixed at the current value of £2,250,000.

6. RISK MANAGEMENT

Table 4: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
The transaction involves no payment between parties. Risk lies with non-completion of documentation	Low	To transact efficiently once approval is received	Low

7. POTENTIAL IMPACTS

- 7.1 The Council will be supporting and helping to enhance the provision of hospice care by Thames Valley Hospice.
- 7.2 Due regard has been given to the Council's equalities duties, in particular with respect to general duties arising under the Equalities Act 2010, section 49. Having regard to the need to advance equality in particular involved the need to remove or minimise disadvantages suffered by persons who share relevant characteristics which are connected with that characteristic. The investment in hospice care will provide care for a wide selection of the community.

8. CONSULTATION

- 8.1 The report will be considered by Corporate Overview and Scrutiny Committee.

9. TIMETABLE FOR IMPLEMENTATION

Table 5: Implementation timetable

Date	Details
25 th November 2018	Instruct SLS to proceed with the legal due diligence to complete the deeds of release
24 th December	Exchange contracts

Date	Details
2018	
21 st January 2019	Complete the deeds of release.

9.1 Implementation date if not called in: Immediately

10. APPENDICES

10.1 Appendix A –Plan showing site area and land sales in 2001 and 2012

10.2 Appendix B – Extract of press release by Thames Valley Hospice Trust showing the planned new site at Bray Lake

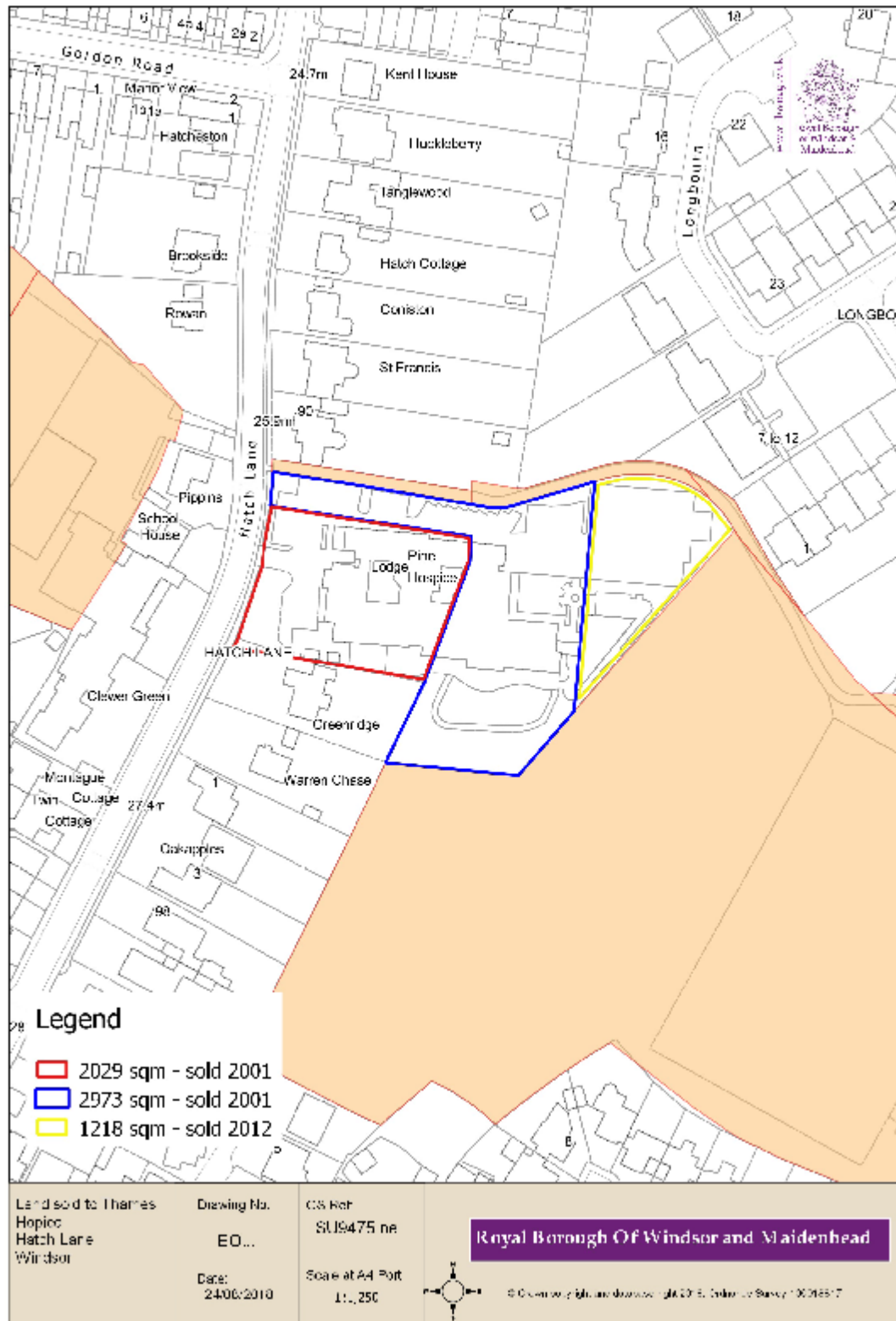
11. BACKGROUND DOCUMENTS

11.1 n/a

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
ClIr Simon Dudley	Leader of the Council and Maidenhead Regeneration & Maidenhead	1 November 2018	1 November 2018
Andy Jeffs	Executive Director	21 October 2018	23 October 2018
Rob Stubbs	Section 151 Officer	21 October 2018	23 October 2018
Nikki Craig	Head of HR and Corporate Projects	21 October 2018	23 October 2018
Elaine Browne	Law and Governance	21 October 2018	21 October 2018
Louisa Dean	Communications and Marketing Manager	21 October 2018	22 October 2018

Appendix A – Plan showing Land Sales in 2001 and 2012 at Pine Lodge Site Hatch Lane, Windsor.



Appendix B –

Extract of Press Release by Thames Hospice Trust.



Planning Permission granted for new Hospice

We are delighted to announce planning permission has been agreed, in principle, to build a new, state-of-the-art hospice for the community, by Bray Lake, in the Royal Borough of Windsor and Maidenhead.

Yesterday's (18 July) announcement follows several months of planning and consultation before the planning application was submitted. We will now finalise the details and secure the option to purchase the land from local business, Summerlease, and start the process towards building the new hospice.

Debbie Raven, Chief Executive, Thames Hospice, said: *"This decision represents a huge step forward in the provision of specialist palliative and end-of-life care for our local community.*

"Our Hospice, first opened 30 years ago, is no longer able to keep up with the volume of people who need our care and services. Pine Lodge – our much-loved existing building – has been added to, altered and expanded many times and we cannot adapt it any further. Patient numbers are increasing dramatically and we are caring for more patients with increasingly complex illnesses and symptoms. Put simply, the care we provide is outstanding – but the building is holding us back. The new hospice will allow nursing and medical teams to continue to deliver exceptional care, without hindrance."

Set in more than eight acres, with stunning views across landscaped gardens and Bray Lake, the new hospice will have 28 inpatient beds in individual en-suite rooms. A new Day Centre (the Paul Bevan Centre) will offer a wider range of daily therapeutic and social activities for day patients and inpatients, and will allow the hospice to double its day service provision. A new Education Centre will

be dedicated to promoting palliative care excellence – ensuring staff receive ongoing training so patients get the best care. We will also be able to offer education to others in our community.

