

# Public Document Pack

## NOTICE OF MEETING

# CABINET

will meet on

**THURSDAY, 25TH OCTOBER, 2018**

**At 7.30 pm**

in the

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

TO: MEMBERS OF CABINET

COUNCILLORS SIMON DUDLEY (CHAIRMAN OF CABINET, MAIDENHEAD REGENERATION AND MAIDENHEAD)  
DAVID COPPINGER, (PLANNING & HEALTH INCLUDING SUSTAINABILITY) (VICE-CHAIRMAN)  
PHILLIP BICKNELL, (HIGHWAYS, TRANSPORT & WINDSOR)  
NATASHA AIREY, (CHILDREN'S SERVICES)  
MJ SAUNDERS, (FINANCE AND ECONOMIC DEVELOPMENT)  
SAMANTHA RAYNER, (CULTURE & COMMUNITIES INCLUDING RESIDENT AND BUSINESS SERVICES)  
LISA TARGOWSKA, (HR, LEGAL & IT)  
STUART CARROLL, (ADULT SOCIAL CARE AND PUBLIC HEALTH)  
MIKE AIREY, ENVIRONMENTAL SERVICES (INCLUDING PARKING, FLOODING, HOUSING AND PERFORMANCE MANAGEMENT)

PRINCIPAL MEMBERS ALSO ATTENDING: COUNCILLORS CHRISTINE BATESON (NEIGHBOURHOOD PLANNING AND ASCOT & THE SUNNINGS) AND DAVID HILTON (ASCOT REGENERATION)

DEPUTY LEAD MEMBERS: Malcolm Alexander (Streetcare and Windsor & Eton), Marius Gilmore (Business Development and Partnerships), John Bowden (Aviation and Heathrow Airport), Phillip Love (Maidenhead Regeneration and Maidenhead) and D Wilson (Maidenhead Waterways Champion)

Karen Shepherd – Service Lead Democratic Services - Issued: Wednesday, 17 October 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](http://www.rbwm.gov.uk) or contact the Panel Administrator **David Cook** 01628 796560

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Royal Borough  
of Windsor &  
Maidenhead

## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<p><u>APOLOGIES FOR ABSENCE</u></p> <p>To receive any apologies for absence</p>	-
2.	<p><u>DECLARATIONS OF INTEREST</u></p> <p>To receive any declarations of interest</p>	5 - 6
3.	<p><u>MINUTES</u></p> <p>To consider the Part I minutes of the meeting held on 27 September 2018.</p>	7 - 14
4.	<p><u>APPOINTMENTS</u></p>	-
5.	<p><u>FORWARD PLAN</u></p> <p>To consider the Forward Plan for the period November 2018 to February 2019.</p>	15 - 20
6.	<p><u>CABINET MEMBERS' REPORTS</u></p> <p>Environmental Services (including Parking, Flooding, Housing and Performance Management)</p> <ul style="list-style-type: none"> <li>i. Annual report on commissioning 2017 - 2018</li> </ul> <p>Finance and Economic Development</p> <ul style="list-style-type: none"> <li>ii. Financial Update</li> </ul> <p>Chairman of Cabinet, Maidenhead Regeneration and Maidenhead</p> <ul style="list-style-type: none"> <li>iii. Members' Allowances - Late Claim by Councillor Da Costa</li> </ul>	21 - 78          93 - 96
7.	<p><u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u></p> <p>To consider passing the following resolution:-</p> <p>"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 8 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"</p>	

**PART II – PRIVATE MEETING**

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p data-bbox="261 445 408 479"><u>MINUTES</u></p> <p data-bbox="277 483 1267 546">To consider the Part II minutes of the meeting of Cabinet held on 27 September 2018.</p> <p data-bbox="261 586 1267 658"><b><i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p data-bbox="261 698 1139 801">Details of representations received on reports listed above for discussion in the Private Meeting: None received</p>	97 - 98



## MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

### Disclosure at Meetings

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

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

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

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

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

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

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

### Prejudicial Interests

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

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

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

### Personal interests

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

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

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# Agenda Item 3

## CABINET

THURSDAY, 27 SEPTEMBER 2018

PRESENT: Councillors Simon Dudley (Chairman), David Coppinger (Vice-Chairman) Phillip Bicknell, Natasha Airey, MJ Saunders, Samantha Rayner, Ross McWilliams, Stuart Carroll, Lisa Targowska and Jesse Grey.

Principle and Deputy Lead Members also in attendance: Christine Bateson, David Hilton and Derek Wilson.

Also in Attendance: Cllr Edward Wilson and Cllr John Bowden.

Officers: Alison Alexander, Louisa Dean, Russell O'Keefe, Andy Jeffs, Kevin McDaniel, Hillary Hall, Nikki Craig and David Cook.

### APOLOGIES FOR ABSENCE

There were no apologies for absence received.

### DECLARATIONS OF INTEREST

There were no declarations of interest received.

### MINUTES

**RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 26 July 2018 were approved.**

### APPOINTMENTS

The Chairman announced that Cllr Targowska had been appointed as the Lead Member for HR, Legal and IT and that Cllr McWilliams had been appointed as Lead Member for Economic Development, Property, Communications and Housing.

### FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes made since the last meeting including the addition of 'Big Belly Bins' and Hatch Lane, Dedworth Road, Windsor Junction Improvements being added to November 2018 Cabinet.

### CABINET MEMBERS' REPORTS

#### A) RBWM VACANT BUILDING CREDIT ADVISORY NOTE

The Lead Member for Planning and Health Including Sustainability introduced the report regarding the proposed methodology for applying Vacant Building Credit in the Royal Borough.

Cabinet were informed that the administration were committed to the provision of affordable housing. National policy indicated that a Vacant Building Credit may be applied against Affordable Housing requirements when bringing genuinely vacant sites back into use, although it was good to encourage development on brown field sites it was important to ensure that the credit was only applied to genuine sites. The credit would therefore exclude sites that had been abandoned for the purpose of development.

It was proposed to change the recommendation that the site be marketed from 12 months to 24 months before the credit would apply.

The Lead Member for Finance agreed that it was right to see disused buildings developed, especially for affordable housing. It was equally important to make sure that there was no ambiguity that sites taken out of use for the purpose of development would not be able to use the credit to avoid affordable housing obligations. He agreed with the proposed change to increase from 12 months to 24 months.

The Principal Member for Ascot Regeneration mentioned that a viability assessment should be in the public domain and was informed that they would be made available.

**Resolved unanimously: that Cabinet notes the report and authorises the Head of Planning to use the RBWM Vacant Building Credit Advisory Note as the Council's agreed approach to the application of Vacant Building Credit when assessing and determining planning applications.**

BB) RBWM PROPERTY COMPANY LTD - Q1 REPORT 2018-2019

The Lead Member for Economic Development, Property, Communications and Housing introduced the report that provided an operational update on RBWM Property Company Ltd. He thanked his predecessor, Cllr Rankin, for all the work he had undertaken leading to this report.

The report updated Cabinet on the work of the property company covering:

- Delivery plans
- Governance
- Human resources
- Value for money/added value
- Health and safety
- Property Portfolio
- Development programme update.

The Lead Member highlighted that the company was currently projecting a pre-tax profit of £248,000 for 2018/19 and was a key vehicle in the councils' ambition to provide affordable housing that had been seen in previous Cabinet reports and the investment report on this agenda. Maidenhead Planning Development Control Panel had also recently approved the York Road planning application that would contribute toward affordable housing.

The Chairman recommended that future reports should also show funding already budgeted for, future funding and the assets being proposed. The borrowing being undertaken was backed by real assets.

The Lead Member for Culture and Communities informed that the Royal Borough had recently been awarded a silver armed forces award and it was pleasing to see out armed forces being included as key workers with regards to key worker accommodation.

The Lead Member for Finance said that it was a pleasure to see the property company going from strength to strength and it was a great vehicle for the council in getting our assets developed for affordable housing. In the future there may be a need to look at the company acquiring properties as well as using our assets.

**Resolved unanimously: that Cabinet notes the report and:**

- i) **Considered the update report and performance to date.**



c) SUPPORT BEFORE ENFORCEMENT - A STRATEGIC APPROACH AND POLICY ENHANCEMENTS

The Lead Member for Environmental Services including Parking and Flooding introduced the report regarding the adoption of a strategic approach to issues fines arising in its town's streets and open spaces, including supporting the needs of vulnerable individuals. Safeguarding and support would always be considered before enforcement was undertaken.

Cabinet were informed that should all support be exhausted or refused, the report sets out to equip officers with the required tools to take enforcement action, where appropriate and always as a last resort. The Council would work with Thames Valley Police and the third sector in providing support and reducing anti-social behaviour.

The Chairman mentioned that there had been issues with people in cars throwing out rubbish and asked how this would be dealt with. The Lead Member replied that there had been investment in CCTV and our wardens had been trained in dealing with these situations and the use of mobile cameras.

Cllr E Wilson addressed Cabinet and said that residents would welcome the £100 fine for littering and that the Council were dealing with littering within our town centres. Cllr E Wilson asked how the message would get out to residents and how would we ensure enforcement. The Lead Member replied that there was a balance between education and enforcement. There would be use of Around the Royal Borough and a gradual process of prevention and help before enforcement.

The Lead Member for Finance said that if people felt education was expensive then they should see how expensive ignorance was. Education should be used first as it was cheaper than enforcement.

**Resolved unanimously: that Cabinet notes the report, and:**

- i. Approves the principles of adopting the strategic approach which is based upon the Support before Enforcement, to provide vulnerable individuals and the wider community with the appropriate balance to support their needs.**
- ii. Delegates authority to the Executive Director, in consultation with the Lead Member for Environmental Services (including Parking & Flooding) to implement a 'Support before Enforcement' strategy, to tackle Anti-Social Behaviour issues in partnership with stakeholders including Thames Valley Police and Third Sector support organisations.**
- iii. Approves the use of enforcement powers; including the use of standardised £100 civil and fixed penalty notices charge for offences detrimental to the community (such as a breach of a PSPO, CPN, littering, fly-posting or dog fouling), a £400 notice for fly tipping and a £300 notice for improper disposal of waste.**

d) HOSTILE VEHICLE MITIGATION - PHASE 1 INSTALLATION

The Lead Member for Windsor, Highways and Transport introduced the report that report requested a delegation to expend up to an allocated £1,192,000 gross budget to enable Phase 1A of the Windsor town centre hostile vehicle mitigation project. This would provide protection to the core 'Changing of the Guard' procession route as shown in table 1 of the report.