Debbie Raven continued: *“Thames Hospice is a vital part of the local community and its expansion will address ongoing end-of-life care needs. Once built, the new hospice will be an unrivalled state-of-the-art facility for the residents of East Berkshire and South Buckinghamshire, and one I know they will be incredibly proud of. We hope to open the doors of the new facility in 2020.”*

Report Title:	Appropriation of Land
Contains Confidential or Exempt Information?	No- Part I
Member reporting:	Councillor Simon Dudley, Leader of the Council and Maidenhead Regeneration & Maidenhead.
Meeting and Date:	22 nd November 2018
Responsible Officer(s):	Russell O’Keefe – Acting Managing Director
Wards affected:	All

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REPORT SUMMARY

- 1 The report seeks approval for the appropriation of a selection of key council owned sites which have already been approved for redevelopment.
- 2 The sites will deliver over 3,000 new homes (at least 30% affordable) and a range of new community facilities for residents.

1 DETAILS OF RECOMMENDATION

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the appropriation of the following sites (see appendix A red line plans);
 - a. St Clouds Way, Maidenhead
 - b. West Street, Maidenhead
 - c. York Road, Maidenhead
 - d. Reform Road, Maidenhead
 - e. Maidenhead Golf Course
 - f. Ray Mill Road East, Maidenhead
 - g. Riverside Caretakers House, Maidenhead
 - h. Mokattam, Maidenhead
 - i. Brocket, Maidenhead
 - j. St Edmunds, Maidenhead
 - k. Vicus Way (Car Park), Maidenhead
 - l. Broadway (Car Park), Maidenhead.

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

2.1 The following sites have all been previously considered and approved by Cabinet for redevelopment as part of the wider regeneration programme for Maidenhead:

- St Clouds Way, Maidenhead
- West Street, Maidenhead
- York Road, Maidenhead
- Reform Road, Maidenhead
- Maidenhead Golf Course
- Ray Mill Road East, Maidenhead
- Riverside Caretakers House, Maidenhead

- Mokattam, Maidenhead
- Brocket, Maidenhead
- St Edmunds, Maidenhead
- Vicus Way (Car Park), Maidenhead
- Broadway (Car Park), Maidenhead.

- 2.2 The advancement of these sites is independent of the Borough Local Plan process.
- 2.3 The total number of homes to be provided across these sites is over 3,000 new homes, with a minimum 900 (30%) for affordable housing for people living and/or working in the borough. The sites will also provide a range of new supporting infrastructure including education facilities on the golf club site.
- 2.4 Public parking provision has been highlighted as essential as part of the wider regeneration of the town, the above named sites will deliver over 1,857 permanent public car parking spaces.
- 2.5 The Council is authorised by legislation to appropriate land within its ownership for any purpose for which it is authorised. Appropriation of land held by a council to a specific planning purpose, engaging the powers in s237 of the Town & Country Planning Act 1990 overrides easements and other rights that might otherwise impede the ability to develop the relevant land. By appropriating the land it makes it easier to resist legal claims against the development.

Table 1: Options

Option	Comments
Appropriate the land Recommended option	This will allow appropriate insurance to be put in place for any potential compensation claims.
Do nothing This is not recommended	This could delay starts on site.

3 KEY IMPLICATIONS

- 3.1 Appropriation of land is required on all projects before an active start on site is commenced. If appropriation is not achieved, this could delay a start on site.

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Appropriation of land	Not achieved	28 th Feb 2019	31 st Jan 2019	31 st Dec 2019	28 th Feb 2019

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 All costs associated with the appropriation of the land in this report will be met from existing budgets and the project costs for the redevelopment of each site.

5 LEGAL IMPLICATIONS

5.1 The Council is authorised by virtue of Section 122 of the Local Government Act 1972, and Section 227 and Section 237 of the Town & Country Planning Act 1990 and Section 203 of The Housing & Planning Act 2016, to appropriate land within its ownership for any purpose for which it is authorised.

6 RISK MANAGEMENT

- 6.1 The key risk for all sites appended to this report, takes into account potential compensation claims, for elements predominately relating to right of light, day light and sunlight.
- 6.2 The appropriation process is one available to local authorities, which enables this risk to be mitigated and/or substantially reduced. It offers the ability to insure against such risk, therefore making available funds and contingency should any claims arise.
- 6.3 It is prudent and best practice for local authorities when identifying land for redevelopment to appropriate that land as part of the development process.

Table 4: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Excessive compensation claims	High	Appropriation of the land.	Low

7 POTENTIAL IMPACTS

- 7.1 Projects will take into consideration all vehicular, pedestrian and cycle access, making sure that appropriate infrastructure is put in place as part of the wider regeneration.
- 7.2 Due regard has been given to the Council’s Equalities Duties, in particular with respect to general duties arising under the Equalities Act 2010, Section 49. Having regard to the need to advance equality in particular involves the need to remove or minimise disadvantages suffered by persons who share relevant characteristics which are connected with the characteristic. The culture community space being provided as part of the wider regeneration will provide educational, entertainment and community activities to a wide selection of the community, with good access close to all public amenities.

8 CONSULTATION

8.1 The report will be considered by the Council’s Corporate Overview and Scrutiny Committee.

9 TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: immediately.

10 APPENDICES

10.1 Appendix A – Individual site plans

11 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Simon Dudley	Leader of the Council and Maidenhead Regeneration & Maidenhead	1 November 2018	1 November 2018
Andy Jeffs	Executive Director	21 October 2018	23 October 2018
Rob Stubbs	Section 151 Officer	21 October 2018	23 October 2018
Nikki Craig	Head of HR and Corporate Projects	21 October 2018	23 October 2018
Elaine Browne	Law and Governance	21 October 2018	21 October 2018
Louisa Dean	Communications and Marketing Manager	21 October 2018	22 October 2018



RBWM Joint Venture Opportunity Area
St. Cloud Way
Maidenhead



Royal Borough Of Windsor and Maidenhead

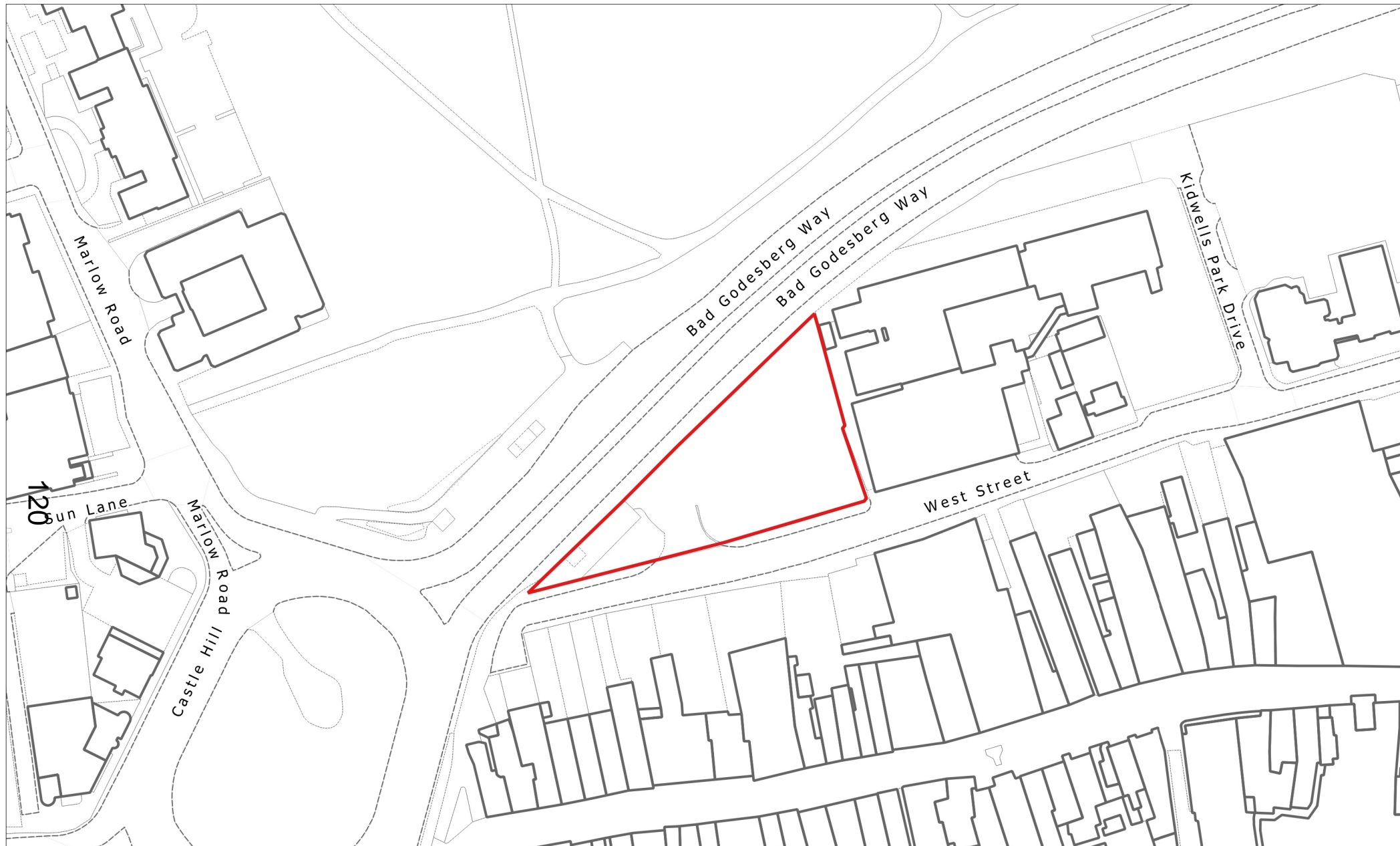
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OS Ref: SU8881 ne

Scale: 1:1250 A4 land

Date: 15/06/2016





RBWM Joint Venture Opportunity Area
West Street
Maidenhead



Royal Borough Of Windsor and Maidenhead

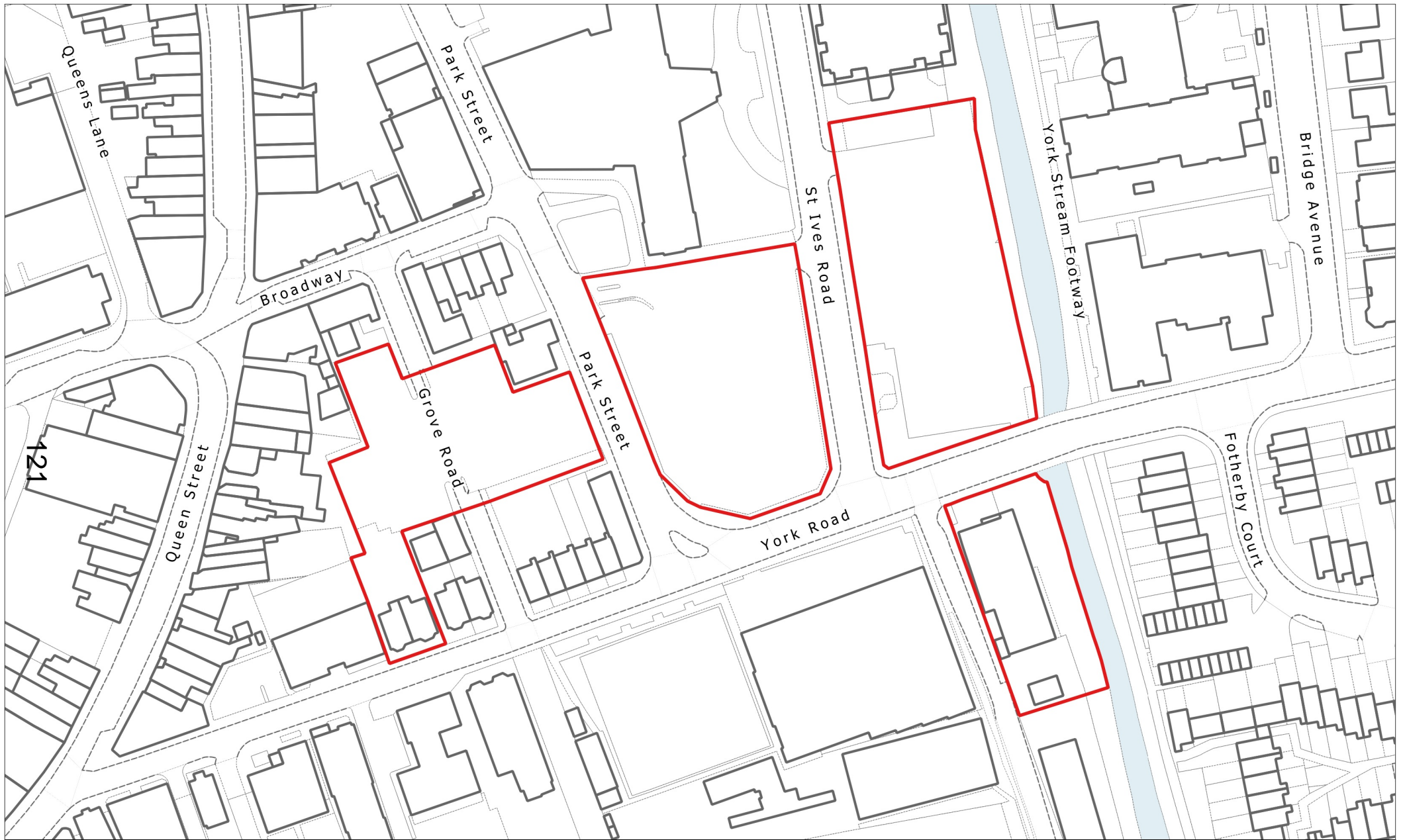
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OS Ref: SU8881 sw

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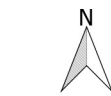
Date: 15/06/2016