Cabinet were informed that at the request of the security services other sites had been added to the phased plan that would increase the budget to an estimated total of £3,200,000; an increase from the original estimate of £1,850,000. A design and consultation report would be brought back to Cabinet.

The Chairman mentioned that the Capital Programme had £1.884, 000 allocated with £942.000 from RBWM that was due to be match funded from Thames Valley Police but they could only provide £250,000. The council had been in consultation with the Home Office, Secretary of State and the Royal Collection Trust about funding towards the project. It was noted that Westminster City Council had been awarded £5,250,000 to install permanent HVM measures via a one-off special grant. RBWM would soon be hosting a second royal wedding, the wedding dress display and had recently hosted the president of the USA.

Cllr Bowden addressed Cabinet and asked when the sites 15,16 and 17 in phase three would be completed as until installed there would be a weak spot for vehicles accessing Peascod Street.

The Chairman said that the original scope was to provide enhanced protection during the change of the guard. This had been expanded to include visitors to the castle. We were waiting to hear from the Royal Collection Trust about funding but whatever the outcome the council would fund this important project especially because of the international interest of Windsor.

**Resolved unanimously: that Cabinet notes the report and:**

- 1. Delegates authority to the Executive Director, in consultation with the Lead Member for Windsor, Highways and Transport, to progress Phase 1a and expend up to the gross £1,192,000 project budget allocated within the 2018-19 capital programme.**

#### E) FINANCIAL UPDATE

The Lead Member for Finance introduced the report that confirmed the council's latest statement for 2018-19 with a projected NET overspend on service budgets of £1,426,000. The Council had General Fund Reserves of £8,682,000.

Cabinet were informed that national pressures on local government funding continued and there were pressures with child placement costs, children in care and business rate recovery. It was felt that the NET pressure could be sustained with the help of things such as the Berkshire Business Rate Pooling.

Cabinet were informed that there was also an additional recommendation for the award of a capital budget of £285,000 for Design Quality.

The Lead Member also highlighted section 4.14 of the report that showed a pressure of £2,007,000 on the dedicated schools grant that the Schools Forum was responsible for managing. It was noted that the Schools Forum consisted of education expertise and did not contain any elected Members. Resolving this deficit was the responsibility of the Schools Forum.

The Chairman drew Cabinets' attention to the letters sent to and responded from the Secretary of State appended to the report regarding education funding.

**Resolved unanimously: that Cabinet:**

- i) Notes the Council's projected outturn position for 2018-19 and requests work continues to identify mitigations to offset the projected variance.**

- ii) **Approves a capital budget of £285,000 for Design Quality. This grant has been awarded from the Planning Delivery Fund for use in the Borough, see para 4.18.**

F) DEMAND FOR SCHOOL PLACES

The Lead Member for Children's Services introduced the report that provided the 2018 projections for future demand for school places, with comparisons to existing / planned accommodation and commentary on whether any action was required.

Cabinet were informed that the borough had a statutory duty to ensure that there were sufficient school places to meet demand. For the September 2019, 2020 and 2021 intakes, however, no further action was currently deemed necessary. £30,000,000 had already been invested in school expansion.

Section 2.8 showed that they were a requirement to make temporary reductions in the Windsor System as the figures showed an excess in capacity for the next three years. This had been discussed by the Children's Services O&S Pane and the Schools Forum would assess the situation.

It was noted that the government had invited interest in new free schools and that the royal borough had shown its interest. This would not be implemented for the next 6 years.

The Chairman mentioned that there was a national issue regarding school places and that he was pleased to see that we were ahead of the curve.

The Lead Member for Finance agreed that across the country councils had misjudged the need to expand school places. At the Royal Borough there had been a policy to expand above the projected numbers and this had proved to be successful.

The Chairman mentioned that this had also been supported other initiatives such as the number newly qualified teachers being employed who had access to affordable key worker housing.

The Principal Member for Ascot Regeneration said that this was an important message to get across to parents to show that there was capacity in the system.

**Resolved unanimously: that Cabinet notes the report.**

G) RBWM PROPERTY COMPANY - INVESTMENTS REPORTS

The Lead Member for economic Development, Property, communication and Housing, introduced the report that set out the investment cases for the redevelopment of Council owned assets to deliver up to 27 affordable homes.

The Lead Member informed that the proposal would see affordable homes with 5 homes for social rent and 22 homes for shared ownership. This report supported the earlier RBWM Property Company report and was discussed at Council earlier in the week. The Part II appendix detailed the business cases for the three proposed developments.

The Chairman mentioned that during the recent planning discussion on the York Road application he had noted the comments made by Cllr Sharpe regarding affordable housing on the site. The Chairman said that he agreed that affordable housing was important and that the proposals for St Clouds Way would create affordable housing.

The Lead Member for Culture and Communities said that this was great news for residents especially as there was a need for one to two bedroom properties. She asked how many

properties were in the company's portfolio. Cabinet were informed that there were currently 58 properties with another 82 due as well as future developments.

The Lead Member for Children's Services mentioned that newly qualified teachers earned £23,700 therefore it was important to be able to offer affordable housing to key workers. The Chairman said it was important to get the message out to schools and other employers that the Royal Borough was working in providing affordable housing.

**Resolved unanimously: that Cabinet notes the report and:**

- i) Approves the capital budget spend of £7,059,088 for the three redevelopment projects.**
- ii) Approves the transfer of the assets, once completed to RBWM Property Co Ltd, for use as affordable housing.**
- iii) Delegates authority to the Executive Director with the Lead Member for Economic Development and Property to progress the projects including submitting planning applications and appointing contractors.**

H) AWARD OF CONTRACT FOR THE BRAYWICK LEISURE CENTRE

The Lead Member for Culture and Communities introduced the report that sought approval to award the main construction contract to Wates Construction Ltd, to develop the Braywick Leisure Centre and complete the development of the replacement of the Magnet Leisure Centre.

Cabinet were informed that the replacement Leisure Centre was on a different site, allowing a new site to be built whilst keeping the current site open, it had been agreed to increase parking numbers from 200 to 240 spaces and it was due to open Easter 2020.

The Chairman asked for an update on progress and suggested that high capacity charging points be installed in the car park. Cabinet were informed that the hoardings had been put in place and once the contract had been awarded work would begin on the car park. There were plans for 6 electric vehicle charging points and we could look at increasing this as well as using high capacity points.

**Resolved unanimously: that Cabinet notes the report and:**

- i) Delegates the authority to award a contract for the sum set out in the Part II Appendix 1 to Wates Construction Ltd for the main contract for the construction of the Braywick Leisure Centre, to the Executive Director, in consultation with the Lead Member for Finance and the Lead Member for Culture & Communities (including Resident Services).**

I) BROADWAY CAR PARK

The Chairman introduced the report that set out the investment case for the redevelopment of the car park and requests approval for the budget allocation and delegated authority to progress the procurement.

Cabinet were informed that the Broadway Car Park, also known as the Nicholson's Car Park, was in need of repair and refurbishment. It had been decided to produce a replacement car park to ensure future parking demand was being met especially in light of the Maidenhead regeneration projects. A further increase in the Capital Budget by £27,163,163 to a total of £35,313,163 had been approved.

The new car park would have enhanced facilities such as additional spaces, 10% having electrical vehicle charging points, additional entrance and improved cycle racks to name a few of the improvements. The project would be phased along with the other regeneration works.

The Lead Member for Culture and Communities mentioned that this was a significant commitment that would benefit residents and local businesses. This was an important piece of work especially as we have Cross Rail being introduced.

**Resolved unanimously: that Cabinet notes the report and:**

- I. Approves the use of an additional capital budget of £27,163,163, making a total scheme cost of £35,313,163.
- II. Delegates authority to the Executive Director with the Leader of the Council and Cabinet Member for Maidenhead Regeneration and Maidenhead to procure a design and build contract through a two stage tender.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

The meeting, which began at 7.30 pm, finished at 8.40 pm

CHAIRMAN.....

DATE.....

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# Agenda Item 5

## CABINET

### FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Council Tax Base	n/a	13/12/2018	New item
Children's Services Capital Programme 2019-20	n/a	13/12/2018	New item

## FORWARD PLAN OF CABINET DECISIONS

NB: The Cabinet is comprised of the following Members: Councillors Dudley (Leader of the Council and Chairman of Cabinet, Maidenhead Regeneration and Maidenhead), Coppinger (Deputy Chairman of Cabinet, Planning and Health, including Sustainability), Bicknell (Deputy Leader of the Council and Highways, Transport & Windsor), N Airey (Children's Services), Saunders (Finance and Economic Development), S Rayner (Culture & Communities incl. Resident and Business Services), D. Evans (Maidenhead Regeneration and Maidenhead), Carroll (Adult Social Care and Public) M Airey (Environmental Services (including Parking, Flooding, Housing and Performance Management)), Targowska (HR, Legal & IT). Also in attendance (non-Executive): Councillors Bateson (Principal Member Neighbourhood Planning, Ascot & the Sunnings), Hilton (Principal Member Ascot Regeneration), (D Wilson Maidenhead Waterways Champion).