RBWM Joint Venture Opportunity Area
York Road/Grove Road
Maidenhead

OS Ref: SU8881 se



Scale: 1:1250 A4 land

Royal Borough Of Windsor and Maidenhead

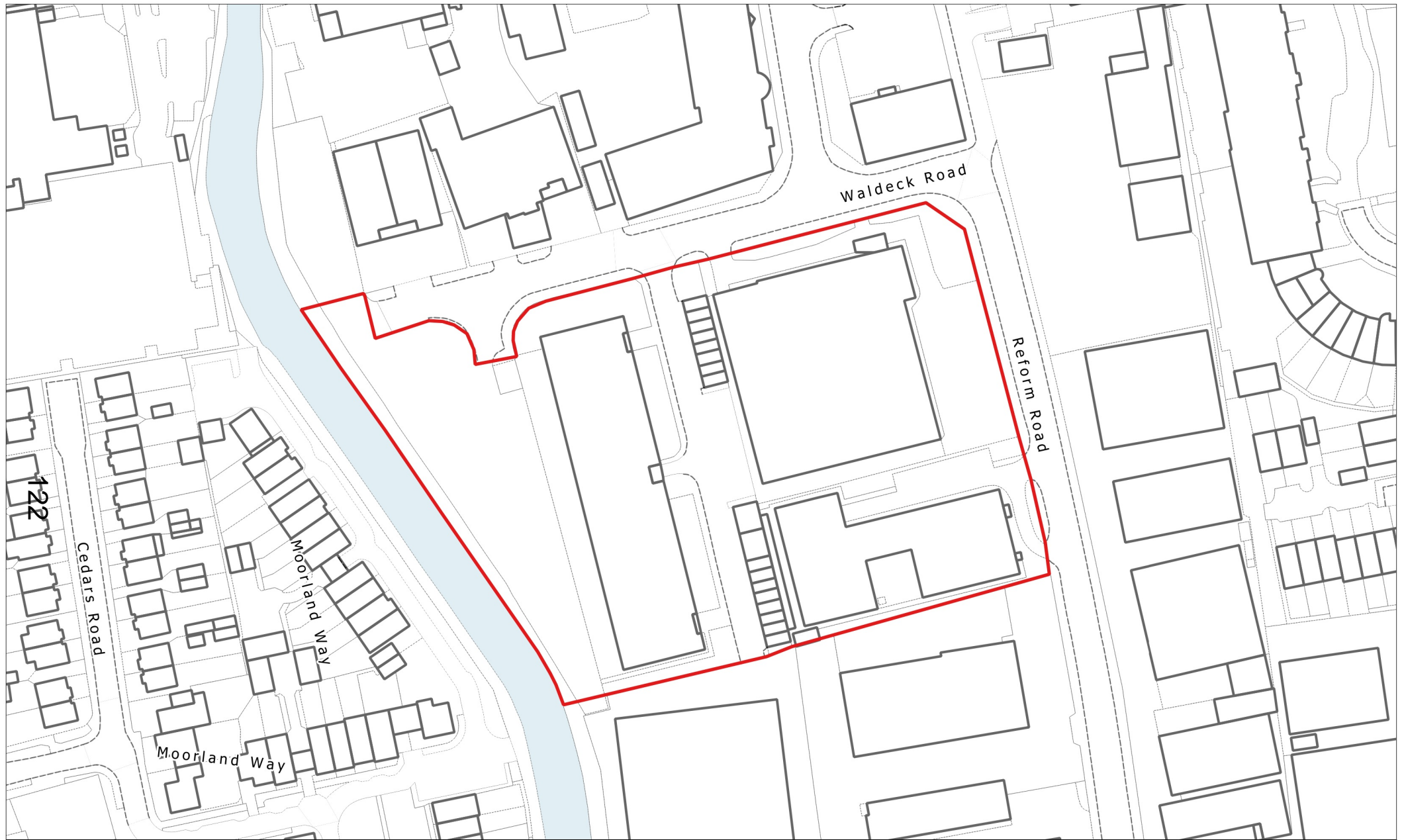
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Date: 15/06/2016

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Windsor & Maidenhead



RBWM Joint Venture Opportunity Area
Reform Road
Maidenhead



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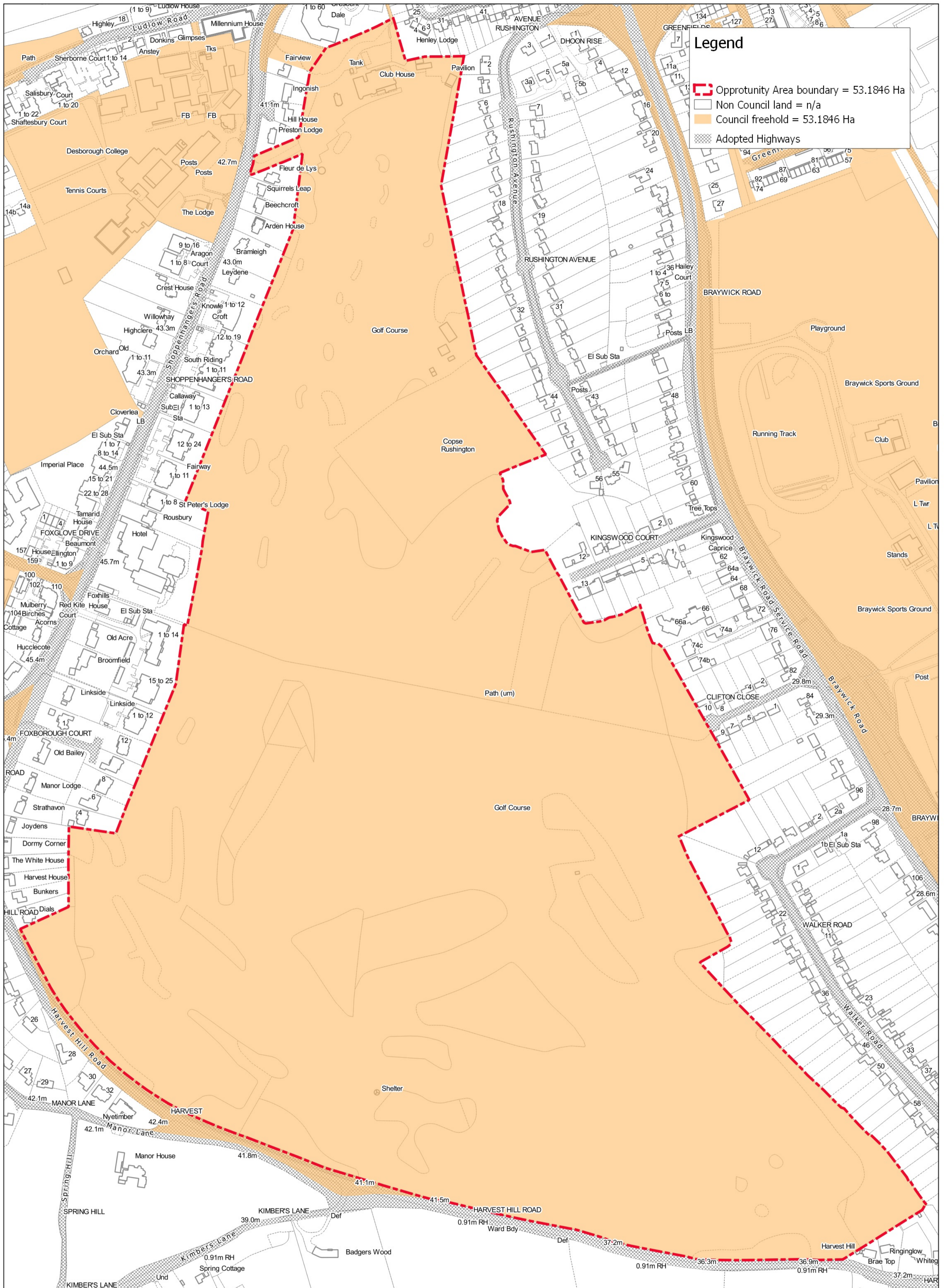
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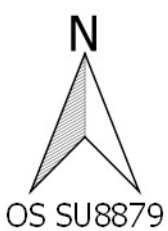
Date: 15/06/2016





Description:
**Golf Course
 Maidenhead**

**Drawing No.
 E02819 E**



OS SU8879

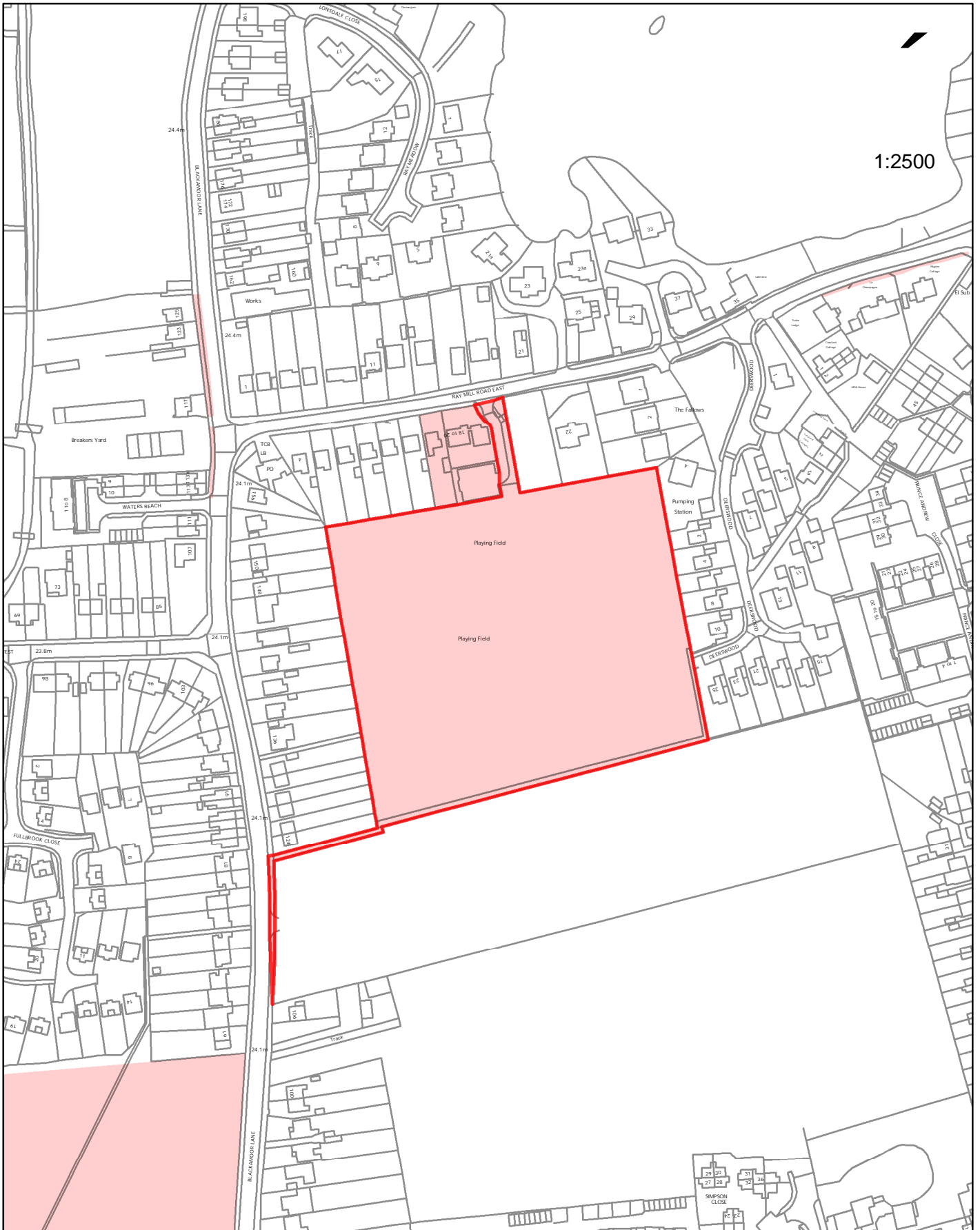
Royal Borough Of Windsor and Maidenhead

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Scale 1:2500 A3 port

Date: 21/12/2015





1:2500

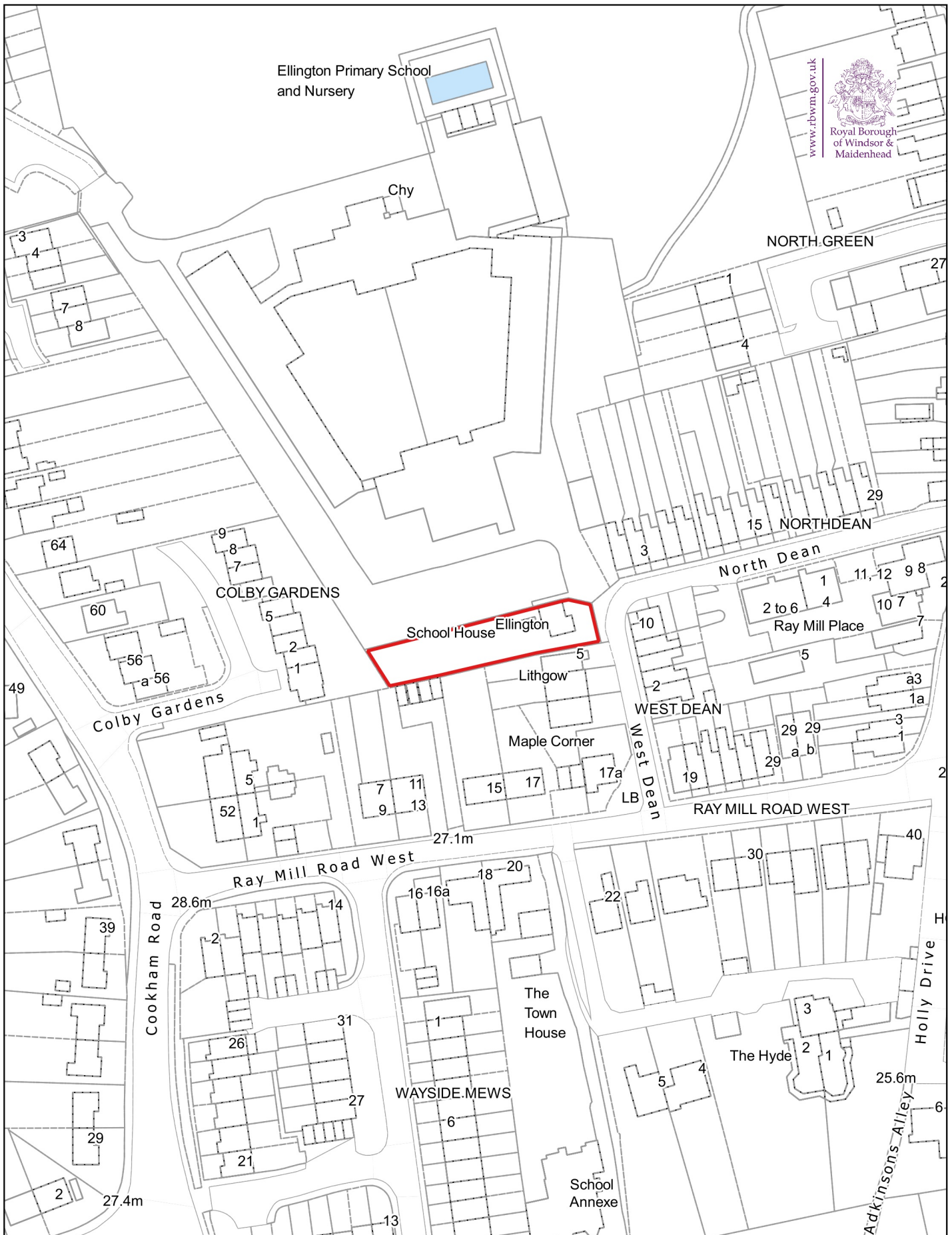
EO 2323 Land at Ray Mill Road East Maidenhead (5.75 acres)