The Council is comprised of all the elected Members

All enquiries, including representations, about any of the items listed below should be made in the first instance to Democratic Services, Town Hall, St Ives Road, Maidenhead. Tel (01628) 796560. Email: [democratic.services@rbwm.gov.uk](mailto:democratic.services@rbwm.gov.uk)

\*NB Item may deferred for further work – Items are placed on the Forward Plan for the earliest expected decision date. As an item progresses through the decision making cycle there may be instances where more work is required and thus the decision date may change

### FORWARD PLAN

16	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)
	1. 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 20 Nov 2018	Cabinet 22 Nov 2018	

**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)
4. Hatch Lane / Dedworth Road, Windsor – Junction Improvements	Open -	This report will consider options to improve the junction of Hatch Lane / Dedworth Road seeking to reduce congestion and improve road safety.	No	Lead Member for Highways, Transport and Windsor (Councillor Phillip Bicknell)	Hilary Hall	Internal Process	Highways, Transport and Environment Overview and Scrutiny Panel 15 Nov 2018	Cabinet 22 Nov 2018	
5. 'Big Belly' Bins	Open -	This report will consider the introduction of new 'smart' bins ('Big Belly' bins) which are solar-powered; compact litter and require emptying less often.	No	Lead Member for Highways, Transport and Windsor (Councillor Phillip Bicknell)	Hilary Hall	Internal Process	Highways, Transport and Environment Overview and Scrutiny Panel 15 Nov 2018	Cabinet 22 Nov 2018	
18									
1. 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	
2. Plan Making	Open -	Gypsy and Traveller Local Plan – Issues and Options consultation.	Yes	Lead Member for Planning and Health (including Sustainability) (Councillor David Coppinger)	Russell O'Keefe	Internal process	Planning & Housing Overview & Scrutiny Panel TBC	Cabinet 13 Dec 2018	

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)
3. 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	
4. Children's Services Capital Programme 2019-20	Open -	Report requests approval of the 2019-20 capital programme in Children's Services	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Rob Stubbs	Internal Process	Children's Services Overview and Scrutiny Panel 6 Dec 2018	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 25 Dec 2019	Cabinet 31 Jan 2019	
1. 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)
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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 20	<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**

Report Title:	<b>Annual report on commissioning 2017-2018</b>
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. <b>Recommended option</b>	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)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
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

<b>Decision type:</b> Key decision 27 June 2018	<b>Urgency item?</b> No	<b>To Follow item?</b> 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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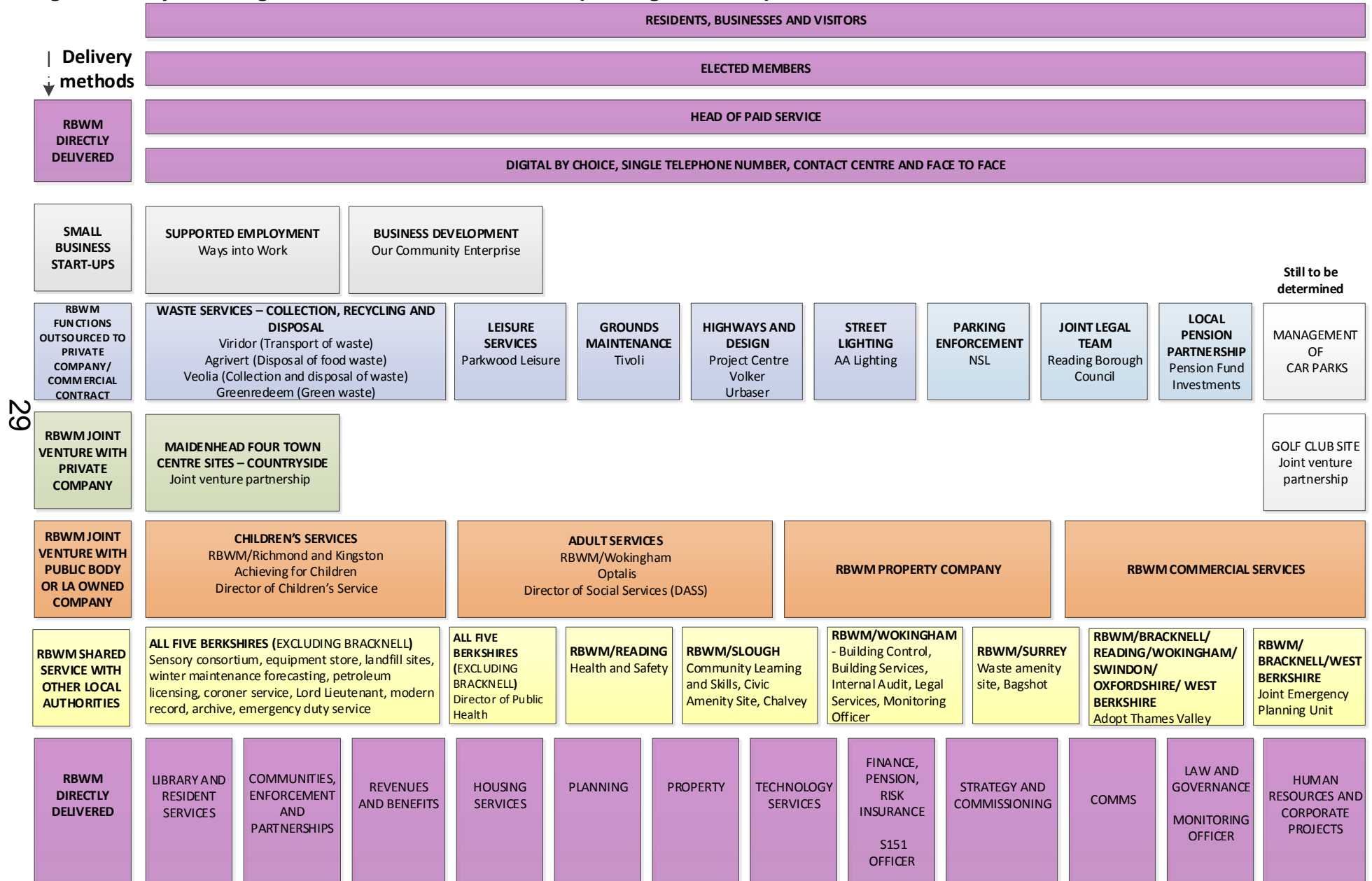
### Definitions

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**

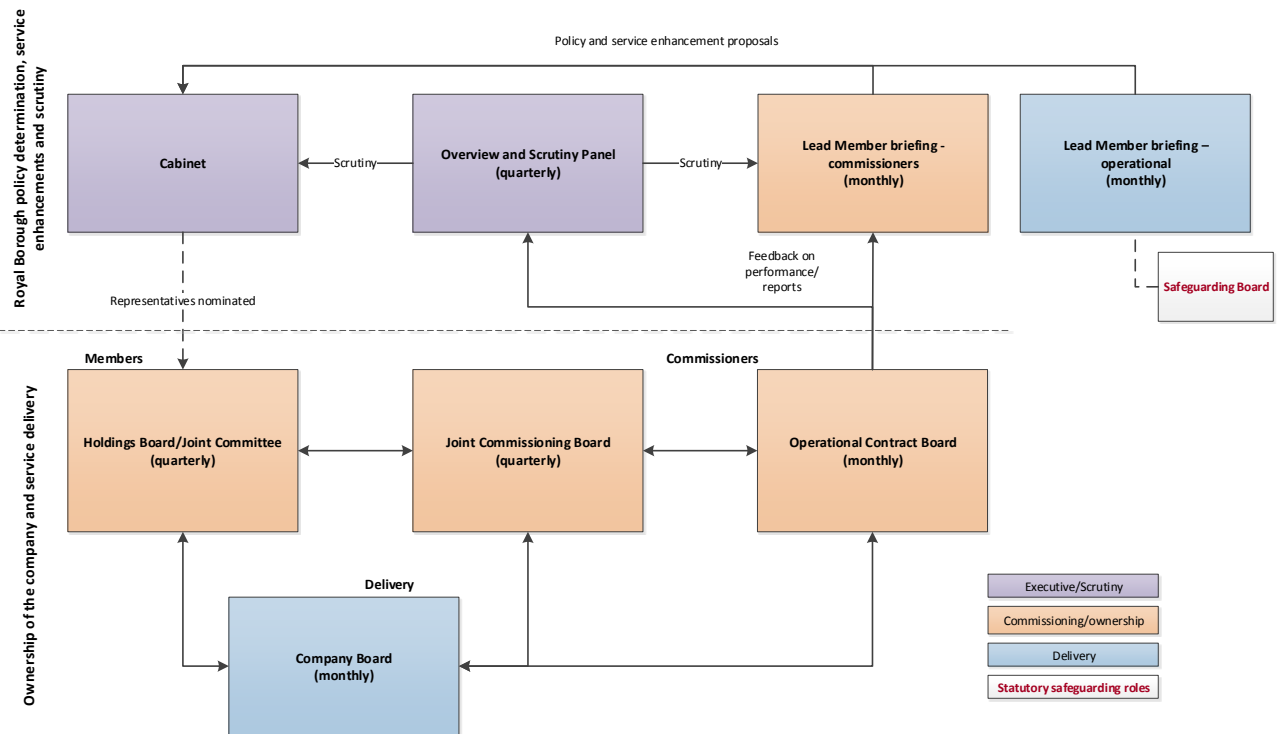
- 2.10 Following the shift to a “commissioning” council, in September 2017, the Royal Borough commissioned a corporate peer review from the Local Government Association. The reflection of the team was that there were benefits to be achieved in creating a central commissioning unit to help develop and 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**