SU8081 sw OS ref 08/07/2010 Date

Royal Borough of Windsor and Maidenhead

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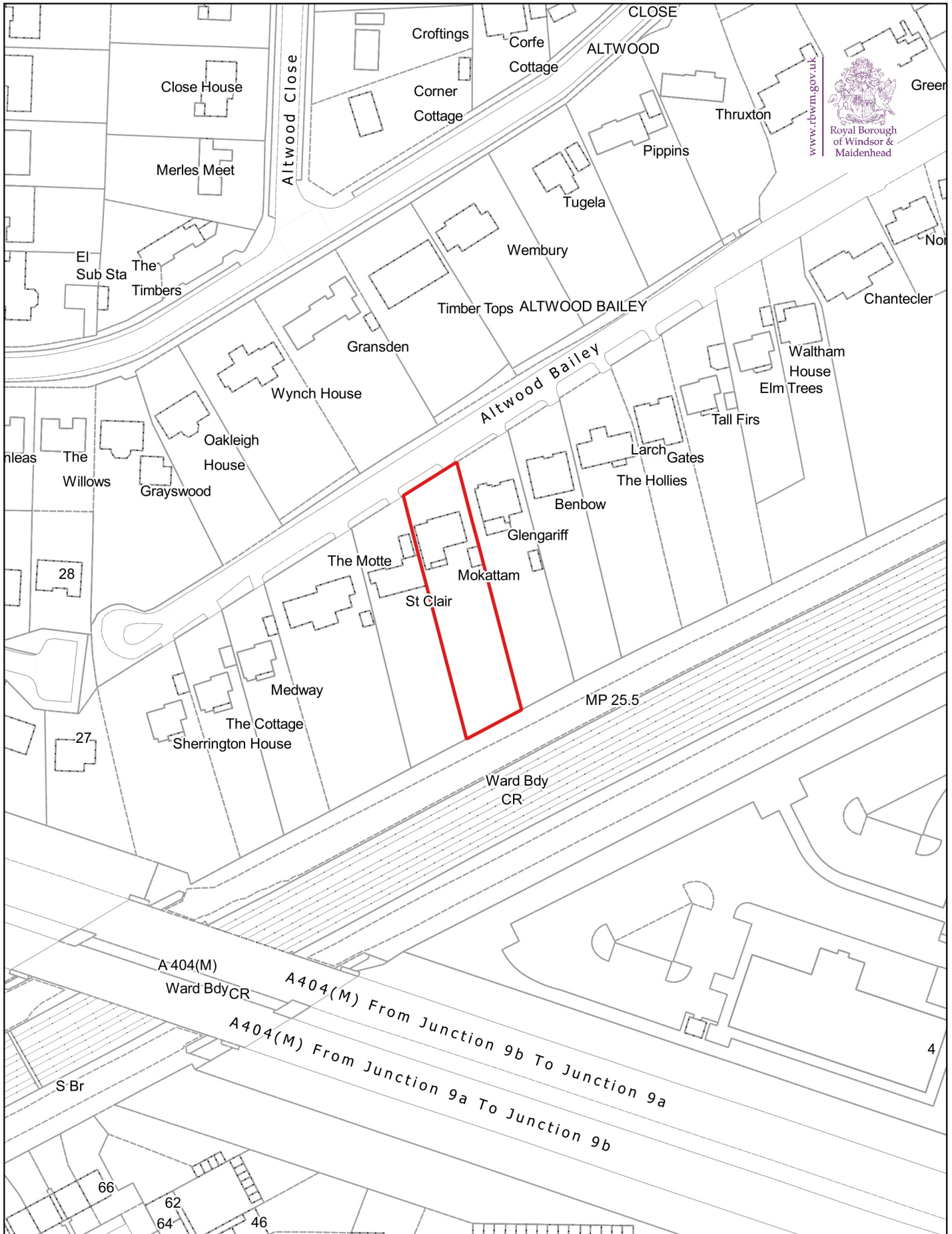




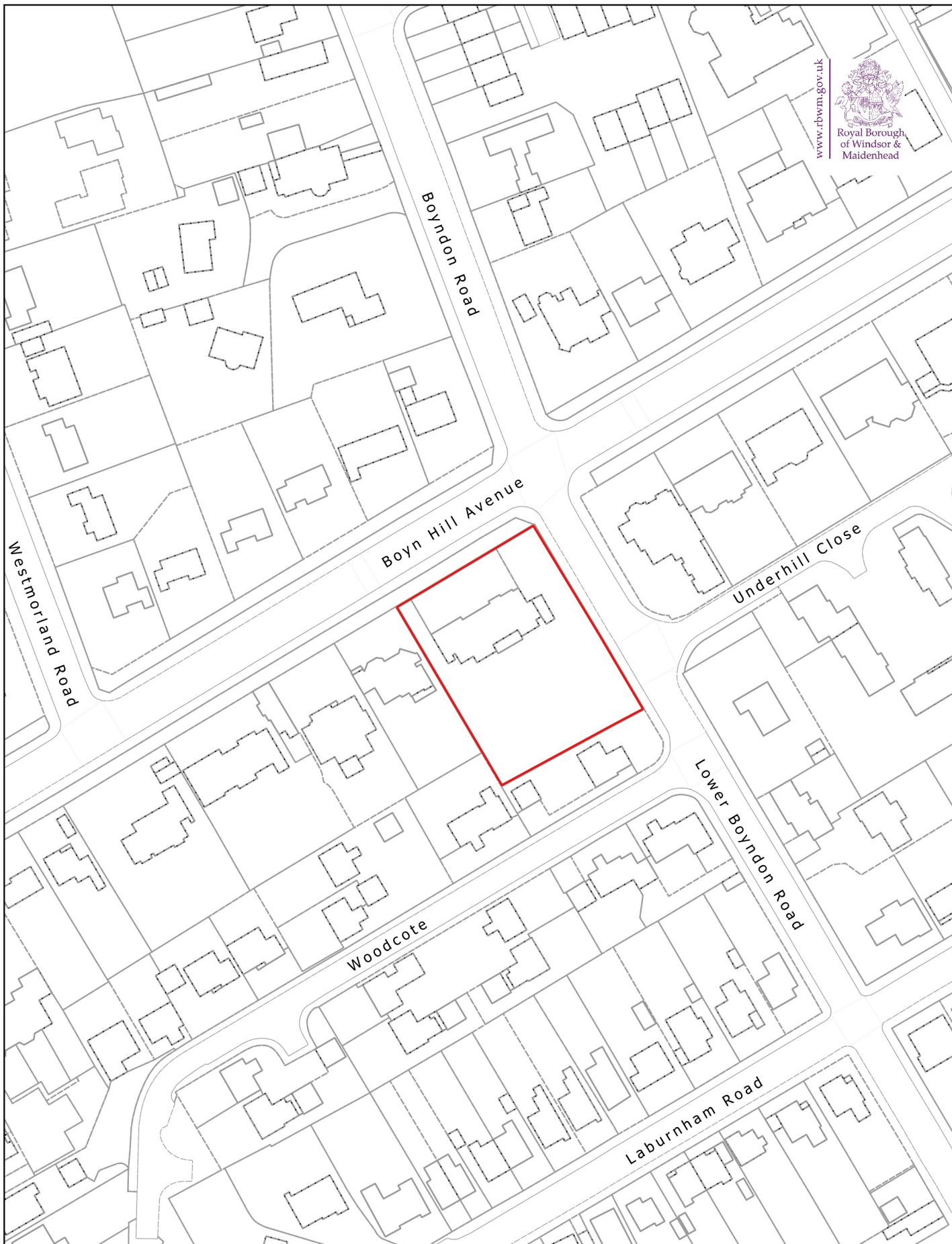
www.rbwm.gov.uk



<p>Description: Riverside Primary Sch School House West Dean Maidenhead SL6 7JB</p>	<p>Drawing No: EO...</p> <p>Date: 11/06/2018</p>	<p>OS Ref: SU8881 ne</p> <p>Scale at A4 Port 1:1,250</p>	<p style="text-align: center;">Royal Borough Of Windsor and Maidenhead</p> <p style="text-align: center;">© Crown copyright and database right 2018. Ordnance Survey 100018817</p>
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<p>Description: Mokattam Altwood Bailey Maidenhead SL6 4PQ</p>	<p>Drawing No: EO...</p> <p>Date: 18/06/2018</p>	<p>OS Ref: SU8679 ne</p> <p>Scale at A4 Port 1:1,250</p>	<p style="text-align: center;">Royal Borough Of Windsor and Maidenhead</p> <p style="text-align: center;">© Crown copyright and database right 2018. Ordnance Survey 100018817</p>
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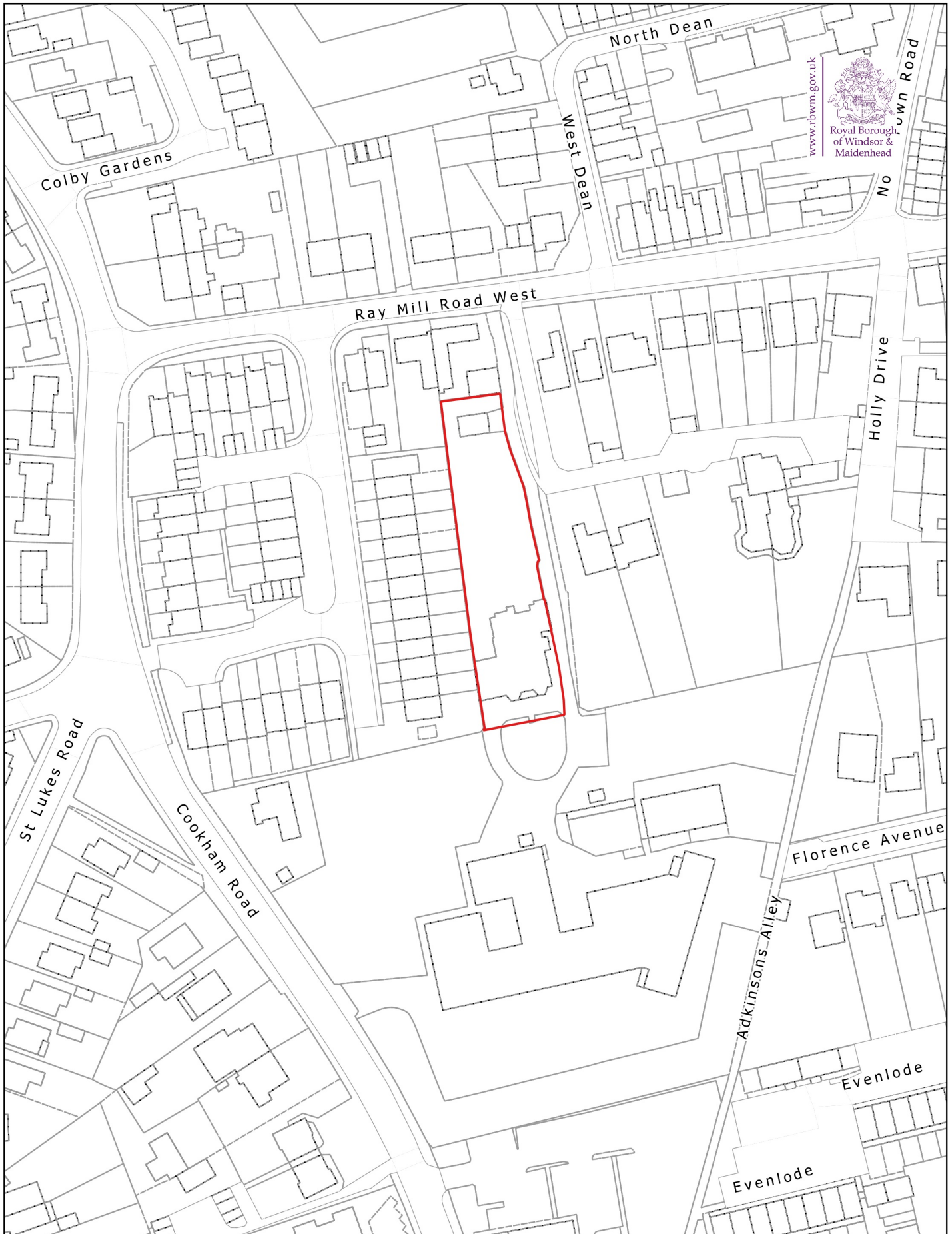