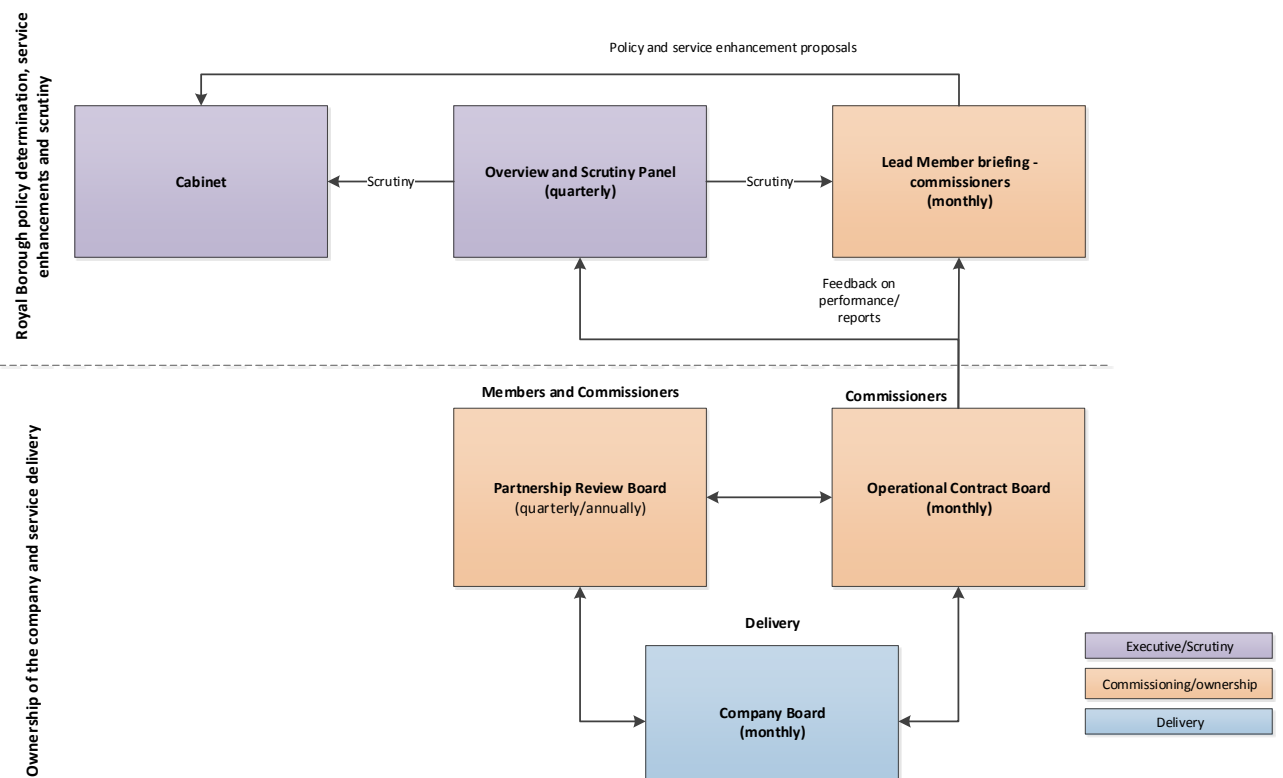
- 2.13 Given the breadth of the Royal Borough’s delivery partners, good governance is an essential part of the contract arrangements. This is supported by the new Partnership Protocol included in the council’s constitution. In all cases:
- The role of the council in setting direction and agreeing policy 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**



<b>Purpose:</b> To support people over 18 with a disability or disadvantage into paid employment				
<b>Type of entity:</b> Community interest company	<b>Contract start date:</b> March 2015	<b>Contract length:</b> Five years	<b>Contract value per annum:</b> £213,100	<b>Sub-contracting arrangements:</b> None.
<b>Monitoring arrangements:</b> Quarterly contract monitoring meetings.				
<b>Performance measures:</b> Agreed quarterly dashboard: <ul style="list-style-type: none"> <li>• Referrals</li> <li>• Numbers in work</li> <li>• Numbers retaining work</li> <li>• Waitlist information</li> <li>• Complaints and compliments</li> <li>• Safeguarding issues</li> <li>• Case studies</li> </ul>		<b>Performance 2017-2018:</b> Excellent		
<b>Significant achievements:</b> 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.		<b>Issues:</b> None. New Managing Director appointed in September 2018.		
<b>Lead Member:</b> Cllr Carroll, Lead Member for Adult Social Care and Public Health		<b>Contract manager:</b> Commissioning Manager		
Information about the company: <a href="http://www.waysintowork.com">www.waysintowork.com</a>				

### **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><b>Purpose:</b> Collection of waste and recycling, management of the household waste and recycling centre and waste transfer station, reprocessing of recyclable materials.</p>				
<p><b>Type of entity:</b> Private sector company</p>	<p><b>Contract start date:</b> April 2005</p>	<p><b>Contract length:</b> Seven plus seven years</p>	<p><b>Contract value per annum:</b> Capped contract sum £5.3million plus variations of £700,000</p>	<p><b>Sub-contracting arrangements:</b> Haulage with John Allchurch Haulage and the reprocessing of recyclable materials with Pure.</p>
<p><b>Monitoring arrangements:</b> 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><b>Performance measures:</b> There is a monthly performance management score made up of four performance measures:</p> <ul style="list-style-type: none"> <li>• Missed collections</li> <li>• Bad bin returns</li> <li>• Late container deliveries</li> <li>• Spillage</li> </ul>		<p><b>Performance 2017-2018:</b> 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><b>Significant achievements:</b> 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><b>Issues:</b> None.</p>		
<p><b>Lead Member:</b> Cllr M Airey, Lead Member for Environmental Services</p>		<p><b>Contract manager:</b> Waste Strategy Manager</p>		
<p>Information about the company: <a href="http://www.veolia.co.uk">www.veolia.co.uk</a></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**



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

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**



<b>Purpose:</b> Management and maintenance of highway services.				
<b>Type of entity:</b> Private sector company	<b>Contract start date:</b> July 2017	<b>Contract length:</b> Five years	<b>Contract value per annum:</b> £3,855,000	<b>Sub-contracting arrangements:</b> Urbaser for street cleansing
<b>Monitoring arrangements:</b> Performance is reviewed monthly.				
<b>Performance measures:</b> There are 33 performance measures that are captured monthly broken down into six themes <ul style="list-style-type: none"> <li>• Quality management</li> <li>• Contract programme</li> <li>• Financial</li> <li>• Service provision</li> <li>• Customer care</li> <li>• Added value.</li> </ul>		<b>Performance 2017-2018:</b> Performance indicators were on target.		
<b>Significant achievements:</b> 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.		<b>Issues:</b> None. Work is underway to further improve customer satisfaction and identify additional contract savings and initiatives.		
<b>Lead Member:</b> Cllr Bicknell, Deputy Leader of the Council, Highways, Transport and Windsor		<b>Contract manager:</b> Principal Commissioning Officer (VolkerHighways) Principal Streetworks Officer (Urbaser)		
Information about the company: <a href="http://www.volkerhighways.co.uk">www.volkerhighways.co.uk</a>				



**Table 5: Delivery partner – Project Centre**



<b>Purpose:</b> Delivery of specialist professional services, including highways; flooding and transport planning				
<b>Type of entity:</b> Private sector company	<b>Contract start date:</b> April 2017	<b>Contract length:</b> Five years	<b>Contract value per annum:</b> £518,660	<b>Sub-contracting arrangements:</b> None
<b>Monitoring arrangements:</b> Performance is reviewed monthly using a set of 20 key performance indicators, mainly based around turnaround times.				
<b>Performance measures:</b> A suite of measures across the professional disciplines including: <ul style="list-style-type: none"> <li>• Turnaround times for highways and flooding comments on planning applications.</li> <li>• Turnaround time on customer enquiries.</li> </ul>			<b>Performance 2017-2018:</b> Performance indicators were on target.	
<b>Significant achievements:</b> 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.			<b>Issues:</b> None. Areas to develop further include opportunities for further customer improvements and efficiencies	
<b>Lead Member:</b> Cllr Bicknell, Deputy Leader of the Council, Highways, Transport and Windsor			<b>Contract manager:</b> Principal Commissioning Officer	
Information about the company: <a href="http://www.projectcentre.co.uk">www.projectcentre.co.uk</a>				

**Table 6: Delivery partner – AA Lighting**



<b>Purpose:</b> Maintenance and support services for street lighting				
<b>Type of entity:</b> Private sector company	<b>Contract start date:</b> April 2017	<b>Contract length:</b> 22 years	<b>Contract value per annum:</b> £360,000	<b>Sub-contracting arrangements:</b> None.
<b>Monitoring arrangements:</b> Performance is reviewed monthly using a set of six key performance indicators.				
<b>Performance measures:</b> There are six performance measures covering three main areas. <ul style="list-style-type: none"> <li>• Operational performance.</li> <li>• Project works.</li> <li>• Customer service.</li> </ul>		<b>Performance 2017-2018:</b> Performance indicators were on target.		
<b>Significant achievements:</b> 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.		<b>Issues:</b> 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.		
<b>Lead Member:</b> Cllr Bicknell, Deputy Leader of the Council, Highways, Transport and Windsor		<b>Contract manager:</b> Principal Commissioning Officer		
Information about the company: <a href="http://www.aa-lighting.com">www.aa-lighting.com</a>				

**Table 7: Delivery partner – NSL Limited**



<b>Purpose:</b> Enforcement of parking restrictions.				
<b>Type of entity:</b> Private sector company	<b>Contract start date:</b> December 2017	<b>Contract length:</b> Two years, plus two years, plus one year.	<b>Contract value per annum:</b> £840,000	<b>Sub-contracting arrangements:</b> None.
<b>Monitoring arrangements:</b> 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.				
<b>Performance measures:</b> <ul style="list-style-type: none"> <li>• Minimum deployed hours achieved.</li> <li>• Penalty charge notice cancellation rates as a result of officer error.</li> <li>• Downtime of the IT system for more than four hours.</li> <li>• Downtime of the on line case management system for more than four hours.</li> <li>• IT support response times within one working day of the request.</li> <li>• Customer complaints responded to within three working days.</li> <li>• Faulty pay-and-display, pay-on-foot and barrier equipment responded to within one hour and resolved within eight hours.</li> </ul>			<b>Performance 2017-2018:</b> Performance indicators were on target.	
<b>Significant achievements:</b> 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			<b>Issues:</b> Staff recruitment	
<b>Lead Member:</b> Cllr M Airey, Lead Member for Environmental Services			<b>Contract manager:</b> Parking Principal	
Information about the company: <a href="http://www.nsl.co.uk">www.nsl.co.uk</a>				

**Table 8: Delivery partner – Joint Legal Team**



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

### **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><b>Purpose:</b> 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><b>Type of entity:</b> Community interest company</p>	<p><b>Contract start date:</b> August 2017</p>	<p><b>Contract length:</b> Seven years</p>	<p><b>Contract value per annum:</b> £33,463,000</p>	<p><b>Sub-contracting arrangements:</b> None.</p>
<p><b>Monitoring arrangements:</b> Performance is reviewed monthly against a set of 36 performance indicators.</p>				
<p><b>Performance measures:</b></p> <ul style="list-style-type: none"> <li>• Education.</li> <li>• SEND.</li> <li>• School support services.</li> <li>• Children’s centres and health visitors.</li> <li>• Youth services.</li> <li>• Youth Offending Service.</li> <li>• Children’s social care.</li> </ul>		<p><b>Performance 2017-2018:</b></p> <ul style="list-style-type: none"> <li>• Improvements in social care performance – reducing number of children on a child protection plan.</li> <li>• Increased numbers through the Youth Service.</li> <li>• Delivery of SEND action plan following inspection.</li> <li>• Exam results.</li> </ul>		
<p><b>Significant achievements:</b> 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><b>Issues:</b></p> <ul style="list-style-type: none"> <li>• Securing a robust dataset across all services.</li> <li>• Stabilising the “front door” and application of thresholds for services.</li> <li>• Placement costs.</li> <li>• Agency staff spend.</li> </ul>		
<p><b>Lead Member:</b> Cllr N Airey, Lead Member for Children’s Services</p>		<p><b>Contract manager:</b> Head of Commissioning – Adults and Children</p>		
<p>Information about the company: <a href="http://www.achievingforchildren.org.uk">www.achievingforchildren.org.uk</a></p>				

**Table 10: Delivery partner – Optalis Ltd**



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

### 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**

<b>Service</b>	<b>Authorities involved</b>	<b>Purpose</b>	<b>Start date</b>	<b>Contract representative</b>
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



<b>Service</b>	<b>Authorities involved</b>	<b>Purpose</b>	<b>Start date</b>	<b>Contract representative</b>
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 Standards<sup>1</sup> 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**



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

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

<p>B1</p> <p><b>DESIGN AND ONGOING DEVELOPMENT</b></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><b>PROCUREMENT AND MOBILISATION</b></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><b>MANAGING CONTRACT DELIVERY</b></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><b>CHANGE CONTROL</b></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><b>STAKEHOLDER ENGAGEMENT</b></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><b>RISK MANAGEMENT</b></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"> <li>Independent cross checking and validation of data.</li> </ul>	<ul style="list-style-type: none"> <li>Consistency of quality assurance tools across the function.</li> <li>Development of an overarching quality assurance framework.</li> </ul>
Measuring performance	<ul style="list-style-type: none"> <li>Implementation of InPhase dashboards for measuring performance across all contracts.</li> </ul>	<ul style="list-style-type: none"> <li>Development of broader data analysis skills across the service.</li> </ul>
Mechanisms to support achievement of contract outcomes	<ul style="list-style-type: none"> <li>Strong specifications in place.</li> <li>Monthly and quarterly contract review meetings.</li> <li>Contract variations agreed and logged.</li> </ul>	<ul style="list-style-type: none"> <li>Promoting and reporting on contract outcomes more widely, working with Communications.</li> </ul>
Identification and mitigation of risks and issues	<ul style="list-style-type: none"> <li>Issue and risk registers in place for some contracts.</li> </ul>	<ul style="list-style-type: none"> <li>Issue and risk registers across all contracts.</li> <li>Wider sharing of risks across the service.</li> </ul>

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

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

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

<b>Provider</b>	<b>Contract description</b>	<b>Spend per annum</b>	<b>Contract expiry date</b>	<b>Contract manager</b>
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 <sup>2</sup>	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

<sup>2</sup> Concession contract

<b>Provider</b>	<b>Contract description</b>	<b>Spend per annum</b>	<b>Contract expiry date</b>	<b>Contract manager</b>
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

<b>Provider</b>	<b>Contract description</b>	<b>Spend per annum</b>	<b>Contract expiry date</b>	<b>Contract manager</b>
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

Senior Members	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 Feeth 01628 685664 louise.feeth@rbwm.gov.uk	RBWM Property Company	Housing Services Lead Maggie Nelson 01628 796042 maggie.nelson@rbwm.gov.uk	Head of Planning Jennifer Jackson 01628 796042 jenfr.jackson@rbwm.gov.uk	Head of Information Technology Services John Tordoff 01628 796327 john.tordoff@rbwm.gov.uk	Deputy Director and Head of Finance (Section 55A Officer) Rob Stubbs 01628 796222 rob.stubbs@rbwm.gov.uk	Deputy Director, Strategy and Commissioning Hilary Hall 01628 682893 hilary.hall@rbwm.gov.uk Strategic Commissioning – adults, children and health Strategy and Performance Public Health Quality Assurance, Information, Advice and Support Services Safeguarding Boards' Business Unit Better Care Fund Business support Business Systems Procurement Commissioning – Communities: Highways, Parks and Countryside including: Project Management Public Rights of Way Outdoor Facilities – Parks Transport including: Fleet Management Traffic and Road Safety Transport Policy Highway inspections and Street Care Highways Assets Waste Management Car Parks Management Highway Trees and Vegetation Parking Enforcement & Street Lighting	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	
Museum and Arts Library and Museum Outreach and Stock Operational Support Library and Resident contact including: Telephony and Digital Face to Face Registrars	Arboricultural Services Town Centre Management Community Protection Economic Development Trading Standards Environmental Health Council Tax Processing Business Rates Processing Housing and Council Tax Support Processing Debt Recovery Discretionary Housing Payments Court Protection of Deputyship Financial assessment	Land and Acquisitions Property & Development	Development Management Enforcement Technical Support Planning Policy 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 EIP's School admissions & place planning Schools capital programme Virtual School Early Years School improvement School leadership development Children's school transport Business support	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 Petroleum licensing Joint Emergency Planning Unit	SHARED SERVICES Building Control Building Services	SHARED SERVICES Building Control Building Services	SHARED SERVICES Building Control Building Services	SHARED SERVICES Building Control Building Services	SHARED SERVICES Building Control Building Services
CONTRACTS Libraries and SELMS Museum and Store Register Office Library stock purchase Arts and Heritage SAs	CONTRACTS Leisure, including Parkwood	CONTRACTS Debt recovery, Council Tax and Business Rates – Enforcement Agency Management systems for revenue	CONTRACTS Maidenhead Four Town Centre Sites	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							
O&S Panel 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	Corporate Services	Corporate Services	Corporate Services	Corporate Services

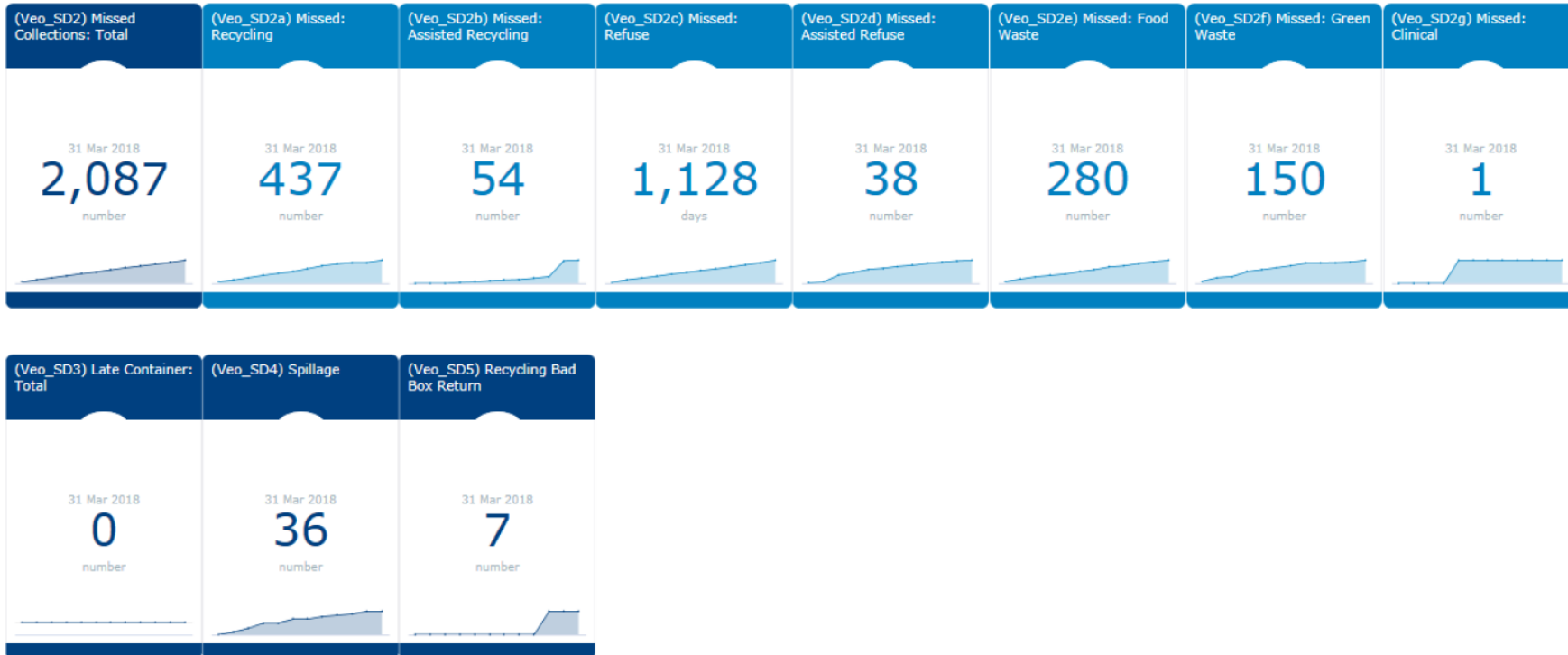
63

# Appendix 3: Contract dashboards, 2017-2018

(Veo\_SD1) Veolia: Average consolidated performance score for 2017/18



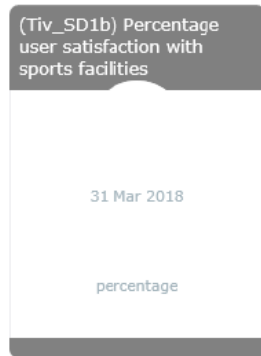
*\*Lower is better when considering the performance of this contract as it illustrates that fewer 'penalty points' have been incurred against the contract.*



64



(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



(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)



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## 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



(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.*



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NSL Contract Commentary	
<b>Commentary</b>	
(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

73

(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



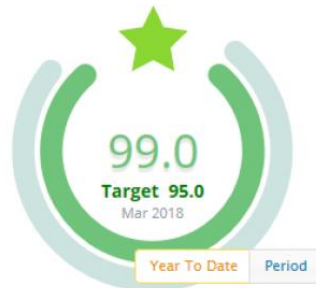
YTD figure reflects an average score



(AFC\_SD42) Percentage of CiC visited within statutory timescale (6weeks)



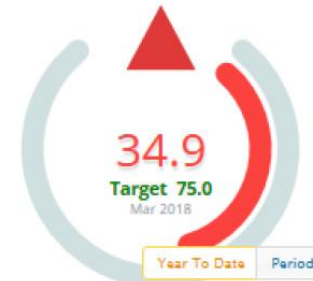
(AFC\_SD43) Percentage of CiC statutory review held within timescale



(AFC\_SD47) Percentage CiC with annual health assessment



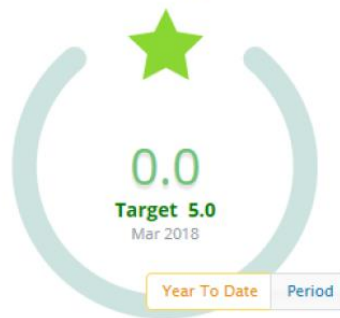
(AFC\_SD48) Percentage Eligible young people with up to date pathway plan



(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%.

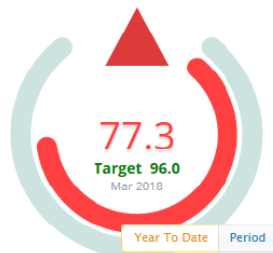
*(AfC\_SD26) Percentage single assessments completed within 45 working days*

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%.

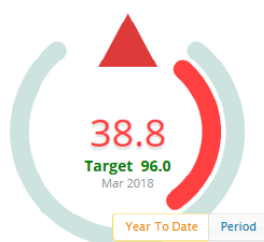
*(AfC\_SD22) Percentage referral decisions made within 24 hours*

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



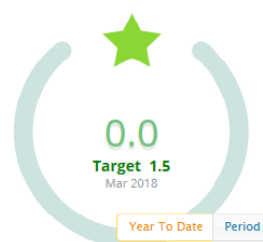
(OptSD4) Percentage of carers assessed or reviews in the last 12mths



(OptSD5) Percentage of support plans assessments completed within timescale



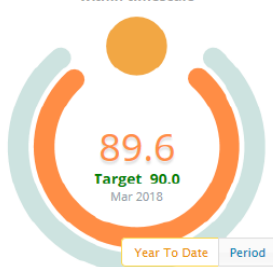
(OptSD7) Delayed transfers of care, per 100,000 population, attributable to RBWM



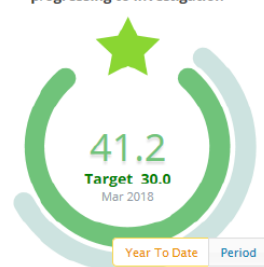
(OptSD8) Percentage of rehabilitation clients still at home 91 days after discharge



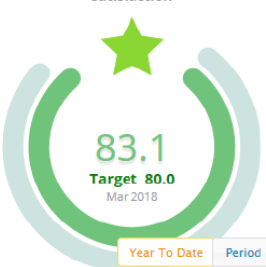
(OptSD9) Percentage of safeguarding enquiries allocated within timescale



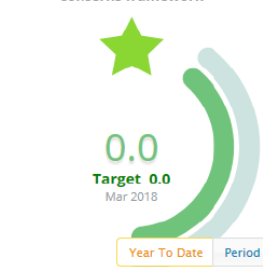
(OptSD10) Percentage of safeguarding enquiries progressing to investigation



(OptSD11) Percentage safeguarding service-user satisfaction



(OptSD12) Number of establishments in serious concerns framework



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



### 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.

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Document Author	Hilary Hall, Deputy Director Strategy and Commissioning		
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Circulation restrictions	None		
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Report Title:	<b>Financial Update</b>
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	Cabinet – 25 October 2018
Responsible Officer(s):	Rob Stubbs, Deputy Director and Head of Finance.
Wards affected:	All

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## REPORT SUMMARY

1. This report sets out the Councils financial position to date for the financial year 2018-19. Current pressures, as previously identified during the 2017-18 financial year, are being partially mitigated resulting in a net pressure of £1,426,000, see Appendix A. The main pressures are: Children’s Services placement costs in relation to providing children in care, housing benefit subsidy and bus subsidies.
2. The Council’s base budget is £85,344,000. Aggregated usable reserves are in a healthy position at £8,663,000(10.12% 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.

## 1 DETAILS OF RECOMMENDATION(S)

### **RECOMMENDATION: That Cabinet:**

- i) **Notes the Council’s projected outturn position for 2018-19 and requests work continues to identify mitigations to offset the projected variance**
- ii) **Approves an additional capital budget of £61,000 for the council’s two participatory budget schemes (Greenredeem and member budgets), see paragraph 2.2.**
- iii) **Approves the Council act as guarantor for Windsor and Maidenhead Youth Counselling Service which is the same approach taken with both the Ways into Work and Parkwood Leisure contracts, see paragraph 2.3.**
- iv) **Removes a capital budget of £18,361,250 for the acquisition of residential or commercial properties relating to the Maidenhead Golf Course development site from the capital programme.**

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

- 2.1 Cabinet are required to note the council’s financial position and work will continue to identify mitigations to offset the projected variance.
- 2.2 Additional budget of £61,000 is required for the council’s two participatory budget schemes (Greenredeem and Member Budgets). There have been no changes to the

two schemes' rules or procedures between this financial year and last. The additional amount ensures that the two schemes have the same level of funds for the 2018/19 financial year as prior years. The amount is required following insufficient budget being available from previous years' capital budget slippage to fund the two schemes.

### **Youth Counselling Service**

- 2.3 Counselling services for children and young people are currently provided through a registered charity, Windsor and Maidenhead Youth Counselling Service. Whilst the service is delivered through a network of volunteer counsellors, 2.5FTE have historically been employed by the Royal Borough to provide overall co-ordination of the Service.
- 2.4 The charity has changed its status to an incorporated organisation which allows it to employ staff on its own payroll. In order to enable the Council to fully commission the service, the 2.5FTE will be TUPE transferred to the registered charity. In order to do so, the charity will need to apply for admitted body status to the Berkshire Pension Fund. To be accepted as an admitted body, a bond or guarantor to the value of £54,000 has been recommended in the pensions actuary report to cover potential future liabilities arising from an early termination of the admission agreement. Cabinet is requested to approve the Council acting as guarantor which is the same approach taken with both the Ways into Work and Parkwood Leisure contracts.

## **3 KEY IMPLICATIONS**

- 3.1 The Council is projecting an aggregated usable reserve totalling £8,663,000, against a recommended minimum reserve level of £5,860,000 to cover known risks for 18 months.

**Table 1: Key implications**

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

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

### **Council outturn position**

- 4.1 The expected outturn position for the Council remains as reported in September an overspend of £1,426,000 on service budgets of £79,055,000.

### **Achieving for Children (AfC) Contract - Children's Services**

- 4.2 Children's services has a net overspend of £911,000 as a result of the number of placements for children in care outside of the local authority area in independent fostering and residential care. The service continues to seek to mitigate these costs through scrutiny of provision, improved commissioning for buying bulk placements; ensuring partners, health partnerships and schools, are fairly contributing to placement costs. In addition AfC is completing the registration process to Ofsted to become an independent fostering agency with an indication of this coming on line in April 2019.



- 4.3 The local pressures are similar to those being reported nationally, for instance the Local Government Association are predicting a children's services funding gap nationally of £2 billion by 2020 to maintain services at the current level with nearly half of local authority children's services budgets being spent on foster and residential care costs.

#### **Commissioning - Communities**

- 4.4 The service projects an overspend of £153,000 which relates to approved expenditure to support the bus routes covering Maidenhead, Wraysbury and links between Maidenhead and Windsor for which offsetting savings have not proved achievable.

#### **Communities, Enforcement and Partnerships**

- 4.5 Communities, Enforcement and Partnerships projects an overspend of £106,000 comprising:
- £16,000 in additional cost for the shared emergency planning service with West Berkshire and Bracknell Forest Councils, which started on the 1 April 2018.
  - £90,000 of unachievable income for printing as a result of external income not being generated.

#### **Finance**

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

#### **Library and Resident Services**

- 4.7 Library and Resident Services projects a one-off overspend of £20,000 associated with employment of agency staff to cover vacancies to maintain performance levels in the call centre.

#### **Planning Service**

- 4.8 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.

#### **Revenues and Benefits**

- 4.9 Revenues and benefits are projecting an overspend of £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%. In 2017-18 the actual recovery rate was 99.7%, 1.3% less. Over the same period £2.5 million of budgeted subsidy has not been recovered, the vast majority of which, has been offset by a release in bad debt provision, or a positive move in debtors, which is no longer achievable.

#### **AfC Contract - Dedicated Schools Grant & Dedicated Schools Grant Retained**

- 4.10 There is a net in year deficit of £795,000 relating to the dedicated schools grant funded services consisting of £52,000 within the Achieving for children contract and £743,000 within the retained element. The net in year deficit consists of:
- Manor Green School increased places and additional funding to support the provision of high needs within the school £436,000.
  - Maintained schools additional funding to support the provision of high needs within schools £352,000.
  - Others net £7,000.

4.11 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 £2,007,000.

4.12 At the Schools Forum in July 2018 the deficit carry forward of £2,007,000 was approved. If this is not offset over a period all schools will contribute to the overspend.

#### Transfers to and from the General fund reserves

4.13 The total cost of the Royal Wedding between HRH Prince Henry of Wales and Ms Meghan Markle on the 19<sup>th</sup> of May 2018 was £1,178,000. A reimbursement of £1,085,000 has been received from the Department of Culture, Media and Sport. The balance of £93,000 has been transferred from the balance sheet to general fund reserves.

**Table 2: Revenue budget movement**

<b>Service expenditure budget reported to October cabinet</b>	£79,052,000
Optalis redundancy payment	£3,000
<b>Service expenditure budget this month, see Appendix B</b>	<b>£79,055,000</b>

#### Cash balances projection

4.14 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

4.15 The approved 2018-19 capital estimate is £72,452,000, see table 3. The projected outturn for the financial year is £72,427,000, see table 4 for capital programme status, with further information in Appendices D – F..

**Table 3: Capital outturn**

	Exp.	Inc.	Net
<b>Approved estimate</b>	£72,452,000	(£20,437,000)	£52,015,000
Variances identified	(£25,000)	£25,000	£0
Slippage to 2019-20	(£0)	£0	£0
<b>Projected Outturn 2018-19</b>	£72,427,000	(£20,412,000)	£52,015,000

**Table 4: Capital programme status**

	September 2018
<b>Number of schemes in programme</b>	<b>175</b>
Yet to start	25%
In progress	44%
Completed	6%
Ongoing programmes e.g. Disabled Facilities Grant	24%
Devolved formula capital grant schemes budgets devolved to schools	1%

4.16 In October 2017, Council approved a capital budget of £20,000,000 for the acquisition of residential or commercial properties to benefit future access to the Maidenhead Golf

Course development site. To date, one residential property has been purchased at a cost of £1,638,750. The access arrangements have now been confirmed by the Council's chosen joint venture development, Cala Homes, and no further purchases are required by the Council to achieve site access. Cabinet is requested to approve the deletion of the remaining budget of £18,361,250 from the capital programme.

4.17 **Business rates:** Business rate income at the end of August 2018 was 49.77% against a target of 49%. The annual collection target for 2018-19 is 98.8%.

4.18 **Business rate revaluation support.** The methodology for the distribution of the £329,000 available from Ministry of housing, communities and local government, has been agreed. The policy has been rewritten to reflect this and the sums awarded to ratepayers have now been put onto their accounts and amended bills issued.

## 5 LEGAL IMPLICATIONS

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

## 6 RISK MANAGEMENT

**Table 5: Impact of risk and mitigation**

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

## 7 POTENTIAL IMPACTS

7.1 None.

## 8 CONSULTATION

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

## 9 TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: immediately.

## 10 APPENDICES

10.1 There are seven appendices to the report:

- Appendix A Revenue Monitoring Statement 2018/19 for October Cabinet
- Appendix B Revenue movement statement
- Appendix C 12 month cash flow @ 10/9/2018
- Appendix D Capital budget summary
- Appendix E Capital monitoring report
- Appendix F Major capital scheme progress

## 11 BACKGROUND DOCUMENTS

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

- Budget Report to Council February 2018.

## 12 CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date issued for comment</b>	<b>Date returned with comments</b>
Cllr Saunders	Lead Member for Finance	24/09/2018	27/09/2018
Alison Alexander	Managing Director	19/09/2018	19/09/2018
Russell O'Keefe	Executive Director	19/09/2018	21/09/2018
Andy Jeffs	Executive Director	19/09/2018	21/09/2018
Rob Stubbs	Section 151 Officer	18/09/2018	19/09/2018
Nikki Craig	Head of HR and Corporate Projects	19/09/2018	04/10/2018
Louisa Dean	Communications	19/09/2018	04/10/2018
Hilary Hall	Deputy Director Strategy and Commissioning	19/09/2018	20/09/2018

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
For information	No	No
Report Author: : Ruth Watkins, Senior Accountancy and Finance Operations Lead, 01628 683504		

## Revenue Monitoring Statement 2018/19 for October 2018 Cabinet

SUMMARY	2018/19		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Management	660	348	0
Communications	412	485	0
Human Resources	883	1,069	0
Law & Governance	2,350	2,376	0
Commissioning & Support	3,872	3,874	0
Commissioning - Communities	8,182	8,297	153
AfC Contract - Children's Services	21,356	21,741	911
AfC Contract - Dedicated Schools Grant	12,196	11,311	52
Children's Services - Retained	(2,118)	(2,539)	0
Dedicated Schools Grant - Retained	50,385	51,098	743
Adult Social Care - Optalis Contract	29,443	29,358	0
Adult Social Care - Spend	15,461	15,759	0
Adult Social Care - Income	(10,658)	(10,866)	0
Better Care Fund	12,033	12,103	0
Public Health	4,780	4,782	0
Grant Income	(78,166)	(78,062)	(795)
<b>Total Managing Director's Directorate</b>	<b>71,071</b>	<b>71,134</b>	<b>1,064</b>
Executive Director of Communities	229	233	0
Revenues & Benefits	(109)	(68)	394
Communities, Enforcement & Partnerships	732	929	106
Library & Resident Services	3,019	3,211	20
<b>Total Communities Directorate</b>	<b>3,871</b>	<b>4,305</b>	<b>520</b>
Executive Director of Place	298	304	0
Housing	1,370	1,462	0
Planning Service	1,344	1,397	(90)
Property Service	(2,577)	(2,582)	0
Finance	1,269	1,326	(68)
ICT	1,133	1,709	0
<b>Total Place Directorate</b>	<b>2,837</b>	<b>3,616</b>	<b>(158)</b>
<b>TOTAL EXPENDITURE</b>	<b>77,779</b>	<b>79,055</b>	<b>1,426</b>

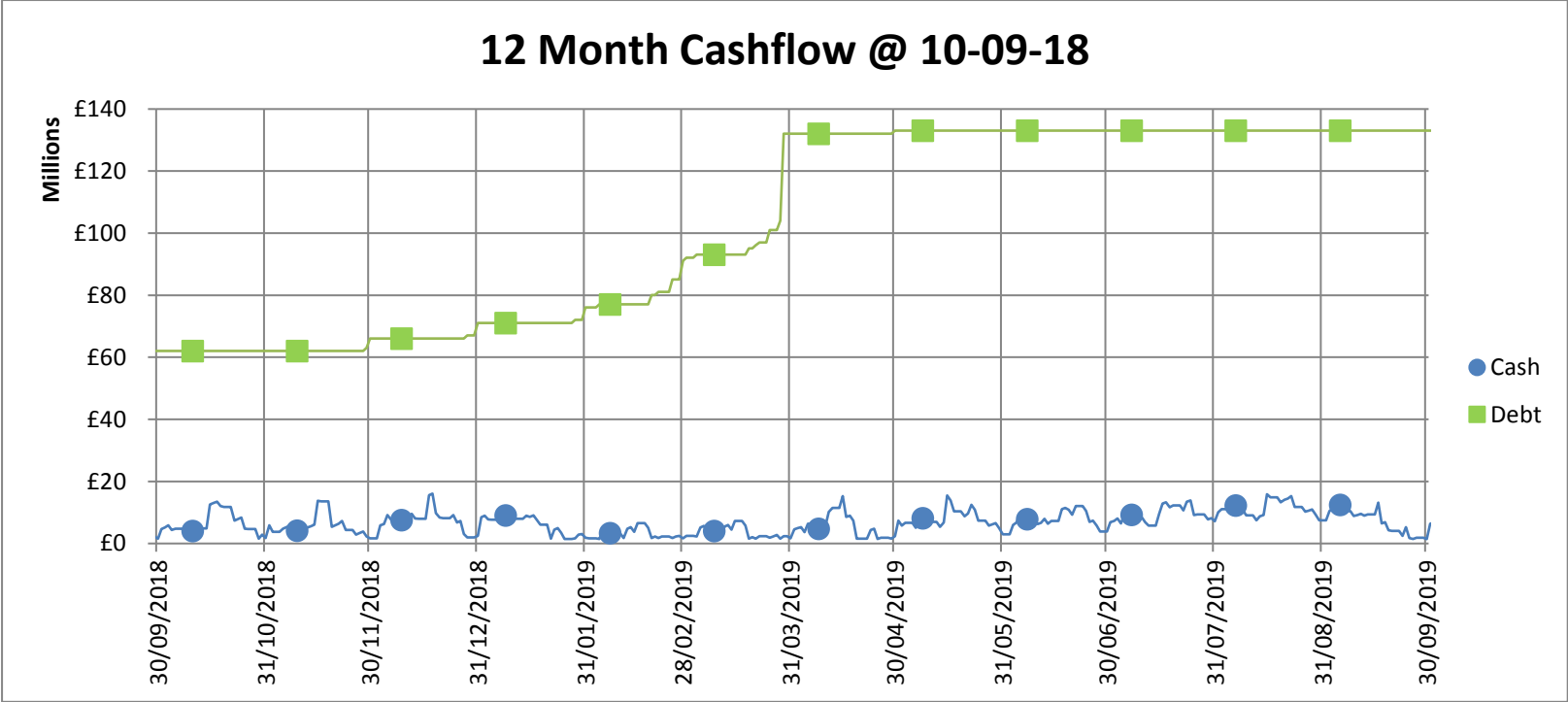
## Revenue Monitoring Statement 2018/19 for October 2018 Cabinet

SUMMARY	2018/19		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
<b>Total Service Expenditure</b>	<b>77,779</b>	<b>79,055</b>	<b>1,426</b>
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)	0
Capital Financing inc Interest Receipts	<u>5,523</u>	<u>5,523</u>	<u>0</u>
<b>NET REQUIREMENTS</b>	<b>86,391</b>	<b>84,563</b>	<b>1,426</b>
Less - Special Expenses	(1,047)	(1,047)	0
Transfer to / (from) balances	0	1,828	(1,426)
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<u><b>85,344</b></u>	<u><b>85,344</b></u>	<u><b>0</b></u>
<b>General Fund</b>			
Opening Balance		8,925	10,753
Transfers to / (from) balances		<u>1,828</u>	<u>(1,426)</u>
		<u><u>10,753</u></u>	<u><u>9,327</u></u>
Estimated year end redundancy provision			(664)
Projected General Fund outturn			<u><u>8,663</u></u>

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	
<b>Original Budget</b>					<b>77,779</b>	
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
<b>Changes Approved</b>	<b>32</b>	<b>453</b>	<b>230</b>	<b>561</b>	<b>1,276</b>	
<b>Approved Estimate October Cabinet</b>					<b>79,055</b>	

**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	2018/19 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)
<b>Portfolio Summary</b>														
<b>Communities Directorate</b>														
Revenues & Benefits	0	0	0	0	0	0	69	0	69	69	0	69	0	
Communities, Enforcement & Partnerships	3,098	(635)	2,463	8,448	(635)	7,813	4,369	(1,597)	2,772	12,817	0	12,817	0	0%
Library & Resident Services	435	0	435	720	0	720	930	(171)	759	1,650	0	1,650	0	0%
<b>Total Communities Directorate</b>	<b>3,533</b>	<b>(635)</b>	<b>2,898</b>	<b>9,168</b>	<b>(635)</b>	<b>8,533</b>	<b>5,368</b>	<b>(1,768)</b>	<b>3,600</b>	<b>14,536</b>	<b>0</b>	<b>14,536</b>	<b>0</b>	<b>0</b>
<b>Place Directorate</b>														
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	8,566	(282)	8,284	17,311	0	17,311	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%
<b>Total Place Directorate</b>	<b>2,415</b>	<b>(50)</b>	<b>2,365</b>	<b>10,287</b>	<b>(222)</b>	<b>10,065</b>	<b>9,953</b>	<b>(1,323)</b>	<b>8,630</b>	<b>20,240</b>	<b>0</b>	<b>20,240</b>	<b>0</b>	<b>0</b>
<b>Managing Director</b>														
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	7,391	(4,828)	2,563	3,987	(1,622)	2,365	11,378	0	11,378	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%
<b>Total Managing Director</b>	<b>11,807</b>	<b>(5,824)</b>	<b>5,983</b>	<b>12,220</b>	<b>(6,156)</b>	<b>6,064</b>	<b>25,456</b>	<b>(10,333)</b>	<b>15,123</b>	<b>37,651</b>	<b>0</b>	<b>37,651</b>	<b>(25)</b>	<b>(0)</b>
<b>Total Committed Schemes</b>	<b>17,755</b>	<b>(6,509)</b>	<b>11,246</b>	<b>31,675</b>	<b>(7,013)</b>	<b>24,662</b>	<b>40,777</b>	<b>(13,424)</b>	<b>27,353</b>	<b>72,427</b>	<b>0</b>	<b>72,427</b>	<b>(25)</b>	<b>(0)</b>

<b>Portfolio Total</b>	(£'000)	<b>17,755</b>	(£'000)	<b>72,452</b>	(£'000)	<b>72,427</b>
<b>External Funding</b>						
Government Grants	(5,060)		(10,443)		(10,418)	
Developers' Contributions	(674)		(3,721)		(3,721)	
Other Contributions	(775)		(6,273)		(6,273)	
<b>Total External Funding Sources</b>	<b>(6,509)</b>		<b>(20,437)</b>		<b>(20,412)</b>	
<b>Total Corporate Funding</b>	<b>11,246</b>		<b>52,015</b>		<b>52,015</b>	

**Capital Monitoring Report - September 2018/19**

At 30th September 2018, the approved estimate stood at £72.452m

	<b>Exp</b>	<b>Inc</b>	<b>Net</b>
	£'000	£'000	£'000
Approved Estimate	72,452	(20,437)	52,015
Variances identified	(25)	25	0
Slippage to 2018/19	0	0	0
Projected Outturn 2017/18	72,427	(20,412)	52,015

**Overall Projected Expenditure and Slippage**

Projected outturn for the financial year is £72.427m

Variances are reported as follows.

CSDQ	Urgent Safety Works Various Schools	75	(75)	0	Expenditure on urgent schemes.
CSJN	Homer School - Electrical Re-Wire	(100)	100	0	Budget no longer required. This is now partly used for other urgent works.
		(25)	25	0	

There is no slippage to report this month.

**Overall Programme Status**

The project statistics show the following position:

<b>Scheme progress</b>	<b>No.</b>	<b>%</b>
Yet to Start	44	25%
In Progress	77	44%
Completed	11	6%
Ongoing Programmes e.g.. Disabled Facilities Grant	42	24%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	1%
<b>Total Schemes</b>	<b>175</b>	<b>100%</b>

Major Capital Scheme Progress		September 2018 @ 06/09/18																
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	£000	£000					
		£'000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000					
<b>Communities Directorate</b>																		
	<b>Communities, Enforcement &amp; Partnerships</b>																	
CT52	Disabled Facilities Grant	600	600	(600)	0	0	0	0	600	(600)	0	0	0					
CZ18	Braywick Leisure Centre	36,123	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					
<b>Place Directorate</b>																		
	<b>Property</b>																	
CI29	Broadway Car Park & Central House Scheme	33,000	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					
CI62	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					
	<b>Housing</b>																	
CT55	Brill House Capital Funding	500	0	0	0	500	(500)	0	500	(500)	0	0	0					
<b>Managing Director</b>																		
	<b>Schools – Non Devolved</b>																	
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					
	<b>Commissioning – Communities</b>																	
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					

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Report Title:	<b>Members' Allowances – Late Claim by Councillor Da Costa</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Dudley - Leader of the Council including Maidenhead Regeneration and Maidenhead
Meeting and Date:	Cabinet - 25 October 2018
Responsible Officer(s):	Alison Alexander – Managing Director
Wards affected:	None

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## REPORT SUMMARY

Cabinet are asked to consider a claim for payment of £61.65 for travel allowances from Councillor Da Costa. As the claim has been submitted in excess of six months after the date of the qualifying meetings it requires a cabinet decision

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) **To pay the outstanding claims for Cllr Da Costa on this occasion only.**

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

- 2.1 The Member's Allowances Scheme operated by the Council provides that claims submitted in excess of six months after the date of the qualifying meeting must be referred to the Cabinet for consideration. Claims have been received from Councillor Da Costa totalling £61.65, which require Cabinet's sanction. The mileage involved is set out in table 1:-

Table 1: Mileage Claim

<u>Month</u>	<u>Mileage</u>	<u>Total</u>
May 2017	57	£25.65
June 2017	80	£36

Cllr Da Costa has provided the following information regarding his late claims 'unfortunately I suffered a number of bereavements in the family which needed me to support the family substantially for a number of months. This took up a lot of my spare time so, amending the expenses fell to the bottom of the list of priorities.'

## Options

**Table 2: Options arising from this report**

<b>Option</b>	<b>Comments</b>
To pay the outstanding claims	Cabinet is entitled to authorise the payment of the claims, in accordance with the Members' Allowances Scheme operated by the council.
To refuse the outstanding claims	Cabinet may wish to refuse to authorise payment of the mileage claims on the basis that they are in excess of six months after the date of the qualifying meetings.
To pay the outstanding claims on this occasion only. (recommended option)	Cabinet may decide to pay these outstanding claims only and not any other 'late claims', which are received from Councillor Da Costa for meetings in excess of six months after the date of the qualifying meeting.

### **3. KEY IMPLICATIONS**

3.1 There are no key implications arising from this report.

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

4.1 The mileage claims from Councillor Da Costa outside the qualifying period amount to £61.65, if Cabinet are mindful to approve the payment this would be met from the current budgetary provision for Members' allowances.

### **5. LEGAL IMPLICATIONS**

5.1 The report is written in line with the council's constitution – Part 9 Members' Allowances Scheme. The council's Members' Allowances Scheme is framed in accordance with the regulations issued under the Local Government Act 1972 and amended legislation.

### **6. RISK MANAGEMENT**

6.1 There are no risks associated with this report.

### **7. POTENTIAL IMPACTS**

7.1 There are no potential impacts arising from this report.

## 8. CONSULTATION

- 8.1 The report will be considered by Corporate Services Overview and Scrutiny Panel on 23 October 2018, comments will be reported to Cabinet.

## 9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: 6 November 2018

## 10. APPENDICES

- 10.1 There are no appendices.

## 11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by the Members' Allowance Scheme in the RBWM Constitution.

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Dudley	Leader of the Council including Maidenhead Regeneration and Maidenhead		26/09/18
Alison Alexander	Managing Director	26/09/18	26/09/18
Rob Stubbs	Section 151 Officer	26/09/18	27/09/18
Elaine Browne	Head of Law and Governance	26/09/18	27/09/18
Nikki Craig	Head of HR and Corporate Projects	26/09/18	27/09/18
Louisa Dean	Communications	26/09/18	26/09/18
Russell O'Keefe	Executive Director	26/09/18	
Andy Jeffs	Executive Director	26/09/18	
Kevin McDaniel	Director of Children's Services	26/09/18	27/09/18
Angela Morris	Director of Adult Social Services	26/09/18	
Hilary Hall	Deputy Director of Commissioning and Strategy	26/09/18	26/09/18
Karen Shepherd	Service Lead – Information Governance and Democratic Services	17/9/18	17/9/18

## REPORT HISTORY

<b>Decision type:</b> Non-key decision	<b>Urgency item?</b> No	<b>To Follow item?</b> No
Report Author: David Cook, Democratic Services Team Leader, 01628 796560		

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# Agenda Item 8

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

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