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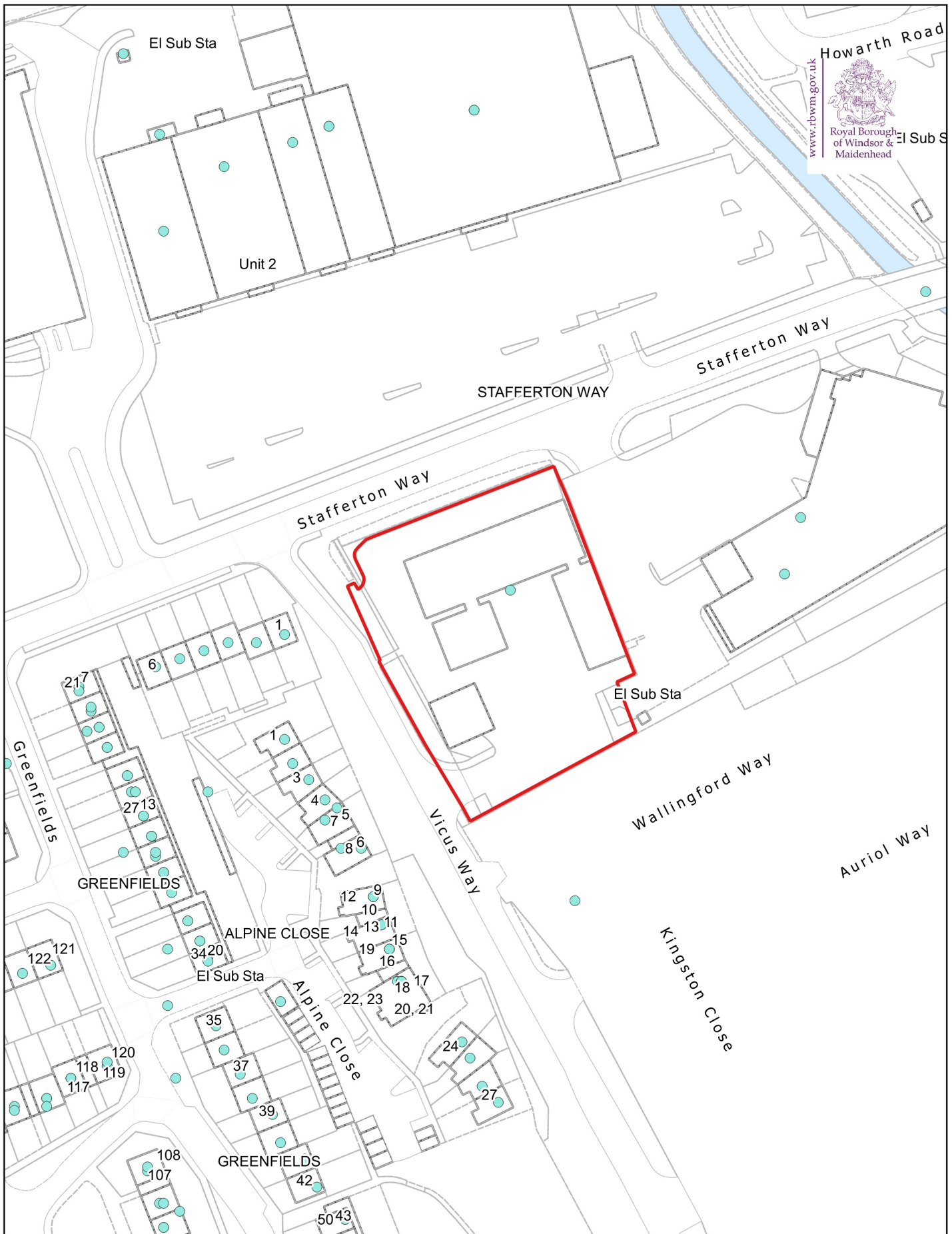
<p>Description: Brocket 15 Boyn Hill Avenue Maidenhead SL6 4EY Site area = 2075 sqm</p>	<p>Drawing No: EO... Date: 12/04/2018</p>	<p>OS Ref: SU8780 ne Scale at A4 Port 1:1,250</p>	<p style="text-align: center;">Royal Borough Of Windsor and Maidenhead</p> <p style="text-align: center;">  © Crown copyright and database right 2018. Ordnance Survey 100018817 </p>
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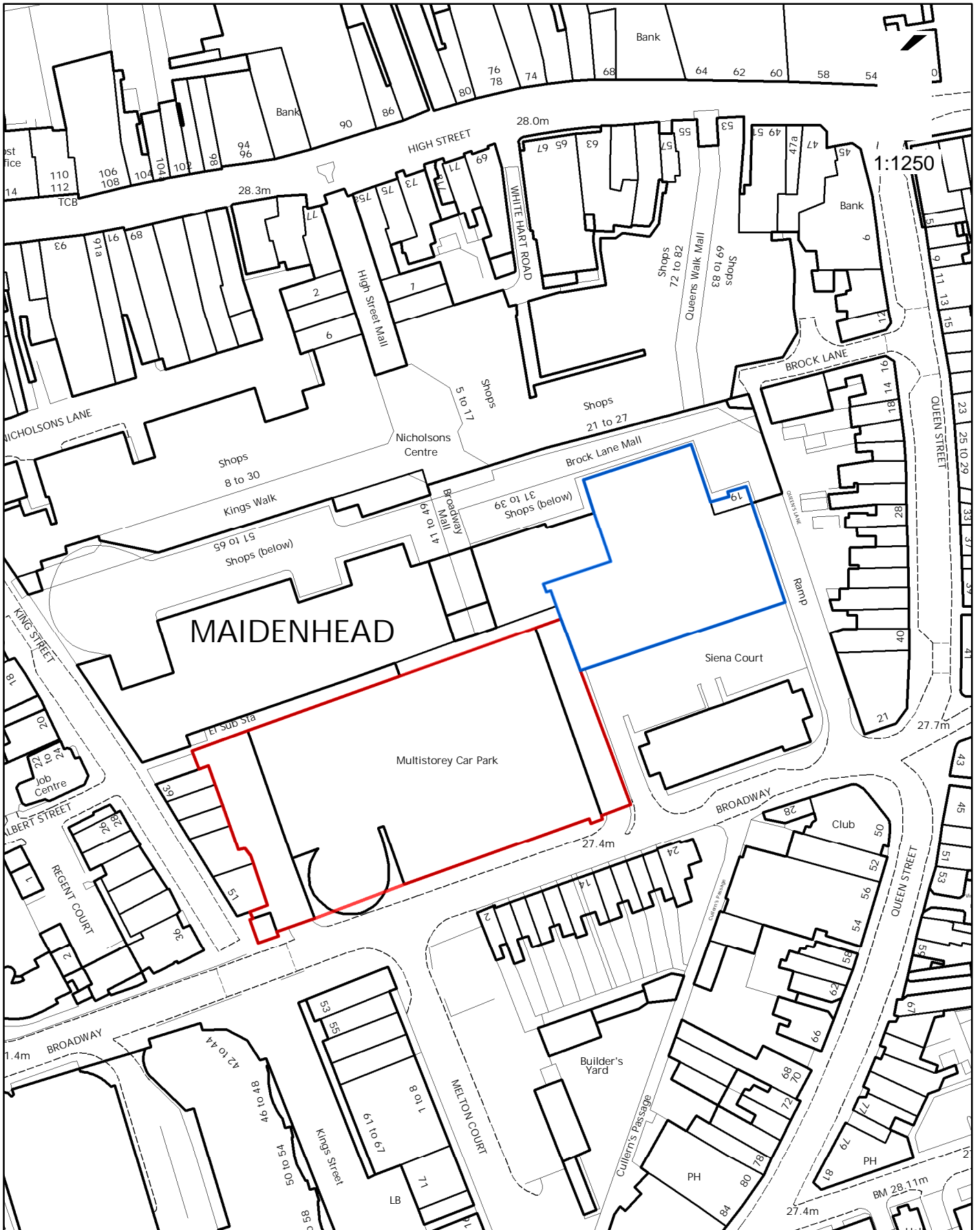
www.rbwm.gov.uk



<p>Description: St. Edmund's House Ray Mill Road East Maidenhead SL6 8SB Site area = 1541 sqm</p>	<p>Drawing No: EO... Date: 12/04/2018</p>	<p>OS Ref: SU8881 ne Scale at A4 Port 1:1,250</p>	<p style="text-align: center;">Royal Borough Of Windsor and Maidenhead</p> <p style="text-align: center;">© Crown copyright and database right 2018. Ordnance Survey 100018817</p>
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<p>Description: Stafferton Way Sites 1 & 2 Maidenhead SL6 1AY</p>	<p>Drawing No: EO...</p> <p>Date: 02/03/2018</p>	<p>OS Ref: SU8980 nw</p> <p>Scale at A4 Port 1:1,250</p>	<p style="text-align: center;">Royal Borough Of Windsor and Maidenhead</p> <p style="text-align: center;">© Crown copyright and database right 2018. Ordnance Survey 100018817</p>
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EO	Pay & Display Nicholson's MSCP Area= 3948 sqm
SU8881 se	22/02/2010
OS ref	Date

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The Royal Borough
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CSOSP - FORWARD PLAN

ITEM	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
Financial Update	Open -	Latest financial update	No	Lead Member for Finance and Economic Development (Councillor MJ Saunders)	Rob Stubbs	Internal Process	Corporate Services Overview and Scrutiny Panel TBC	Cabinet 13 Dec 2018	
13 Council Tax Base Report	Open -	To approve the Council Tax Base to be used for 2019-20 budget	Yes	Lead Member for Finance and Economic Development (Councillor MJ Saunders)	Rob Stubbs	Internal Process	Corporate Services Overview and Scrutiny Panel TBC	Cabinet 13 Dec 2018	
Financial Update	Open -	latest financial update.	No	Lead Member for Finance and Economic Development (Councillor MJ Saunders)	Rob Stubbs	Internal Process	Corporate Services Overview and Scrutiny Panel TBC	Cabinet 31 Jan 2019	

Agenda Item 8

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
132 Budget 2019/20	Open -	Report which sets financial context within next year's budget is being set. The report includes a recommendation to Council of a Council Tax, it recommends a capital programme for the coming year and also confirms Financial Strategy and Treasury Management Policy.	Yes	Lead Member for Finance and Economic Development (Councillor MJ Saunders)	Rob Stubbs	internal process	Corporate Services Overview and Scrutiny Panel 5 Feb 2019	Cabinet 7 Feb 2019	
Council Funding for Local Organisations	Fully exempt - 3	To consider the award of grants to voluntary organisations	Yes	Lead Member for Culture and Communities (including Resident and Business Services) (Councillor Samantha Rayner)	David Scott	Grants Panel 7/1/19	Corporate Services Overview and Scrutiny Panel 5 Feb 2019	Cabinet 7 Feb 2019	
Financial Update	Open -	Latest financial update.	No	Lead Member for Finance and Economic Development (Councillor MJ Saunders)	Rob Stubbs	Internal Process	Corporate Services Overview and Scrutiny Panel 21 Feb 2019	Cabinet 28 Feb 2019	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
Financial Update	Open -	Finance Update	Yes	Lead Member for Finance and Economic Development (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel TBC	Cabinet 28 Mar 2019	

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
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DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6 34	<p>Information which reveals that the authority proposes</p> <p>(a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</p> <p>(b) to make an order or direction under any enactment.</p>
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet