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NOTICE OF MEETING

CABINET

will meet on

THURSDAY, 22ND NOVEMBER, 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 (CHAIRMAN)
DAVID COPPINGER, PLANNING & HEALTH INCL. SUSTAINABILITY (DEPUTY
CHAIRMAN)
PHILLIP BICKNELL, HIGHWAYS, TRANSPORT AND WINDSOR
NATASHA AIREY, CHILDREN'S SERVICES
SAMANTHA RAYNER, CULTURE & COMMUNITIES (INCL. CUSTOMER AND
BUSINESS SERVICES)
MJ SAUNDERS, FINANCE AND ECONOMIC DEVELOPMENT
LISA TARGOWSKA, HR, LEGAL AND IT
STUART CARROLL, ADULT SOCIAL CARE AND PUBLIC HEALTH
MICHAEL 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 Derek Wilson
(Maidenhead Waterways Champion)

Karen Shepherd – Service Lead Governance - Issued: Wednesday, 14 November 2018

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's
web site at www.rbwm.gov.uk or contact the Panel Administrator **David Cook** 01628 796560

Accessibility - Members of the public wishing to attend this meeting are requested to notify the clerk in advance of any accessibility issues. **Fire Alarm** - In the event of the fire alarm sounding or other emergency, please leave the building quickly and calmly by the nearest exit. Do not stop to collect personal belongings and do not use the lifts. Do not re-enter the building until told to do so by a member of staff. **Recording of Meetings** –In line with the council's commitment to transparency the public part of the meeting will be audio recorded, and may also be filmed and broadcast through the online application Periscope. If filmed, the footage will be available through the council's main Twitter feed @RBWM or via the Periscope website. The audio recording will also be made available on the RBWM website, after the meeting. Filming, recording and photography of public Council meetings may be undertaken by any person attending the meeting. By entering the meeting room you are acknowledging that you may be audio or video recorded and that this recording will be in the public domain. If you have any questions regarding the council's policy, please speak to the Democratic Services or Legal representative at the meeting

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Royal Borough
of Windsor &
Maidenhead

AGENDA

PART I

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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

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

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

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

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

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

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

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

Prejudicial Interests

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

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

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

Personal interests

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

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

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Agenda Item 3

CABINET

THURSDAY, 25 OCTOBER 2018

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

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

Officers: Angela Morris, Louisa Dean, Russell O'Keefe, David Scott, Kevin McDaniel, Ben Smith, 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 27 September 2018 were approved.

APPOINTMENTS

Councillors S Rayner and P Love were appointed to the Countryside Joint Venture Board. It was noted that the position were not remunerated.

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 the following reports going to November 2018 Cabinet:

- Thames Hospice – Waiver of Covenant
- Housing Allocation Policy
- Homelessness Policy Update

CABINET MEMBERS' REPORTS

A) ANNUAL REPORT ON COMMISSIONING 2017 - 2018

The Lead Member for Environmental Services (including Parking, Flooding, Housing and Performance Management) introduced the report regarding the performance of commissioned services for 2017 to 2018.

Cabinet were informed that the Royal Borough of Windsor and Maidenhead was committed to the delivery of high quality services that residents value. The council commissioned 20 providers to deliver 90 percent of the council services.

The Annual Report on commissioned services 2017-2018, set out how these arrangements had performed in 2017-2018 and the outcomes achieved. Although performance was good there was still room for improvement and the Royal Borough has worked in partnership with the range of delivery partners to secure high quality services and to address issues as they have arisen.

The Chairman asked how Tivoli were performing. The Member for Culture and Communities (including Resident and Business Services) responded that the original contract was with ISS Landscape but in June 2018 the grounds maintenance part of ISS was purchased by Tivoli. Work has been undertaken with Tivoli to improve performance and by the end of November 2018 performance was expected to be on track.

The Chairman asked the Lead Member who was responsible for rubbish collection and was informed that Tivoli was responsible for collection from park bins whilst Veolia was responsible for domestic waste and recycling. It was noted that there would be a report presented to Cabinet in November 2018 on Big Belly Bins which would have greater capacity and more environmentally friendly.

The Chairman asked for an update on NSL, if it was possible to increase the number of enforcement officers on our streets and if residents could contact NSL directly to report instances. The Head of Commissioning and Communities informed that NSL were performing well with all targets now currently being met. The contract allowed the number of officers and hours on the streets to be varied. Residents are provided with an email address to contact NSL when problems are reported and residents can also report via the RBWM website where officers can monitor responses.

The Chairman asked the Lead Member for Children's Services how Achieving For Children (AFC) were performing and was informed that the contract was performing well. Progress was being made on the secondary school expansion programme with the final school, Furze Platt Senior School due to be completed in 2019. The number of schools rated 'Good' or 'Outstanding' was being reported at 85% against a 84% target with the level currently at 90%. It was noted that there was no school in the Royal Borough that was rated as 'Inadequate'. Work was being undertaken to mitigate pressures due to agency staff spend and child placement costs. These were national issues and it was important to protect our vulnerable young people by getting the right placements.

The Chairman asked how Optalis were performing. The Lead Member for Adult Social Care and Public Health informed that the contract was still relatively new but there had been positive performance. The Lead Member highlighted delayed transfers to care attributed to falls being at zero since November 2017. They were currently looking at further improvements to prevention and support to allow residents to live in their homes for longer. The Lead Member also informed that there were many good examples of excellent work being undertaken such as Allenby Care Home recently receiving a 'Good' CQC rating.

The Chairman said that there had been some negativity over the Volker Highways contract and asked for an update. The Lead Member for Highways, Transport and Windsor said that the report was up to March 2018 and that there were a few missed targets, however he could confirm that today they were all up to date and doing a great job. The company had been very flexible in their work and he gave the example of a team working late on a Friday digging a trench to prevent an excursion by travellers onto a site.

The Lead Member for Environmental Services (including Parking, Flooding, Housing and Performance Management) mentioned that he had previously been a member of the Adult Services and Health O&S Panel when the contract to Ways Into Work was implemented and that he was pleased to see how well they were performing.

The Chairman mentioned that this was an excellent report and that it should be more prominent on the RBWM website.

Resolved unanimously 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.**

B) FINANCIAL UPDATE

The Lead Member for Finance introduced the council's latest financial update report for 2018-19 that confirmed a projected overspend on service budgets of £1,426,000 with a General Fund Reserves of £8,663,000.

The Lead Member for Finance informed Cabinet that as well as noting the current projected outturn position there were an additional three recommendations in the report.

Cabinet were asked to approve an additional capital budget of £61,000 for the council's two participatory budget schemes, Greenredeem and Member Budgets.

To approve that the Royal Borough act as guarantor for Windsor and Maidenhead Youth Counselling Service. This former charity had changed its status to an incorporated organisation and 2.5FTE are to be TUPE transferred from RBWM. In order to do so, the organisation would need to apply for admitted body status to the Berkshire Pension Fund. To be accepted as an admitted body, a bond or guarantor is required to cover potential future liabilities arising from an early termination of the admission agreement.

The Lead Member for Finance informed that as per the two previous Financial Update reports to Cabinet he was confident that the NET financial outturn would remain at a £1.4 million overspend. The outturn was not expected to significantly improve or decline. The budget continued to be subject to national pressures such as high cost child placements for our vulnerable children and the ability to fully recover business rates.

Cabinet were informed that the cost of the Royal Wedding between HRH Prince Harry of Wales and Ms Meghan Markle was £1,178,000. A reimbursement of £1,085,000 had been received from the Department of Culture, Media and Sport. The balance of £93,000 had been transferred from the balance sheet to general fund reserves.

With regards to business rate revaluation support the methodology for the distribution of the £329,000 had been agreed and implemented to help support our hard working companies who had been adversely affected by the revaluation.

The Lead Member for Finance informed that the last recommendation in the report was for the removal from the capital budget of £18,361,250 for the acquisition of residential or commercial properties relating to the Maidenhead Golf Course development site.

The Chairman mentioned that the budget had been put into place to support the Maidenhead Golf Course development site but this was no longer required and the removal of the funds should give residents living near the site reassurance.

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 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.

c) MEMBERS' ALLOWANCES - LATE CLAIM BY COUNCILLOR DA COSTA

The Chairman introduced the report regarding a late members allowance claim by Cllr Da Costa.

Cabinet were informed that the Member 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.

Cllr Da Costa had reported that unfortunately there had been a number of family bereavements and hence the late claim. Cabinet sent their condolences to Cllr Da Costa and his family and approved the payment of the late claims.

Resolved unanimously: that Cabinet notes the report and:

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

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.

MINUTES

RESOLVED UNANIMOUSLY: That the Part II minutes of the meeting held on 27 September 2018 were approved.

The meeting, which began at 7.30 pm, finished at 7.55 pm

CHAIRMAN.....

DATE.....

Agenda Item 5

CABINET

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Hatch Lane / Dedworth Road - Junction Improvements:	22/11/18	TBC	Trial scheme to be undertaken.
School Admission Arrangements 2020/21 and Coordinated Admissions Scheme 2020/21	n/a	13/12/18	New item
Commissioning of Sexual Health Services	n/a	31/01/19	New item
Residents' Survey 2018/19	n/a	31/01/19	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 Health) 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

*NB Item may be 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

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

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)
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 4 Dec 2018	Cabinet 13 Dec 2018	
13 Council Tax Base Report	Open -	To approve the Council Tax Base to be used for 2019-20 budget	Yes	Lead Member for Finance and Economic Development (Councillor MJ Saunders)	Rob Stubbs	Internal Process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 13 Dec 2018	
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	
School Admission Arrangements 2020/21 and Co-ordinated Admissions Scheme 2020/21	Open -	Annual determination of the School Admission Arrangements and Co-ordinated Admissions Scheme for academic year 2020/21	Yes	Lead Member for Children's Services (Councillor Natasha Airey)	Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 6 Dec 2018	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)
Financial Update	Open -	latest financial update.	No	Lead Member for Finance and Economic Development (Councillor MJ Saunders)	Rob Stubbs	Internal Process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 31 Jan 2019	
Commissioning of Sexual Health Services	Open -	To agree the award of contract for sexual health services from July 2019 following a joint competitive tender process with Bracknell Forest Council and Slough Borough Council.	Yes	Lead Member for Adult Social Care and Public Health (Councillor Stuart Carroll)	Hilary Hall	Internal process	Adult Services and Health Overview and Scrutiny Panel 30 Jan 2019	Cabinet 31 Jan 2019	
Residents' Survey 2018/19	Open -	Summary results of the externally commissioned survey of residents for 2018/19.	No	Lead Member for Environmental Services (including parking, flooding, housing and performance management). (Councillor Michael Airey)	Hilary Hall	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 31 Jan 2019	

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
15 Budget 2019/20	Open -	Report which sets financial context within next year's budget is being set. The report includes a recommendation to Council of a Council Tax, it recommends a capital programme for the coming year and also confirms Financial Strategy and Treasury Management Policy.	Yes	Lead Member for Finance and Economic Development (Councillor MJ Saunders)	Rob Stubbs	internal process	Corporate Services, 5 Feb 2019, Children's 29 Jan 2019, Planning & Housing 29 Jan 2019, Adult & Health 3 Jan 2019, Culture & Communities 28 Jan 2019, Highways transport & Environment 4 Feb 2019, Crime & Disorder 6 Feb 2019.	Cabinet 7 Feb 2019	
Council Funding for Local Organisations	Fully exempt - 3	To consider the award of grants to voluntary organisations	Yes	Lead Member for Culture and Communities (including Resident and Business Services) (Councillor Samantha Rayner)	David Scott	Grants Panel 7/1/19	Corporate Services Overview and Scrutiny Panel 5 Feb 2019	Cabinet 7 Feb 2019	
Financial Update	Open -	Latest financial update.	No	Lead Member for Finance and Economic Development (Councillor MJ Saunders)	Rob Stubbs	Internal Process	Corporate Services Overview and Scrutiny Panel 21 Feb 2019	Cabinet 28 Feb 2019	

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

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

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

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

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

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REPORT SUMMARY

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

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

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

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

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

Table 1: Options arising from this report.

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

3. KEY IMPLICATIONS

Table 2: Key Implications

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

4. FINANCIAL DETAILS / VALUE FOR MONEY

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

5. LEGAL IMPLICATIONS

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

6. RISK MANAGEMENT

Table 4: Impact of risk and mitigation

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

7. POTENTIAL IMPACTS

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

8. CONSULTATION

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

9. TIMETABLE FOR IMPLEMENTATION

Table 5: Implementation timetable

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

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

9.1 Implementation date if not called in: Immediately

10. APPENDICES

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

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

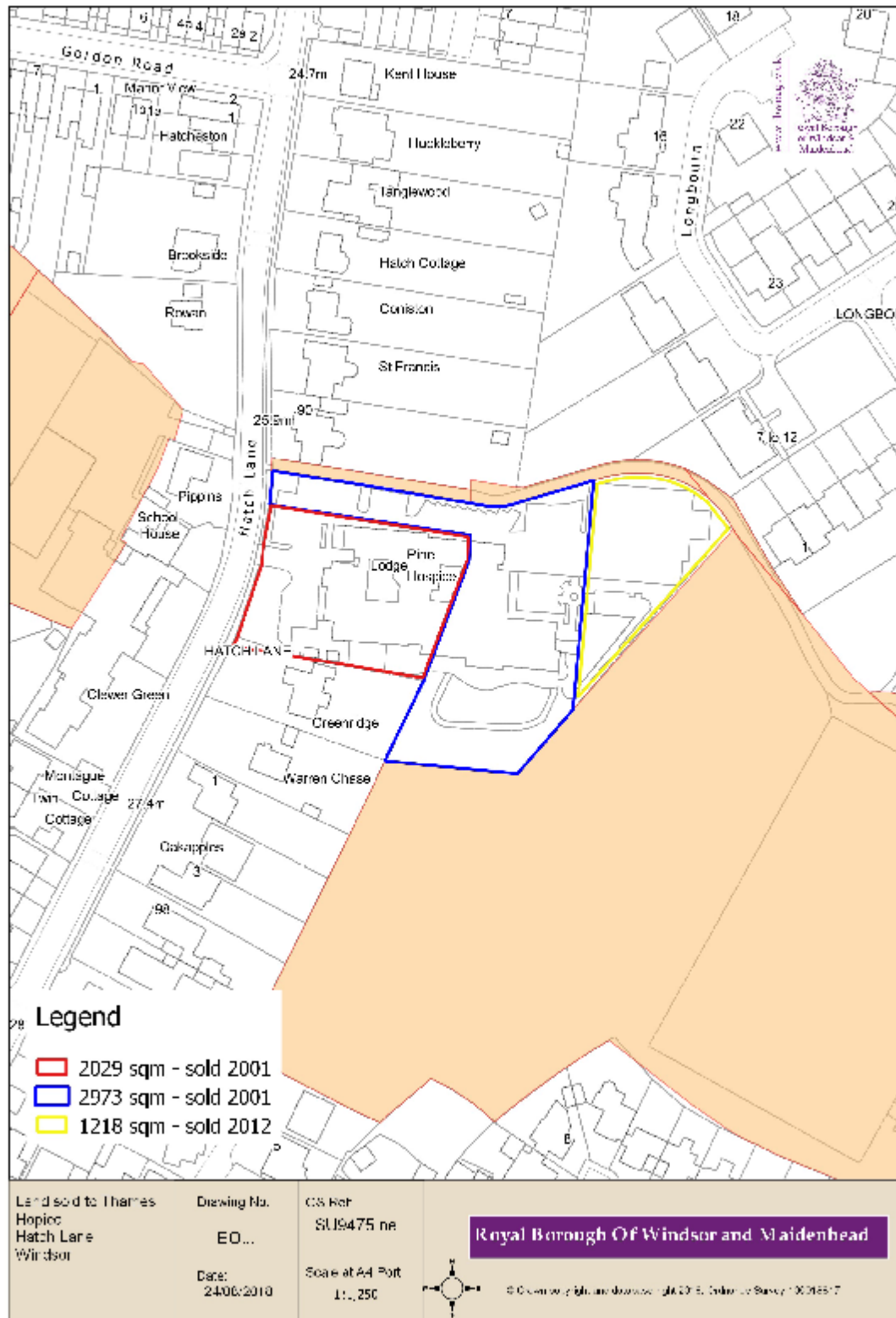
11. BACKGROUND DOCUMENTS

11.1 n/a

12. CONSULTATION (MANDATORY)

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

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



Appendix B –

Extract of Press Release by Thames Hospice Trust.



Planning Permission granted for new Hospice

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

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

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

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

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

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

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

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

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REPORT SUMMARY

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

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

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

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

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

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

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

Quarter 2 Performance 2018/19

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

Table 1 Q2 Performance 2018/19

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

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

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

Options

Table 3: Options arising from this report

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

3. KEY IMPLICATIONS

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

Table 4: Key Implications

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

4. FINANCIAL DETAILS/VALUE FOR MONEY

4.1 No financial implications.

5. LEGAL IMPLICATIONS

5.1 No legal implications.

6. RISK MANAGEMENT

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

Table 5: Impact of risk and mitigation

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

7. POTENTIAL IMPACTS

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

8. CONSULTATION

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

9. TIMETABLE FOR IMPLEMENTATION

The full implementation stages are set out in table 6.

Table 6: Implementation timetable

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

10. APPENDICES

10.1 This report is supported by two appendices:

- Appendix A: Performance Management Framework Q2 2018/19

11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

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

12. CONSULTATION (MANDATORY)

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



REPORT HISTORY

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

PMF 2018/19: Q2

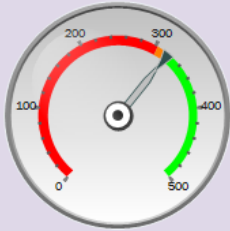
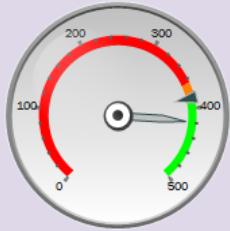
Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Healthy, skilled and independent residents	1.2.1	Percentage of children with a review at 2-2.5 years of age			57.0	70.0	▲	Cllr N Airey
Q2 Commentary								
All families are offered a face to face review and the uptake of reviews is strongest in wards with higher levels of deprivation. The service is offering after work / evening sessions and sessions on Saturdays as well as a commuter friendly morning slot, however many parents report they are satisfied by developmental feedback from the high quality childcare providers they use and the council cannot compel parents to take up the review offer.								
Healthy, skilled and independent residents	1.2.3	Percentage of care-leavers in education, employment or training			56.0	50.0	★	Cllr N Airey
32								
Healthy, skilled and independent residents	1.4.1	Number of permanent admissions to care for those aged 65+yrs			81	105	★	Cllr Carroll
Healthy, skilled and independent residents	1.4.2	Rate of delayed transfers of care, per 100,000 population, which are attributable to Adult Social Care			0.75	1.50	★	Cllr Carroll

PMF 2018/19: Q2

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Healthy, skilled and independent residents	1.4.3	Percentage of rehabilitation clients still at home 91 days after discharge from hospital			79.5	87.5	●	Cllr Carroll

Q2 Commentary



This indicator measures the percentage of older people who have been discharged from hospital back to their home and who are still at home 91 days after discharge. It is an historical national indicator. With the focus on delayed discharges over the last two years, there has been a move to discharge more and more people from hospital when they are medically fit back to their homes with an appropriate increased package of home care and support. However, with increasing frailty, not all of these residents will be able to be completely reabled and are unlikely to still be at home 91 days after discharge. This is also the national picture. Work is underway to refine the cohort measured in this indicator so that it is a true reflection of those residents capable of being rehabilitated rather than all residents discharged from hospital back to their homes. The Royal Borough, through Optalis, continues to provide an excellent short term reablement service which is recognised by CQC and residents and has consistently performed well in relation to this indicator. Although performance was off target for Q2, in September, performance was at 83.7% based on the whole cohort.

33 Healthy, skilled and independent residents	1.5.3	Number of carers supported by dedicated services directly commissioned by RBWM			418	386	★	Cllr Carroll
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Q2 Commentary

Commentary for young carers over-achievement – the service is now counting all young carers supported in the quarter rather than those receiving support at the end of the quarter. This means those attending events etc are included in the statistics, which will be a rolling total.

Commentary for adult carers over-achievement – the service has been working hard to overcome challenges with GDPR and has re-registered more carers than initially expected.

Safe and vibrant communities	2.1.1	Percentage of Child Protection Plans lasting 2yrs or more			1.5	3.5	★	Cllr N Airey
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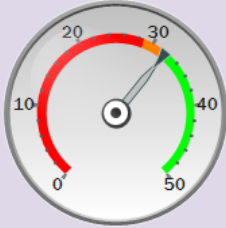

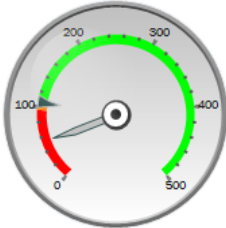
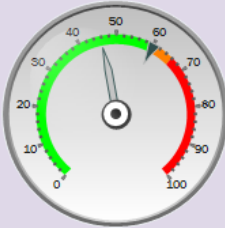
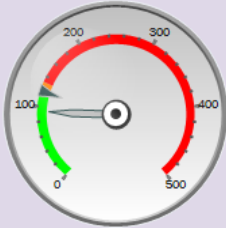
Q2 Commentary

The 3% equates to one child whose plan ended this quarter.

PMF 2018/19: Q2

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

PMF 2018/19: Q2

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Growing economy, affordable housing	3.4.1	Number of affordable homes delivered	?		32	32	★	Cllr M Airey
<p>Q2 Commentary This measure has met target for the first two quarters. Information received from the Registered Providers indicates they remain on track to achieve the 96 homes target in the full year.</p>								
Growing economy, affordable housing 35	3.5.1	Number of homelessness preventions through council advice and activity			53	106	▲	Cllr M Airey
<p>Q2 Commentary Whilst the measure is currently below target, this is based on projecting the total number of approaches to the service not the actual figures. As part of the ongoing housing improvement plan, it has become clear in the first half of the year that these projections are not accurate and therefore the target is unachievable. As a solution, refined processes have ensured that from Q3 onwards accurate data on the total number of approaches (actual not projections) and total number of preventions will be available which will ensure an exact picture of performance based on the ambition to prevent 40% of approaches to the service from becoming homeless for Q3 and Q4.</p>								
Growing economy, affordable housing	3.5.2	Number of homeless households placed in temporary accommodation			93	120	★	Cllr M Airey

PMF 2018/19: Q2

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

PMF 2018/19: Q2

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

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

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

Q2 Commentary

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

Measures which have been introduced include:

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

37	4.2.1	Percentage of household waste sent for reuse, recycling			44.9	45.0	●	CLlr M Airey
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Q2 Commentary

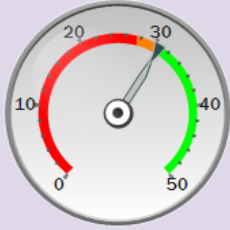
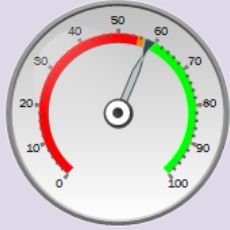
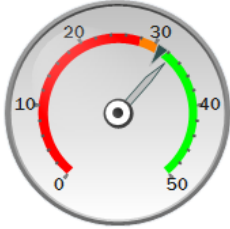
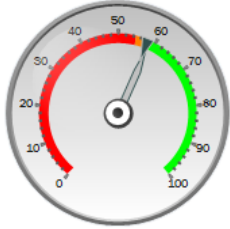
The Q2 waste figure is below target. The dry summer affected the green waste tonnages which is largely responsible for the drop in recycling rate. This data is still provisional but will be confirmed prior to Cabinet on 22 November 2018.

Attractive and well-connected borough	4.4.1	Number of days of roadworks on highways saved			83	65	★	CLlr Bicknell
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PMF 2018/19: Q2

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

PMF 2018/19: Q2

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

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Report Title:	'Big Belly' Bins – Borough Wide 'Pilot'
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr Phillip Bicknell, Deputy Leader of the Council and Lead Member for Highways and Transport
Meeting and Date:	Cabinet – 22 November 2018
Responsible Officer(s):	Hilary Hall, Director of Strategy and Commissioning
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. There are approximately 650 bins on the highway within the Royal Borough, (excluding parks and non-highway areas). Bin collections are undertaken by Urbaser (as part of the broader VolkerHighways contract) who empty bins around 112,000 times each year.
2. The contract with VolkerHighways includes a requirement for innovation and constant improvement. New ideas are encouraged from both parties including an annual innovation workshop. Smart bins ('Big Belly' bins) is one initiative that has been identified and explored.
3. 'Big Belly' bins offer connected, solar powered waste bins with sensors that communicate real-time status enabling emptying schedules to be timed to occur when the bin is nearing capacity. In addition the bins include solar-powered compacting technology which effectively increases the capacity of the bin.
4. Following the original trial period and review of operational details it is recommended that 5 'Big Belly' bins be leased and implemented across the Royal Borough as a more extensive 'pilot' scheme.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) Approves the leasing of 5 'Big Belly' bins which will be installed at locations across the Royal Borough.**
- ii) Approves the allocation of £5,000 in the 2019-20 capital programme and for four subsequent years to implement this initiative.**

2 REASONS FOR RECOMMENDATION AND OPTIONS CONSIDERED

- 2.1 There are approximately 650 bins on the highway within the Royal Borough, (excluding parks and non-highway areas). Bin collections are undertaken by Urbaser (as part of the broader Volker Highways contract) who empty bins around 112,000 times each year.
- 2.2 The contract with Volker Highways includes a requirement for innovation and constant improvement. New ideas are encouraged from both parties including an annual innovation workshop. Smart bins ('Big Belly' bins) is one initiative that has been identified and explored.

2.3 'Big Belly Bins' offer connected, solar powered waste bins with sensors that communicate real-time status enabling emptying schedules to be timed to occur when the bin is nearing capacity rather than deploying a standard cycle of emptying regardless of the bins' status.

2.4 In order to test the concept an initial ten-week trial was conducted in central Windsor which delivered an efficiency saving over the trial period of 76% with 493 fewer collections, see Appendix A for details of the trial.

2.5 Efficiency levels of this magnitude are significant. However, to monetise these efficiencies it is necessary to reduce the number of visits to the location. With respect to the emptying of litter bins the operatives who empty the bins also undertake other duties concurrently (for example: litter picking in the area and provide a presence to inspect and report other issues). Therefore, it is essential to identify locations where there are benefits without detriment to overall service levels.

2.6 The trial results indicate clear operational efficiencies and an opportunity for revenue savings. Officers have worked with the delivery partner (Volker Highways / Urbaser) to identify further locations where bins could be replaced without risk to overall service levels for a broader Borough Wide 'pilot'.

2.7 A mix of rural and town centre locations have been identified:

- Town Hall, Maidenhead.
- Peascod Street, Windsor (lower end).
- Dedworth Road (shopping area).
- Ascot High Street.
- Charters Road, Sunningdale (by Charters school).

2.8 The proposed locations offer a mix of high-frequency locations to enable a comprehensive evaluation of the effectiveness of the approach. The proposed locations will reduce the number of bins and reduce collections at these locations from 780 to approximately 250 annually.

2.9 'Big Belly' bins are typically provided to the customer on a five-year lease for approximately £4,600. To deliver this initiative it is recommended that an allocation of £5,000 be included in the capital programme for 2019/20 and for four subsequent years to enable 5 bins to be deployed.

2.10 The reduced emptying levels will enable resources will be freed up to undertake additional tasks and enhance service levels (for example: increased frequency of litter picking).

Table 1: Options

Option	Comments
Do nothing Not recommended	If no changes are made opportunities for operational and financial efficiencies will be limited. Innovative and alternative solutions are encouraged to constantly improve performance. Doing nothing is not

Option	Comments
	supportive of this progressive approach.
Adopt the concept and identify an alternative supplier Not recommended	Similar opportunities could be delivered. However, 'Big Belly' bins are the market leader at this stage and have reference sites available.
Approve the capital investment and introduce 'Big Belly' bins at 5 sites across the Royal Borough The recommended option	This option will deliver operational and financial efficiencies and support the progressive approach to identifying and introducing innovative solutions.

3 KEY IMPLICATIONS

3.1 Key Implications of the recommendations are set out in Table 2.

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
To deliver operational and financial efficiencies without detriment to service levels	Operational benefits not realised.	Operational efficiencies delivered and resources available for redeployment	Significant operational efficiencies delivered	Significant operational efficiencies delivered	1st April 2019
	Increased complaints	No increase in complaints	No increase in complaints	Complaints reduced	

4 FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Annual capital investment to deliver this initiative is £5,000 in 2019/20 and for a further four-year period.

4.2 The Chancellor announced in the October 2018 budget '*...£10 million to pioneer innovative approaches to boosting recycling and reducing litter, such as smart bins...*' The Royal Borough will work with government departments to understand the detail behind this announcement and seek to secure funding.

Table 3: Financial impact of report's recommendations

REVENUE (£000)	2018/19	2019/20	2020/21
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

CAPITAL (£000)	2018/19	2019/20	2020/21
Addition	£0	£5	£5
Reduction	£0	£0	£0
Net impact	£0	£5	£5

5 LEGAL IMPLICATIONS

- 5.1 The Environmental Protection Act 1990 imposes a duty on local authorities to keep clean public highways for which they are responsible. The DEFRA published 'Code of Practice on Litter and Refuse' provides a practical guide to discharging these duties.

6 RISK MANAGEMENT

- 6.1 Key risks associated with the recommendation are shown in Table 4 below:

Table 4: Impact of risk and mitigation

Risks Uncontrolled	Risk	Controls	Controlled Risk
Service levels deteriorate as the attendance at locations reduces	Medium	Locations have been recommended which minimise this risk	Low
Efficiency savings cannot be monetised to deliver revenue savings	Medium	Sites have been recommended in conjunction with our delivery partner to capture revenue opportunities	Low

7 CONSULTATION

- 7.1 The Highways, Transport and Environment Overview & Scrutiny Panel considered this report at the meeting on 19th November 2018.

The Panel resolved '.....(to be added following the meeting).....'

8 TIMETABLE FOR IMPLEMENTATION

Activity	Timescale
Implementation	March 2019

9 APPENDICES

Appendix 1 – Trial Scheme: Results Analysis

10 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Bicknell	Deputy Leader and Lead Member for Highways and Transport	01/11/18	09/11/18
Russell O'Keefe	Interim Managing Director	01/11/18	01/11/18
Andy Jeffs	Executive Director	01/11/18	
Rob Stubbs	Section 151 Officer	01/11/18	
Stuart Taylor	Finance Partner	15/10/18	01/11/18
Hilary Hall	Deputy Director Strategy and Commissioning	15/10/18	16/10/18 and 01/11/18
Nikki Craig	Head of HR and Corporate Projects	01/11/18	
Louisa Dean	Communications	01/11/18	1/11/18

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No	To Follow item? No
Report Author: Ben Smith, Head of Commissioning (Communities)		

Appendix A – Trial Scheme: Results Analysis

1. 'Big Belly Bins' are typically provided to the customer on a five-year lease for approximately £921.20 per annum, per bin total cost £4606 each. The total cost of bin emptying over an equivalent five year period at £76,000 per annum, equate to £380,000.
2. There are approximately 112,000 bin collections each year from 650 bins - each collection costs £0.67. The industry average collection cost per bin for 2017 was £3.29 based on figures from the Association for Public Service Excellence. It should be noted that the cost of bin emptying forms part of the broader managed service and it is, therefore, difficult to extract a true cost.
3. A 10-week trial was conducted in Lower Peascod Street, Windsor where four traditional bins were replaced with three 'Big Belly Bins'. The outcome of the trial is set out in table 1.

Table 1: Trial outcomes

Current contract arrangements	'Big Belly Bin' collections
4 x 112L bins, emptied twice per day Collections per day = 8 Collections per week = 56 Collections over the trial period = 568 (71 days)	3 x 'Big Belly 5' compactors Average collections per day = 1.05 Average collections per week = 7.35 Collections over the trial period = 75.

4. Of the 75 Big Belly collections, 18 were undertaken when not required as there was capacity in the bin but the crew emptied in error. Therefore, an efficiency saving over the trial period of 76% was achieved with 493 fewer collections.
5. The results of the trial have been extrapolated to provide an indicative annual figure based on providing 15 bins at the recommended locations.

Table 2: Indicative annual collections

Number of Big Belly bins	Current collections(per year)	Big Belly collections (per year)	Difference
15	2340	884	1,456

6. The capital investment, based on the modelled example of 5 bins would be £23,030 over five years (£4606 per bin and £921.20 per bin per year).

Report Title:	Updated Homelessness Strategy and Housing Allocations Policy
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr Mike Airey, Cabinet Member for Environmental Services (including Parking, Flooding, Housing and Performance Management)
Meeting and Date:	Cabinet – 22 November 2018
Responsible Officer(s):	Russell O’Keefe, Acting Managing Director
Wards affected:	All

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REPORT SUMMARY

1. The report requests approval for an updated homelessness strategy which will guide the Council’s approach to the provision of homelessness and rough sleeping services in the Borough over the next five years working with partners.
2. The reports also request approval to formally consult on an updated housing allocations policy which sets out how the council assesses applications for housing, prioritises each application and decides which applicant will be offered (allocated) housing.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the updated homelessness strategy.
- ii) Delegates authority to the Executive Director with the Cabinet Member for Environmental Services (including Parking, Flooding, Housing and Performance Management) to engage with registered providers and other key stakeholders on the updated housing allocations policy and approve the final version taking into account comments received.
- iii) Approves that the Severe Weather Emergency Protocol commences from the date of the meeting or as soon as the temperature drops below the necessary level (whichever comes first).

2 REASONS FOR RECOMMENDATION AND OPTIONS CONSIDERED

Updated homelessness strategy

- 2.1 The strategy guides the Council’s approach to the provision of homelessness and rough sleeping services in the Borough over the next five years working with partners.
- 2.2 An action plan sets out how the priorities in the strategy will be achieved and this will be refreshed and updated with new actions each year.
- 2.3 The strategy has been developed through:
 - Homelessness review, trends and issues, both quantitative and qualitative.
 - Consideration of national and local policy, current and proposed.
 - Analysis of best practice from across the country.

- Engagement and discussion with partners including voluntary organisations such as the Brett Foundation and the Windsor Homeless Project, housing providers such as Radian and Housing Solutions, health service providers and Thames Valley Police.
- 2.4 The strategy sets out a collaborative approach to tackling homelessness and rough sleeping over the next five years working closely with partners from the statutory and voluntary sectors.
- 2.5 The Council believes the most effective way to deal with homelessness and rough sleeping is to prevent it from happening and it places great emphasis on this approach through the provision of specialist housing advice and assistance to those in housing difficulty in the Borough.
- 2.6 The vision for this homelessness strategy is that:
'The Royal Borough of Windsor and Maidenhead is a place where agencies work effectively together to support those who are or may become homeless guided by a focus on prevention and early help.'
- 2.7 The strategy focuses on working collaboratively with partners on the following five key priorities:
1. Reducing the numbers of people becoming homeless.
 2. Reducing the numbers of households in temporary accommodation and improving the quality of that accommodation.
 3. Supporting people into good quality, affordable and sustainable accommodation options.
 4. Reducing rough sleeping and supporting those who find themselves on the street.
 5. Improving the customer service provided to people approaching housing services.
- 2.8 The Council will monitor delivery of the key actions in the strategy and the impact on key performance measures including:
- Number of homeless preventions per quarter.
 - Numbers of young people presenting as homeless.
 - Number of people placed into temporary accommodation.
 - Average cost of temporary accommodation.
 - All temporary accommodation passing requirements.
 - Numbers of people accommodated in private rented accommodation.
 - Number of approaches from people threatened with homelessness.
 - Numbers of people sleeping rough.
 - Waiting times for housing advice.
- 2.9 The strategy and action plan will be reviewed, refreshed and updated on an annual basis both to measure performance and also to ensure that the actions continue to be the right ones to meet the five key priorities of the strategy.
- 2.10 Where identified, new key areas of action to meet priorities will be introduced as part of the review which will be carried out with partners and key stakeholders.

Updated housing allocations policy

- 2.11 The policy sets out how the council assesses applications for housing, prioritises each application and decides which applicant will be offered (allocated) housing.
- 2.12 The Council is not a stock holding local authority, hence all social housing allocated is through the nominations agreements held with local registered social landlords (housing associations).
- 2.13 The Council receives many enquiries every year from people looking to be housed within the borough. Due to the high demand for housing and limited supply of properties, the main purpose of the policy is to set out on what basis nominations are made and how properties are allocated.
- 2.14 The policy has been developed through:
- Consideration of national and local policy, current and proposed.
 - Analysis of best practice from across the country.
 - Engagement and discussion with partners including voluntary organisations such as the Brett Foundation and the Windsor Homeless Project, housing providers such as Radian and Housing Solutions, health service providers and Thames Valley Police.
- 2.15 The allocations policy is designed to meet all legal requirements and to support and contribute towards the Council's wider priorities. The council is committed to preventing homelessness and the allocations policy focuses on supporting residents to actively pursue suitable alternatives to avoid becoming homeless.
- 2.16 The key objectives of the allocations policy are to:
- Provide a fair and transparent system by which people are prioritised for and allocated social housing.
 - Help those with the greatest housing need.
 - Promote the development of sustainable mixed communities.
- 2.17 The allocations policy will be supported by a housing options approach in order to give applicants realistic housing advice and promote a range of housing options such as low cost home ownership and private sector housing.

Severe Weather Emergency Protocol (SWEP)

- 2.18 SWEP provision would normally be triggered when the forecast was zero degrees or below for three days and temporary accommodation is then provided regardless of priority under the homelessness legislation for a short period. As the Council is committed to ensuring appropriate support for vulnerable individuals and preventing harm it will continue the approach it followed last year by having an extended SWEP provision through the winter period. This will see SWEP commence from the date of the meeting or as soon as the temperature drops below the necessary level (whichever comes first). The Council is one of the few in the country to take such an approach and will invest the necessary funding to ensure provision is provided through the winter months.

Table 1: Options

Option	Comments
To approve the updated homelessness strategy and updated allocations policy for consultation. Recommended option	This ensures an up to date policy framework for the Council's housing services.
To not approve the updated homelessness strategy and updated allocations policy for consultation. Not recommended	This would not ensure an up to date policy framework for the Council's housing services.

3 KEY IMPLICATIONS

3.1 Key implications of the recommendations are set out in Table 2.

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Updated homelessness strategy action plan completed	Not completed	March 2020	February 2020	Before February 2020	March 2020
Engagement completed on updated housing allocations	Not completed	25 January 2019	N/A	N/A	25 January 2019

4 FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The activities within the updated homelessness strategy and allocations policy can be met from within existing budgets.

5 LEGAL IMPLICATIONS

5.1 The Homelessness Act 2002 imposes a duty on local housing authorities to carry out a homelessness review in their area and formulate and publish a homelessness strategy based on its results every five years.

5.2 A homelessness strategy is defined in Homelessness Act 2002 s3(1) as one formulated in order to:

a) prevent homelessness in an authority's area

b) secure accommodation that is and will be available in that area for people who are or may become homeless; and

c) provide support for such people or those who have been homeless and need support to prevent it recurring.

5.3 The 1996 Housing Act (as amended by the 2002 Homelessness Act) and the Localism Act 2011 requires local authorities to make all allocations and nominations in accordance with an allocation scheme.

5.4 The Housing Act 1996 (as amended) requires local authorities to give reasonable preference in their allocations policies to people with high levels of assessed housing need. The main groups are:

- People who are homeless as defined by the Housing Act 1996, Part VII.
- People occupying unsanitary or overcrowded housing, or who are otherwise living in unsatisfactory conditions.
- People who need to move on medical or welfare grounds.
- People who will suffer hardship if they are unable to move to a particular locality or district.

5.5 The housing allocations policy complies with the requirements of:

- Housing Act 1996 (as amended).
- Allocation of Accommodation: Code of Guidance for Housing Authorities 2002
- Homelessness Reduction Act 2017.
- Localism Act 2011.
- Equality Act 2010.

5.6 Section 166A(13) requires authorities, before adopting an allocation scheme, or altering a scheme to reflect a major change of policy, to:

- send a copy of the draft scheme, or proposed alteration, to every registered provider with which they have nomination arrangements, and
- ensure they have a reasonable opportunity to comment on the proposals.

6 RISK MANAGEMENT

6.1 Key risks associated with the recommendation are shown in Table 4 below:

Table 4: Impact of risk and mitigation

Risks Uncontrolled	Risk	Controls	Controlled Risk
Homelessness strategy action plan not delivered	Medium	Effective management of action plan	Low
Key agencies do not engage with the consultation on the updated housing allocations policy	Low	Effective promotion and engagement	Low

7 CONSULTATION

- 7.1 The report will be considered by the Planning and Housing Overview and Scrutiny Committee.
- 7.2 In line with legislation the Council will carry out engagement with registered providers and other key stakeholders on the updated housing allocations policy and will consider comments received before finalising the document.

8 TIMETABLE FOR IMPLEMENTATION

Activity	Timescale
Work completed on homelessness strategy action plan	March 2020
Engage with registered providers and key stakeholders on updated housing allocations policy	29 November 2018 – 11 January 2019
Updated housing allocations policy finalised following consideration of comments received	25 January 2019

9 APPENDICES

- 9.1 Appendix A – Homelessness Strategy
9.2 Appendix B – Housing Allocations Policy
9.3 Appendix C – Key data for 2018/19

10 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Mike Airey	Cabinet Member for Environmental Services (including Parking, Flooding, Housing and Performance Management)	22/10/18	23/10/18
Andy Jeffs	Executive Director	22/10/18	23/10/18
Rob Stubbs	Section 151 Officer	22/10/18	
Stuart Taylor	Finance Partner	22/10/18	
Hilary Hall	Deputy Director Strategy and Commissioning	22/10/18	23/10/18
Nikki Craig	Head of HR and Corporate Projects	22/10/18	23/10/18
Louisa Dean	Communications	22/10/18	23/10/18

**Royal Borough Windsor & Maidenhead
Homelessness Strategy**

2018-2023

SECTION	CONTENT	PAGE
1	INTRODUCTION	
2	PURPOSE AND DEVELOPMENT OF THIS STRATEGY	
3	LEGISLATIVE AND STRATEGIC CONTEXT	
4	LOCAL CONTEXT	
5	WHERE DO WE WANT TO BE?	
6	HOW WILL WE GET THERE?	
7	HOW WILL WE KNOW?	
APPENDIX A	ACTION PLAN	

1. INTRODUCTION

- 1.1 This document sets out a collaborative approach to tackling homelessness and rough sleeping in the Royal Borough of Windsor and Maidenhead over the next five years working closely with partners from the statutory and voluntary sectors.
- 1.2 The Council believes the most effective way to deal with homelessness and rough sleeping is to prevent it from happening and it places great emphasis on this approach through the provision of specialist housing advice and assistance to those in housing difficulty in the Borough.
- 1.3 An early help approach has been shown to prevent homelessness and rough sleeping but also to achieve wider outcomes such as improved health and wellbeing and better job opportunities. There is a big opportunity for all partners in the area to deliver services in different, co-ordinated ways so that a 'no wrong door' approach delivers outcomes that meet customer needs.
- 1.4 The Council will also work with partners to tackle the root causes of homelessness and rough sleeping by working with people to improve their life opportunities to prevent them from becoming homeless again in the future.

2. PURPOSE AND DEVELOPMENT OF THE STRATEGY

- 2.1 This strategy guides the Council's approach to the provision of homelessness and rough sleeping services in the Borough over the next five years working with its partners.
- 2.2 An action plan, see Appendix A, sets out how the priorities in this strategy will be achieved and this will be refreshed and updated with new actions each year.
- 2.3 This strategy has been developed through:
 - Homelessness review, trends and issues, both quantitative and qualitative.
 - Consideration of national and local policy, current and proposed.
 - Analysis of best practice from across the country.
 - Engagement and discussion with partners including voluntary organisations such as Brett Foundation and the Windsor Homeless Project, housing providers such as Radian and Housing Solutions, health service providers and Thames Valley Police.

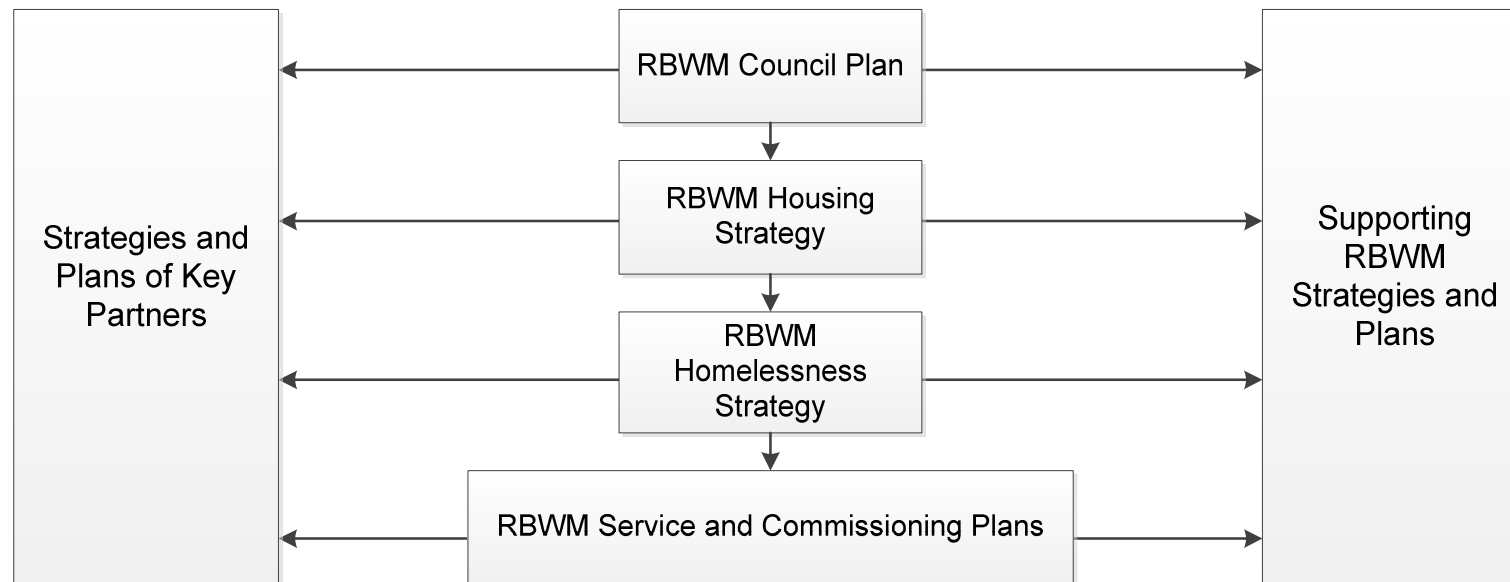
3. LEGISLATIVE AND STRATEGIC CONTEXT

3.1 The Homelessness Act 2002 imposes a duty on local housing authorities to carry out a homelessness review in their area and formulate and publish a homelessness strategy based on its results every five years.

3.2 A homelessness strategy is defined in Homelessness Act 2002 s3(1) as one formulated in order to:

- a) prevent homelessness in an authority's area
- b) secure accommodation that is and will be available in that area for people who are or may become homeless; and
- c) provide support for such people or those who have been homeless and need support to prevent it recurring.

3.3 The strategic context for this strategy is set out in the diagram below:



4 LOCAL CONTEXT

Homelessness applications, prevention and early help

- 4.1 Homeless applications and acceptances have increased in recent years and there has been a reliance on high levels of temporary accommodation. This strategy aims to address the causes and effects of homelessness, offering appropriate support and solutions to prevent and reduce homelessness through an early help approach while minimising reliance on temporary accommodation.

Rough sleeping

- 4.2 The Council carries out an annual rough sleeper count and takes action to help those identified back into secure and sustainable housing. The Council recognises that Windsor currently has specific challenges with rough sleeping. The Council is committed to preventing rough sleeping and will dedicate significant resources, working with partner organisations, to preventing rough sleeping, as well as providing support to anyone who finds themselves on the street. This includes the employment of a specialist Making Every Adult Matter (MEAM) coordinator to provide intensive support and assistance to rough sleepers, the funding of supported accommodation, reconnection to home areas, and provision of support and advice through our community wardens and housing options services.

Temporary accommodation

- 4.3 The Council has previously had a high number of households in temporary accommodation. As services have improved recently this number has reduced significantly. In future the Council aims to have a small pool of good quality temporary accommodation for those who need emergency accommodation.

Private rented sector

- 4.4 There are opportunities for the private sector to play an even more important role in delivering new supply but there are serious concerns over access and affordability. This strategy aims to work with the sector, supporting landlords to deliver supply that meets required standards of management and maintenance and is accessible to people on a range of incomes in a market that is well regulated and offers appropriate protection to tenants and landlords.

Partnership working

- 4.5 There are many areas of overlap between the priorities and the successful provision of these services requires collaborative working with local public, private and voluntary services. To support this, the Council will actively engage with its partners in the development and delivery of services and encourage collaborative working wherever possible.

Allocations policy

- 4.6 The current allocations policy runs until 2018 and an updated allocations policy is being brought forward alongside this homelessness strategy. The allocations policy sets out in detail who is eligible for housing and the priority they will receive for social housing the Council has nominations right to.

5 WHERE DO WE WANT TO BE?

- 5.1 This vision for this homelessness strategy is that:

'The Royal Borough of Windsor and Maidenhead is a place where agencies work effectively together to support those who are or may become homeless guided by a focus on prevention and early help.'

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- 4.2 The Council will to do this by working collaboratively with our partners focusing on five key priorities:

1. Reducing the numbers of people becoming homeless.
2. Reducing the numbers of households in temporary accommodation and improving the quality of that accommodation.
3. Supporting people into good quality, affordable and sustainable accommodation options.
4. Reducing rough sleeping and supporting those who find themselves on the street.
5. Improving the customer service provided to people approaching housing services.

6 HOW WILL WE GET THERE?

6.1 The Council working with our partners will carry out the following actions to achieve our priorities:

Priority 1: Reducing the numbers of people becoming homeless.	Priority 2: Reducing the numbers of households in temporary accommodation and improving the quality of that accommodation.	Priority 3: Supporting people into good quality, affordable and sustainable accommodation options.	Priority 4: Reducing rough sleeping and supporting those who find themselves on the street.	Priority 5: Improving the customer service provided to people approaching housing services.
<ul style="list-style-type: none"> ✓ Establish a homeless prevention and relief fund, utilising the homelessness grant, that can be used creatively to prevent people from losing their accommodation and obtain alternative accommodation. ✓ Implement a new structure for the Council's housing options service which will increase the resource and the quality of homelessness prevention and housing options advice ✓ Carry out a review to determine the potential for 	<ul style="list-style-type: none"> ✓ Increase partnership working with local landlords through a forum and exploring an accreditation scheme. ✓ Develop a smaller dedicated pool of temporary accommodation providers. ✓ Continue the cyclical programme of temporary accommodation inspection. 	<ul style="list-style-type: none"> ✓ Review the potential for a private sector leasing scheme to give people more private rented options ✓ Work with environmental health to ensure the correct advice to people in accommodation with disrepair issues. ✓ Explore the potential for a social lettings agency with third sector partners. ✓ Review the potential for new partnership arrangements to address housing issues for intentionally homeless families and break the chain of causation. 	<ul style="list-style-type: none"> ✓ Establish a multi agency forum to jointly review cases and develop integrated individual plans ✓ Explore models from elsewhere that include holistic approaches involving accommodation, learning and employment. ✓ Carry out a feasibility study for the potential for future hostel accommodation. 	<ul style="list-style-type: none"> ✓ Improve the quality of information available to housing option clients on housing options and service arrangements through multiple channels ✓ Improve the quality of information available to housing option clients on housing options and service arrangements through multiple channels ✓ Improve quality assurance processes within case management

<p>implementing a meditation service to assist with helping to maintain people in their existing accommodation.</p> <ul style="list-style-type: none"> ✓ Increase enforcement activity with landlords who maintain private rented properties in poor coordination or do not follow proper tenancy processes. ✓ Conduct a gap analysis of homelessness prevention education delivered through schools, colleges and youth organisations and refine the approach accordingly. ✓ Develop a joint hospital discharge policy to prevent homelessness and bed blocking. ✓ Ensure the new allocations policy prioritises preventing and reducing homelessness. 		<ul style="list-style-type: none"> ✓ Improve pathways for young people leaving care to ensure sustainable accommodation and that tenancies are maintained. 		
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7 HOW WILL WE KNOW?

7.1 The Council will monitor delivery of the key actions and the impact on key performance measures including:

- Number of homeless preventions per quarter.
- Numbers of young people presenting as homeless.
- Number of people placed into temporary accommodation.
- Average cost of temporary accommodation.
- All temporary accommodation passing requirements.
- Numbers of people accommodated in private rented accommodation.
- Number of approaches from people threatened with homelessness.
- Numbers of people sleeping rough.
- Waiting times for housing advice.

7.2 The strategy and action plan will be reviewed, refreshed and updated on an annual basis both to measure performance and also to ensure that the actions continue to be the right ones to meet the five key priorities of the strategy.

7.3 Where identified, new key areas of action to meet priorities will be introduced as part of the review which will be carried out with partners and key stakeholders.

APPENDIX 1: ACTION PLAN

	Priorities	Key actions	Target date	Key performance measure	Officer Lead	Key partners involved
62	Reduce the numbers of people becoming homeless	1.1 Establish a homeless prevention and relief fund, utilising the homelessness grant, that can be used creatively to prevent people from losing their accommodation and obtain alternative accommodation.	November 2018	Number of homeless preventions per quarter	Head of Housing	BF, WHP, TVP.
		1.2 Implement the new structure for housing options which will increase the resource and the quality of homelessness prevention and housing options advice to customers threatened with homelessness.	January 2019	Number of homeless preventions per quarter	Head of Housing	
		1.3 Review options for meditation services to assist with helping to maintain people in their existing accommodation.	December 2019	Number of homeless preventions per quarter	Head of Housing	BF, WHP.
		1.4 Increased enforcement activity with landlords who maintain private rented properties in poor coordination or do not follow proper tenancy processes.	Ongoing throughout strategy	To be developed	Residential Services Team Leader	LL
		1.5 Conduct a gap analysis of homelessness prevention	Sept 2019	Numbers of young people presenting as homeless	Head of Housing	AFC

	Priorities	Key actions	Target date	Key performance measure	Officer Lead	Key partners involved
3		<p>education delivered through schools, colleges and youth organisations and refine accordingly.</p> <p>1.6 Work with partners to improve pathways for young people leaving care to ensure sustainable accommodation and that tenancies are maintained.</p> <p>1.7 Develop and agree with partners a joint hospital discharge policy.</p> <p>1.8 Ensure new allocations policy priorities preventing and reducing homelessness</p>	<p>November 2019</p> <p>January 2020</p> <p>November 2018</p>	<p>Reduced numbers of young people presenting as homeless</p> <p>Number of homeless preventions per quarter</p> <p>Number of homeless preventions per quarter</p>	<p>Head of Housing</p> <p>Head of Housing</p> <p>Head of Housing</p>	<p>AFC.</p> <p>NHS</p> <p>RPs</p>
2.	Reduce the numbers of households in temporary accommodation and improve the quality of that accommodation	<p>2.1 Increase partnership working with local landlords through a forum and exploring an accreditation scheme.</p> <p>2.2 Develop a smaller dedicated pool of temporary accommodation providers.</p> <p>2.3 Continue the cyclical programme of temporary accommodation inspection.</p>	<p>October 2019</p> <p>March 2019</p> <p>Ongoing</p>	<p>Number of people placed into temporary accommodation</p> <p>Average cost of temporary accommodation</p> <p>All accommodation passing requirements</p>	<p>Head of Housing</p> <p>Head of Housing</p> <p>Head of Housing</p>	<p>LL</p> <p>LL</p>

	Priorities	Key actions	Target date	Key performance measure	Officer Lead	Key partners involved
		2.4 Continue to ensure effective safeguarding for those in temporary accommodation	Ongoing	Any concerns appropriately investigated and addressed	Head of Housing	AFC, OP, WHP, BF, TVP.
3.	Support people into good quality affordable and sustainable accommodation options	<p>3.1 Review the potential for a private sector leasing scheme to give people more private rented options</p> <p>3.2 Work with environmental health to ensure the correct advice to people in accommodation with disrepair issues.</p> <p>3.3 Explore the potential for a social lettings agency with third sector partners.</p> <p>3.4 Review the potential for new partnership arrangements to address housing issues for intentionally homeless families and break the chain of causation.</p>	<p>August 2019</p> <p>Ongoing</p> <p>March 2020</p> <p>June 2019</p>	<p>Numbers of people accommodation in private rented accommodation</p> <p>Reduced number of approaches from people threatened with homelessness</p> <p>Number of homeless preventions per quarter</p> <p>Number of approaches from people threatened with homelessness</p>	<p>Head of Housing</p> <p>Head of Housing</p> <p>Head of Housing</p> <p>Head of Housing</p>	<p>WHP, BF, LL.</p> <p>WHP, BF, LL.</p> <p>WHP, BF, LL, TVP.</p> <p>AFC, WHP, BF.</p>

Priorities	Key actions	Target date	Key performance measure	Officer Lead	Key partners involved	
4.	Reduce rough sleeping and support those who find themselves on the street	4.1 Establish a multi agency forum to jointly review cases and develop integrated individual plans 4.2 Explore models from elsewhere that include holistic approaches involving accommodation, learning and employment. 4.3 Carry out a feasibility study for the potential for future hostel accommodation.	June 2019 December 2019 March 2020	Numbers of people sleeping rough Numbers of people sleeping rough Numbers of people sleeping rough	MEAM Coordinator Head of Housing Head of Housing	WHP, BF, TVP, NHS. WHP, BF, TVP, NHS. WHP, BF, TVP, NHS.
5.	Improve the customer service provided to people approaching housing services	5.1 Improve the quality of information available to housing option clients on housing options and service arrangements through multiple channels 5.2 Improve quality assurance processes within case management 5.3 Review and refine the drop in service to reduce wait times	November 2018 November 2018 December 2018	To be developed Number of reviews upheld Waiting time	Head of Housing Head of Housing Head of Housing	

Key partners: BF: Brett Foundation, WHP: Windsor Homeless Project, TVP: Thames Valley Police, AFC: Achieving For Children, Op: Optalis , RPs: registered providers, LL: local landlords.

Royal Borough of Windsor and Maidenhead

Housing Allocations Policy

2018 – 2021

1.1 Introduction

- 1.1 The housing allocations policy sets out how the council assesses applications for housing, prioritises each application and decides which applicant will be offered (allocated) housing.
- 1.2 The Royal Borough of Windsor and Maidenhead is not a stock holding local authority, hence all social housing allocated is through the nominations agreements held with local registered social landlords (housing associations).
- 1.3 The Council receives many enquiries every year from people looking to be housed within the borough. Due to the high demand for housing and limited supply of properties, the main purpose of this policy is to set out on what basis nominations are made and how properties are allocated.
- 1.4 This policy operates alongside a number of other documents specifically related to the provision and management of housing. These are:
 - The Housing Strategy, which sets out the overall objectives for the department
 - The Homelessness Strategy, which sets out the statutory functions of the Borough in relation to homelessness, prevention, relief, advice and assistance.

2.0 Legal context

- 2.1 The housing allocation policy sits within a legal framework which is summarised below.
- 2.2 The 1996 Housing Act (as amended by the 2002 Homelessness Act) and the Localism Act 2011 requires local authorities to make all allocations and nominations in accordance with an allocation scheme. A summary of the allocations policy must be published and made available free of charge to any person who asks for a copy. This document is available on the Council's website www.rbwm.gov.uk and paper copies will be provided on request.
- 2.3 The Housing Act 1996 (as amended) requires local authorities to give reasonable preference in their allocations policies to people with high levels of assessed housing need. The main groups are:
 - People who are homeless as defined by the Housing Act 1996, Part VII.
 - People occupying unsanitary or overcrowded housing, or who are otherwise living in unsatisfactory conditions.
 - People who need to move on medical or welfare grounds.
 - People who will suffer hardship if they are unable to move to a particular locality or district.

2.4 The act also requires local authorities to state, within the policy, its position on offering applicants a choice of housing accommodation or the opportunity to express preference about the housing accommodation to be allocated to them.

2.5 This housing allocations policy complies with the requirements of:

- Housing Act 1996 (as amended).
- Allocation of Accommodation: Code of Guidance for Housing Authorities 2002
- Homelessness Reduction Act 2017.
- Localism Act 2011.
- Equality Act 2010.

3.0 Housing stock

3.1 The Council transferred all of its housing stock to two Council sponsored housing associations on 21 May 1995. It does not have a direct role in the management of these properties. The Council has retained nomination rights to a percentage of the association's properties and works with a variety of providers with the borough.

4.0 Aims of the allocations policy

4.1 The allocations policy is designed to meet all legal requirements and to support and contribute towards the Council's wider objective of putting residents first. The council is committed to preventing homelessness and the allocations policy focuses on supporting residents to actively pursue suitable alternatives to avoid becoming homeless.

4.2 The key objectives of this allocations policy are to:

- Provide a fair and transparent system by which people are prioritised for and allocated social housing.
- Help those with the greatest housing need.
- Promote the development of sustainable mixed communities.

4.3 This policy has considered:

- The council's statutory obligation to provide reasonable preference to certain categories of applicants set down by law.
- The general and specific statutory discretions the council can exercise when allocating housing.
- The council's statutory discretion to grant 'additional preference' and/or to determine priority between applicants with reasonable preference.

- 4.4 The allocations policy will be supported by a housing options approach in order to give applicants realistic housing advice and promote a range of housing options such as low cost home ownership and private sector housing.
- 4.5 The Council will register eligible applicants who qualify for the reasonable preference criteria and certain groups who meet local priority. In addition, the council will ensure that greater priority through 'additional preference' is given to applicants who have a long attachment to the borough, are in employment or are / have been members of the British Armed Forces.
- 4.6 The Council will utilise the private rented sector, both within the borough and outside it to meet its statutory housing obligations. It will also make use of the private rented sector to discharge its homelessness duty in accordance with the Localism Act.
- 4.7 Where the Council believes that potential applicants are able to access market housing including private rented, low cost or shared ownership the Council will provide advice as necessary.
- 4.8 This policy will be retrospective and all applicants will be assessed in line with this policy.

5.0 Eligibility and qualifying for housing

- 5.1 When the Council receives an application for housing, it first assesses whether the applicant is eligible for social housing. This depends on where the applicant normally lives ("habitual residence") and their "immigration status".
- 5.2 A person is not eligible if they are:
- Subject to immigration control (within the meaning of the Asylum and Immigration Act 1996).
 - A person from abroad excluded by regulations made by the Secretary of State.
 - A person not habitually resident in the United Kingdom (other than EEA/EU workers or those covered by an EEA/EU Directive) or required to leave the UK by the Secretary of State.

6.0 Qualification rules

- 6.1 The second assessment the Council makes is whether an applicant qualifies to join on the housing register. The Localism Act 2011 provided new freedoms for local authorities to determine who can join the housing register. In this policy, the Council has specified a number of qualification rules for the reasons provided below;

- To ensure it operates a more focused housing register which reflects local circumstances and can be understood more readily by the local community.
- It believes that social housing should be available to people who cannot afford to buy or rent a home privately.
- It wants to ensure its policies benefit the people who live in the borough.

Households with no demonstrable housing need will not qualify to join the housing register.

6.2 The Council will no longer maintain a housing register for those households that it is unable to help access social housing. This means applicants who are considered to have no housing need and/ or are adequately housed will not qualify to join the housing register.

6.3 The Council must manage the housing expectations of the public and will therefore exclude people with little or no prospect of being allocated accommodation. People who fall into this category will be signposted and given relevant information and advice through the housing options service.

Exception

6.4 People over 60 who would benefit from sheltered housing; however, they will be made an offer of sheltered accommodation after other households meeting residency criteria.

Households with sufficient financial resources will not qualify to join the housing register.

6.5 People with sufficient combined household income, savings and assets will not qualify to join the housing register:

- Any household who owns or has a financial interest in a property.
- Any household with a net income at or above the level required for low cost home ownership.
- Any household who has savings or assets in excess of £30,000 as they will be deemed to have sufficient financial resources to source a property to rent in the private sector. Deliberate disposal of assets or savings in order to become eligible for an allocation will render the applicant ineligible.

6.6 All applicants and prospective new tenants will be required to supply evidence of their financial income and resources. Where applicants are not able to show current entitlement to income support, housing benefit, council tax benefit (and universal credit), verification of income and savings will be required, prior to applicants joining.

- 6.7 Where applicants have resources considered sufficient to access low cost home ownership they will normally be offered advice or assistance as they are considered to have the income to meet their own housing requirements. Advice on home ownership and private sector renting options will be offered.

Exception

- 6.8 Members of the British Armed Forces who receive lump sum payments as compensation for an injury or disability sustained in active service.

Households who do not currently live in the borough and do not have a need to move to a particular locality in the borough where failure to meet that need would cause hardship will not qualify to join the housing register.

- 6.9 People who don't currently live in the borough and do not need to move to the area will not quality to join the housing register unless failure to meet that need would cause hardship. Hardship grounds include:

- The need to move to take up a confirmed offer of employment.
- To give or receive care or support from/to a resident in the borough.

Exception

- 6.10 People over 60 who would benefit from sheltered housing, however, they will be made an offer of sheltered accommodation after other households who meet the residency criteria.

Households who have not been continuously living in the borough for at least 2 years will not qualify to join the housing register.

- 6.11 Applicants will need to demonstrate a local connection with the borough. Local connection within the terms of this scheme will normally mean that an applicant has lived in the borough through their own choice, for a minimum of 2 years up to and including the date of their application, or the date on which a decision is made on their application whichever is later.
- 6.12 For purposes of continuous residence, children spending time away from home for education due to periods of study such as at university and people who have moved away up to 3 times due to the requirements of their job will be disregarded. Care leavers placed outside the borough will be considered as having a local connection.
- 6.13 People will also be considered as having a local connection with the borough when they are placed in the borough in temporary accommodation in accordance with sections 190(2), 193(2), 195(2) or who are occupying accommodation secured by any local authority under section 192(3).

Exception:

6.14 The following exceptions apply to those who have not been continuously living in the borough for at least 2 years:

- People who have served in HM Forces in the last 5 years.
- People over 60, and are currently resident in the borough who would benefit from sheltered housing. They will be considered for sheltered housing after other households who meet the residency criteria.
- Emergency cases where homes are damaged by fire, flood or other disaster if it is not possible to repair the existing home, or if any work to repair is to take such a long period of time that there will be serious disruption to family life.
- Cases nominated under the Police Witness Protection Scheme or other similar schemes that the Council has agreed to be part of.
- Statutorily homeless persons and other persons who fall within the statutory reasonable preference groups.
- Households who need to move to the Borough to avoid hardship.
- The need to move to take up a confirmed offer of permanent employment.
- The need to move to specialist facilities where they receive care but live outside the Borough.
- The need to move to receive or give care/support (meaning higher care costs or even the use of residential care for those who cannot move).
- People fleeing violence or harassment.
- Children spending time away from home due to periods of study such as at university.

Those who can apply to join the Housing Register:

6.15 The following people can apply to join the housing register:

- Residents in the borough who are 18 years old and over can apply to join the housing register by completing the online application at www.rbwm.gov.uk.
- People who are recognised key workers.
- Persons who have left HM Forces within 5 years of the date of their application.
- Persons in HM Forces accommodation.
- People who wish to apply for shared ownership options.
- Persons in hospital whose last settled address (prior to hospital admission) was, for a period of 2 years, within the borough.

6.16 The Council intends to ensure that all successful applicants have reasonable preference. In addition, the council has used its statutory discretion to determine groups of households who will be eligible for housing allocation.

7.0 How to apply

Application form / online application

7.1 An application form is available at www.rbwm.gov.uk which can be downloaded or a form can be collected from the Maidenhead or Windsor libraries. Applicants can telephone 01628 683 800 to request a form be sent to their current address.

7.2 Following receipt and processing of an application, applicants will be informed in writing of the decision which has been made regarding their application, in accordance with this policy. All applications submitted must be accompanied by the relevant documents /proofs as no assessment will be conducted until all necessary documents have been seen. Applications received that are still incomplete after 28 calendar days will be cancelled and a fresh application will need to be submitted in order to be assessed.

Change of circumstances:

7.3 Applicants are required to inform the Council at any point if they have a change of circumstances. It is important that the Council and other housing providers have the most up to date information in order to ensure the appropriate allocation of housing in the borough.

7.4 Once placed in a priority band, applicants should notify the Council in writing of any material change in their circumstances that will affect their priority for housing, for example:

- A change of address for themselves or any other person on the application.
- Any additions to the family or any other person joining the application.
- Any member of the family or any other person on the application who has left the accommodation.
- Any change in income or savings.

Failure to notify of a change in circumstances

7.5 If the Council find your circumstances have changed as a result of a review of your application and you have not notified the change, your application will be suspended while we investigate how the changes affect your eligibility and housing priority.

8. Priority banding

8.1 Housing need is determined by assessing the current housing circumstances of applicants. A priority 'band' is then allocated according to the urgency of the housing need. There are four priority bands as follows

Band A:	Urgent priority
Band B:	High priority
Band C:	Medium priority
Band D:	Lower priority

8.2 The council is required by law to give reasonable preference in the scheme to people with high levels of assessed housing need:

- People who need to move on welfare or medical grounds (including grounds relating to a disability),
- People who need to move to a particular locality of the city to avoid hardship to themselves or others,
- People living in unsanitary, unsatisfactory or overcrowded housing, and
- People who are homeless within the meaning of the Housing Act 1996, and people who are owed a particular statutory duty by any local housing authority under section 190(2), 193(2) or 195(2) (or under section 65(2) or 68(2) of the Housing Act 1985 or who are occupying accommodation secured by any such authority under section 192(3).

8.3 Applicants outside the reasonable preference categories can also be given additional consideration to meet local priorities.

8.4 Applications are processed by the council's Housing Options Team, in accordance with this policy.

Criteria for being placed in each band

Band A

8.5 This band is intended to meet the needs of applicants in extreme circumstances and will only be issued in certain situations where an applicant needs an urgent move to ensure their well-being or safety. Circumstances where Band A status may be awarded include:

- Applicants accepted by the council as statutorily homeless under part VII of the Housing Act. If statutorily homeless and placed in band a. The council will discharge its homeless duty into the first suitable property that is offered. If a homeless applicant refuses the offer of a suitable property the council will view its statutory homeless duty as having been discharged.
- Applicants required to move as determined by the police for witness protection reasons.

- An applicant has an extremely urgent medical assessment, as determined by a Housing Options team leader or manager.
- Those applicants requiring urgent hospital discharge where their current accommodation is totally unsuitable for their needs.
- Those applicants required to leave their homes as a result of an emergency prohibition order served in relation to the premises under the Housing Act 2004 or as the result of action taken by the Fire and Rescue Service.
- Where the applicant or member of their household is being seriously and adversely affected by their current accommodation and there is a severe and very urgent need to move for welfare reasons.
- Applicants with a combination of high needs as determined by a Housing Options team leader or manager.
- Those applicants under threat of immediate and serious violence as determined by the police and a Housing Options team leader or manager.
- Other very extreme circumstances as determined by the Housing Options team leader or manager.

Band B

8.6 Circumstances where Band B status may be awarded include:

- Applicants who are homeless or threatened with homelessness who are likely to lose their accommodation through no fault of their own, for which there is no legal redress, in the next 12 weeks, who are assessed by the council's Housing Options Team as likely to be in priority need and who are receiving and acting upon housing advice from the council to prevent homelessness. The Council reserves the right to withdraw Band B awarded on the grounds of homeless prevention if the applicant refuses the offer of a suitable property or fails to act on the advice of their housing adviser in order to prevent their becoming homeless.
- High medical needs directly relating to the applicant's accommodation or need for accommodation as determined by a Housing Options Team leader or manager, or by the council's assessment panel. Medical priority is only awarded where an applicant needs urgent re-housing due to a strongly evidenced, serious and enduring medical condition or disability, which is severely and permanently affected by their current accommodation.
- Where the applicant or member of their household is being seriously and adversely affected by their current accommodation and there is an urgent need to move for welfare reasons.
- Applicants have no access to a kitchen and/or bathroom.
- A prohibition order or demolition order has been served in relation to the applicant's dwelling by the council's private sector housing team. This indicates that the property contains one or more category 1 hazards that probably cannot be remedied.

- An improvement notice has been served in relation to the applicant's dwelling by the private sector housing team and:
 - The remedies that are needed to reduce the hazard will require the property to be vacated for a significant period of time
 - The cost of the remedies are beyond the means of the applicant (where applicable)
 - The remedies will make the property unsuitable for occupation by the applicant.
- Applicants lack two or more bedrooms.
- Where there is significant evidence of serious harassment or violence, where a change of accommodation could be reasonably expected to alleviate the problem and there is no other remedy.
- Applicants with a combination of medium needs.
- Members of the British Armed Forces eligible to join the register

Band C:

8.7 Circumstances where Band C status may be awarded include:

- Applicants who are homeless or threatened with homelessness, who are likely to lose their accommodation through no fault of their own, for which there is no legal redress, in the next 12 weeks, who are assessed by the council's housing options team as not likely to be in priority need and who are receiving and acting upon housing advice from the council to prevent homelessness.
- Applicants with no identified priority need who have been verified by the council as having no settled accommodation and are 'rough sleeping' or 'sofa surfing'.
- Significant medical needs directly relating to the applicant's accommodation or need for accommodation as determined by a Housing Options team leader, manager or by the council's assessment panel. Significant medical needs directly relating to the applicant's accommodation or need for accommodation as determined by a Housing Options team leader, manager or by the council's assessment panel.
- Where the applicant or member of their household is being significantly and adversely affected by their current accommodation and there is a need to move for welfare reasons.
- Applicants lack one bedroom.

Band D

8.8 All other applicants who qualify to join the housing register will be placed in Band D.

Priority dates

- 8.9 As the level of need within each 'band' is broadly similar, it is fairest to make an offer of social housing to the applicant that has been waiting the longest in that 'band'. This is known as a priority date order. The priority date is awarded either on the date of the original application or on the date the council is notified of a change in circumstances.

Moving up a 'Band'

- 8.10 The priority date is the date the higher priority is awarded.

Moving down a 'Band'

- 8.11 A new priority date refers to the data that applied when the applicant was previously in that 'band' or any earlier date when they were in a higher band. The principle is that when moving down, their priority date should be the earliest date that they were in the new lower band, or in a higher band.
- 8.12 If the applicant has been suitably housed for any of the time, the new band date cannot be any earlier than the date they were subsequently assessed as band A, B, C or D.

Deliberately worsening circumstances

- 8.13 Applicants who have deliberately worsened their circumstances in order to obtain housing i.e. by moving to less adequate accommodation, through introducing family or friends into their household thereby causing overcrowding or by giving up secure accommodation without good reason would be placed in Band D. Each case will be individually assessed. This will preclude any applicant being afforded reasonable preference or additional preference on the housing register.

Property size qualification

- 9.1 Each applicant will be assessed by the Council, to determine what size of property they qualify for. It is expected that participating landlords will seek to maximise occupation of available properties.
- 9.2 The previously mentioned bedroom requirements are applied when assessing bedroom deficiency; statutory overcrowding is set out in the Housing Act 1985 which calculates the space standard in two ways; the number of rooms required is as follows:
- 1 room = 2 persons
 - 2 rooms = 3 person
 - 3 rooms = 5 persons
 - 4 rooms = 7 ½ persons

- 5 rooms or more = 2 persons for each room
- Or by floor area size as below:

Floor area of room	Number of persons
Below 4.65m ²	Nil
4.64m ² - 6.5m ²	1/2 person (child under 10 years)
6.5m ² - 8.37m ²	1 ½
8.37m ² - 10.22 m ²	1 person
10.22m ² or greater	2 persons
No account shall be taken of a child under the age of one.	A child of one to ten years counts as a ½ unit.

9.3 The Council considers that a separate bedroom is appropriate for each of the following

- A couple living together.
- A single parent.
- Two children of opposite gender can share one room whilst both are under 10 years of age.
- Two children of the same gender can share one room until one reaches 16 years of age

9.4 The number of bedrooms used by the applicant is compared with the number they need. However the Council will consider the actual use of all available space in the home. The guide used is set out in the table below:

Size of household	Size of Property Entitlement
Single Person	1 bedroom
A couple without children	1 bedroom
Two adults of the same sex and generation for example, flat sharers, or two siblings	2 bedrooms
A couple expecting a child or with a child, including an adult son and daughter	2 bedrooms
A couple with two children of the same sex	2 bedrooms
Two adults of opposite sex who do not live as a couple, for example, brother and sister	2 bedrooms
A couple with two children of opposite sex both under ten	2 bedrooms
A couple with two children of opposite sex one of whom is over ten	3 bedrooms
A couple with three children	3 bedrooms

A couple with four children (all of the same sex or two of each sex)	3 bedrooms
A couple with four children (three of one sex and one of the opposite sex)	4 bedrooms
A couple with more than four children	4 bedrooms

10. Assessment of need

Medical grounds

- 10.1 If you apply for housing because your current accommodation affects a medical condition or disability, your application will be referred to the council's medical adviser or occupational therapy team depending on the information you have provided in your application.
- 10.2 Medical assessment does not examine how severe an applicant's medical condition or disability is. It looks at how your current accommodation affects the health or the disability of a household member. The assessment is based on whether your health or a member of your household's health would improve by moving to alternative accommodation.
- 10.3 Therefore, medical priority is awarded according to the extent to which the health or welfare of one or more members of the applicant's household is affected by their current housing conditions and the expected benefits of providing suitable alternative settled housing.

Welfare grounds

- 10.4 This assessment will be carried out by a Housing Options team leader or manager. Each case will be assessed on its merits to determine whether welfare priority should be awarded and will look at whether the situation is serious and enduring, whether it is directly affected by the applicant's present housing and whether it would improve if the applicant were re-housed.

Care leavers

- 10.5 If a young person who has been looked after by the Council and is ready to move into their own accommodation they may be considered for housing on welfare grounds. This includes those placed out of the borough. To qualify, the young person must have been a relevant child under the Children Leaving Care Act 2000, which means s/he would have been looked after by the council for a certain period of time and have had a pathway plan drawn up.
- 10.5 In most cases young people leaving care will be ready to move into independent living with the support of the social care service. If the young

person is ready to move on and has developed the required life skills, such as managing a budget, cooking, cleaning etc. the council will support her or him to find suitable private rented accommodation

- 10.6 For some young people whose support needs are high and accommodation in the private rented sector would have a detrimental effect on their transition to independent living, their housing application will be considered by a Panel (Care Leavers Panel) who will determine whether to award priority for social housing.
- 10.7 The Care Leavers Panel consists of senior officers from Housing and Care Leavers Services. The panel assesses each referral individually to ensure the needs of any particularly vulnerable or at risk young person is addressed.
- 10.8 To be considered for social housing, the care leaver must meet one or more of the following criteria:
- Young people subject to Care Orders under section S31 of the Children Act 1989 where the council has parental responsibility (Looked After Children).
 - Young people with moderate learning difficulties or disability or those who are subject to a statement of educational needs or a psychological assessment.
 - Young people with significant mental health issues – who have had involvement with CAMHS or CMHT for a period of three months or longer and are continuing to receive treatment.
 - Young people with complex needs placed in high cost placements where they no longer require that degree of support and whose application has been approved by the 'Access to Resources Panel' or the 'Asylum High Cost Placement Panel'.
 - Young people with significant offending behaviour, which limits access to other types of suitable accommodation.
 - Young people leaving care who are also parents and also meet one other criteria listed (e.g. they or their baby are especially vulnerable).
- 10.9 Those with other mitigating circumstances. A Care leaver who is approved by the Panel will be placed into Band B

Fostering and adoption

- 10.10 The council recognises the contribution that foster carers and adopting parents make towards ensuring that children in the Royal Borough of Windsor and Maidenhead are cared for. Priority will be given to those applicants approved or being assessed for approval to adopt or foster and where recommendation is made by social care to provide accommodation because the current accommodation is not large enough or would cause overcrowding.

Those enabling fostering and adoption will be placed in Band A on welfare grounds.

11. Local priorities

11.1 In addition to statutory reasonable preference groups, the council will provide housing assistance to certain groups who meet local needs and priorities.

British Forces Covenant

11.2 This policy applies to people who have served in the Royal Navy, Royal Air Force and British Army and have not been dishonourably discharged.

- Members of the Armed Forces and former service personnel where the application for housing is made within 5 years of discharge.
- Serving or former members of the Reserve Forces who need to move because of serious injury, medical conditions or disability which is wholly or partially attributable to their service.
- Bereaved spouses or civil partners of members of the Armed Forces leaving Services Family Accommodation following the death of their service spouse or partner and the death was wholly or partially attributable to their service.

11.3 Members of the British Armed Forces eligible to join the register will be placed in Band B.

12. Sheltered housing

Eligibility

12.1 Applicants for sheltered housing must be over 60 years of age. Applications will be assessed in accordance with the general scheme.

12.2 The relevant Housing Associations will ensure that applicants fully understand the service provided by sheltered housing.

12.3 Applicants must be able to live independently and care for themselves adequately. Elderly residing above ground floor and requesting Sheltered Accommodation

12.4 Nominations to any schemes designed as 'Elderly Extra Care' accommodation will be made following an assessment of care needs by Adult Social Care, and owner occupiers along with other applicants may be actively considered subject to a suitable care plan being in place

13. Offers and refusals of accommodation

13.1 An offer of accommodation can be:

- An assured short-hold introductory tenancy for a fixed term of 12 months, followed by an Assured tenancy at a social rent.
- An assured short-hold introductory tenancy for 12 months followed by a fixed term tenancy of no less than two years at a rent which is 80% of market rent.
- An assured short-hold introductory tenancy for 12 months followed by a fixed term tenancy of no less than 2 years.
- An affordable good quality private sector property for a period of no less than 12 months.
- Applicants are entitled to two reasonable offers of accommodation. An offer is deemed reasonable where it is of the correct bed and person size based upon the housing application and within an area selected by the applicant.
- However any applicant who has been placed in Band A will receive one offer of suitable affordable accommodation in any area which will address their housing need.
- If an applicant refuses an offer they will be asked to explain the reason in writing. If the reason is due to exceptional or unusual circumstances the offer may be deemed to be unreasonable, and not counted.
- The offer will not be deemed unreasonable if the Council was not made aware of certain facts and requirements prior to offer.
- If the offer is held to be reasonable, the applicant will be given 48 hours to reconsider. If the first reasonable offer of accommodation is refused and the applicant is in Band A the applicant will be entitled to a second offer but the application will be moved to Band B.
- If a total of two reasonable offers are refused, the application will be removed from the register. Applications will be removed from the housing register if it is found that it has never been or it has ceased to be an eligible application.
- Applicants are required to re-register annually. Applications will be removed if the applicant fails to re-register or if the Council considers there are good reasons for removal.
- A statutorily homeless applicant will be entitled to only one suitable offer of accommodation anywhere in the Borough. Where that offer is refused the Council will consider it to have discharged its statutory duty and where applicable, the provision of temporary accommodation will be withdrawn.

14. Keyworker housing

14.1 To qualify for key worker accommodation applicants must be eligible for inclusion on the housing register in all respects other than local connection criteria in the Borough. Applicants must be working in a permanent position in

one of the following sectors: education, health, police, fire, social services and some other key public and voluntary services and public sector agencies.

14.2 Keyworker applications will be held separately and no banding will be applied

14.3 The zone agent for keyworker accommodation is Catalyst who hold a register of keyworker properties and keyworker applicants. In order to register with Catalyst an applicant must be eligible for consideration by RBWM.

15. Shared Ownership

15.1 To qualify for shared ownership applicants must be eligible for consideration by the Council. However housing association tenants currently resident in the Borough may apply for shared ownership. Applicants must be first time buyers or purchasing for the first time in their own right.

15.2 The zone agent for shared ownership accommodation is Catalyst who hold a register of shared ownership properties and shared ownership applicants. In order to register with Catalyst an applicant must be eligible for consideration by the Council.

15.3 The criteria for eligibility to be referred to shared ownership schemes is subject to variances where schemes have differing requirements. Do it yourself shared ownership (DIYSO) is subject to funding availability.

15.4 Shared ownership applications will be held separately and no banding will be applied.

16. New housing developments

16.1 Nominations to new housing association developments will ensure that a mix of lettings occur from both the Council's housing register and existing housing association tenants who are Housing Registered for a transfer. Individual lettings plans will be agreed with the housing association for each development at the time of first letting.

17. Exceptional circumstances

17.1 In consideration of exceptional circumstances the Head of Housing has discretion to allow admittance of applicants.

18. Equal opportunities policy

18.1 The Council is committed to ensuring that no customer of housing services receives less favourable treatment on the grounds of race, colour, creed, nationality, ethnic or national origins, or are placed at a disadvantage by conditions or requirements that cannot be shown to be justified.

18.2 Consequently applicants will be asked their ethnic origin on the application form and this will be recorded in the Council's housing computer system. The information provided will allow the Council to ensure that fairness is being exercised in its policies.

19. Reviews of decisions

19.1 Applicants who are refused entry onto the housing register and those who are removed from it following a decision by the Council have a statutory right to request a review of the decision.

19.2 The Council will notify affected applicants of the Council's decision and of their rights, and a request for review must be made within 21 days of the written notification.

20. Fraud prevention

20.1 Section 171 makes it an offence for anyone seeking assistance from a housing authority under Part 6 of the 1996 Act to:

- Knowingly or recklessly give false information, or
- Knowingly withhold information which the housing authority has reasonably required the applicant to give.

20.2 It is important for the Council protect scarce housing resources and any applicant seeking to obtain housing by making false or misleading statement or failing to inform the Council of a material fact relevant to the outcome of their application, or a change in circumstances, will have their application immediately cancelled. The Council will not hesitate to prosecute any household who has either been allocated a home or applied for a home by using false or fraudulent information.

Appendix C - Key Data 2018/19

Homelessness

Table 1: Numbers of approaches to the Council's housing options services for assistance 2018/19 (year to date) under the legislation

Category	Number of households
New approaches within the legislation	532
Cases being worked on	194
Council accepted prevention duty	43
Council accepted relief duty	79
Council accepted main duty	12
Cases closed	200

Table 2: Decisions under the homelessness legislation 2018/19 (year to date) on formal applications

Decision	Number of households
Not homeless	2
Not eligible	2
Not in priority need	5
Intentionally homeless	3
s193 discharge into accommodation (nomination to housing association or private rented sector)	16
Main duty acceptance	12
Total	40

Table 3: Numbers of homeless households in temporary accommodation provided by the Council October 2018/19

Type of temporary accommodation	Number of households
1 Bed	46
2 Bed	63
3 Bed	18
4 Bed	13
Total	140

Housing Allocations

Table 4: Current housing need banding and bedroom requirements of those households on the housing register October 2018.

Bedroom requirements	Housing Need Banding			
	Band A	Band B	Band C	Total
1 Bedroom	9	91	193	293

2 Bedroom	19	177	141	337
3 Bedroom	5	53	38	96
4+ Bedroom	3	16	5	24
Sheltered	0	0	25	25
Total	36	337	402	775

Table 5: Number of nominations into housing association accommodation 2018/19 (year to date)

	Housing Solutions	Radian	A2	TVHA	One Housing	Sovereign	Hanover	Total
1 Bedroom	10	20	1	0	0	0	0	31
2 Bedroom	36	12	0	1	1	0	0	50
3 Bedroom	11	5	0	0	0	1	0	17
4+ Bedroom	0	0	0	1	0	0	0	1
Sheltered	9	20	0	0	1	0	1	31
Total	66	57	1	2	2	1	1	130

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

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REPORT SUMMARY

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

1 DETAILS OF RECOMMENDATION

RECOMMENDATION: That Cabinet notes the report and:

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

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

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

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

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

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

Table 1: Options

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

3 KEY IMPLICATIONS

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

Table 2: Key implications

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

4 FINANCIAL DETAILS / VALUE FOR MONEY

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

5 LEGAL IMPLICATIONS

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

6 RISK MANAGEMENT

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

Table 4: Impact of risk and mitigation

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

7 POTENTIAL IMPACTS

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

8 CONSULTATION

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

9 TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: immediately.

10 APPENDICES

10.1 Appendix A – Individual site plans

11 CONSULTATION (MANDATORY)

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



RBWM Joint Venture Opportunity Area
St. Cloud Way
Maidenhead



Royal Borough Of Windsor and Maidenhead

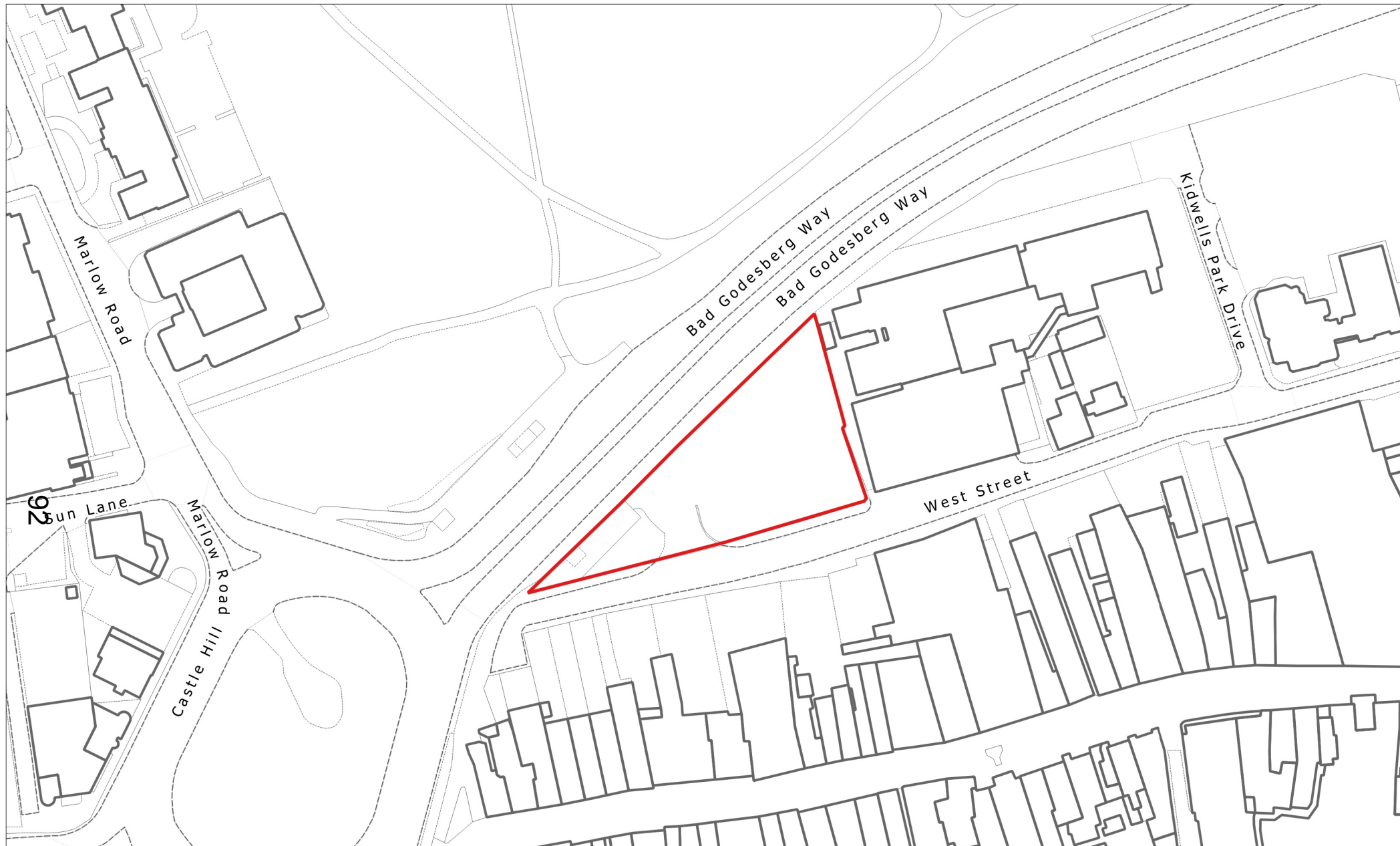
© Crown copyright and database right 2016. Ordnance Survey 100018817

OS Ref: SU8881 ne

Scale: 1:1250 A4 land

Date: 15/06/2016





RBWM Joint Venture Opportunity Area
West Street
Maidenhead



Royal Borough Of Windsor and Maidenhead

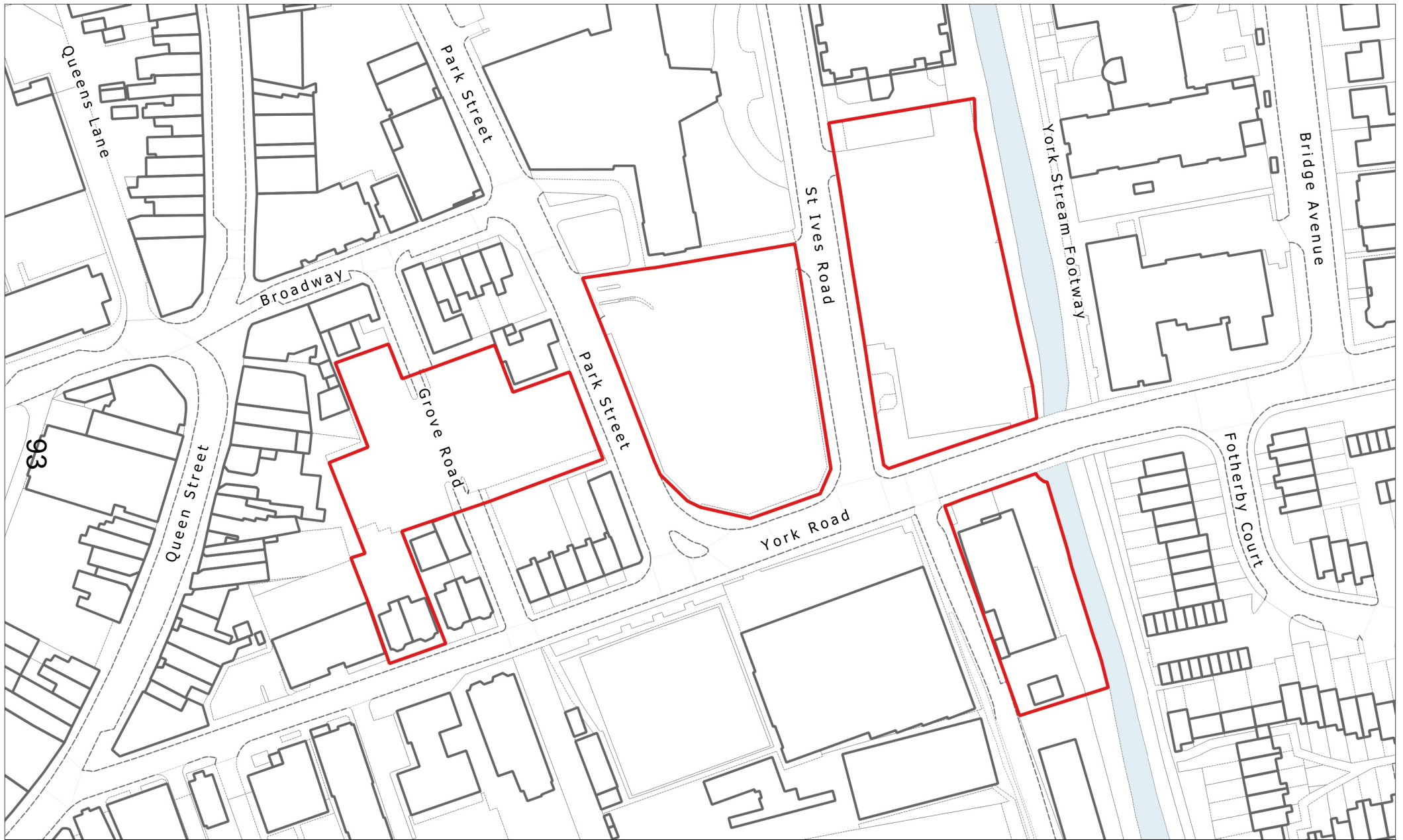
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OS Ref: SU8881 sw

Scale: 1:1250 A4 land

Date: 15/06/2016





RBWM Joint Venture Opportunity Area
York Road/Grove Road
Maidenhead



Royal Borough Of Windsor and Maidenhead

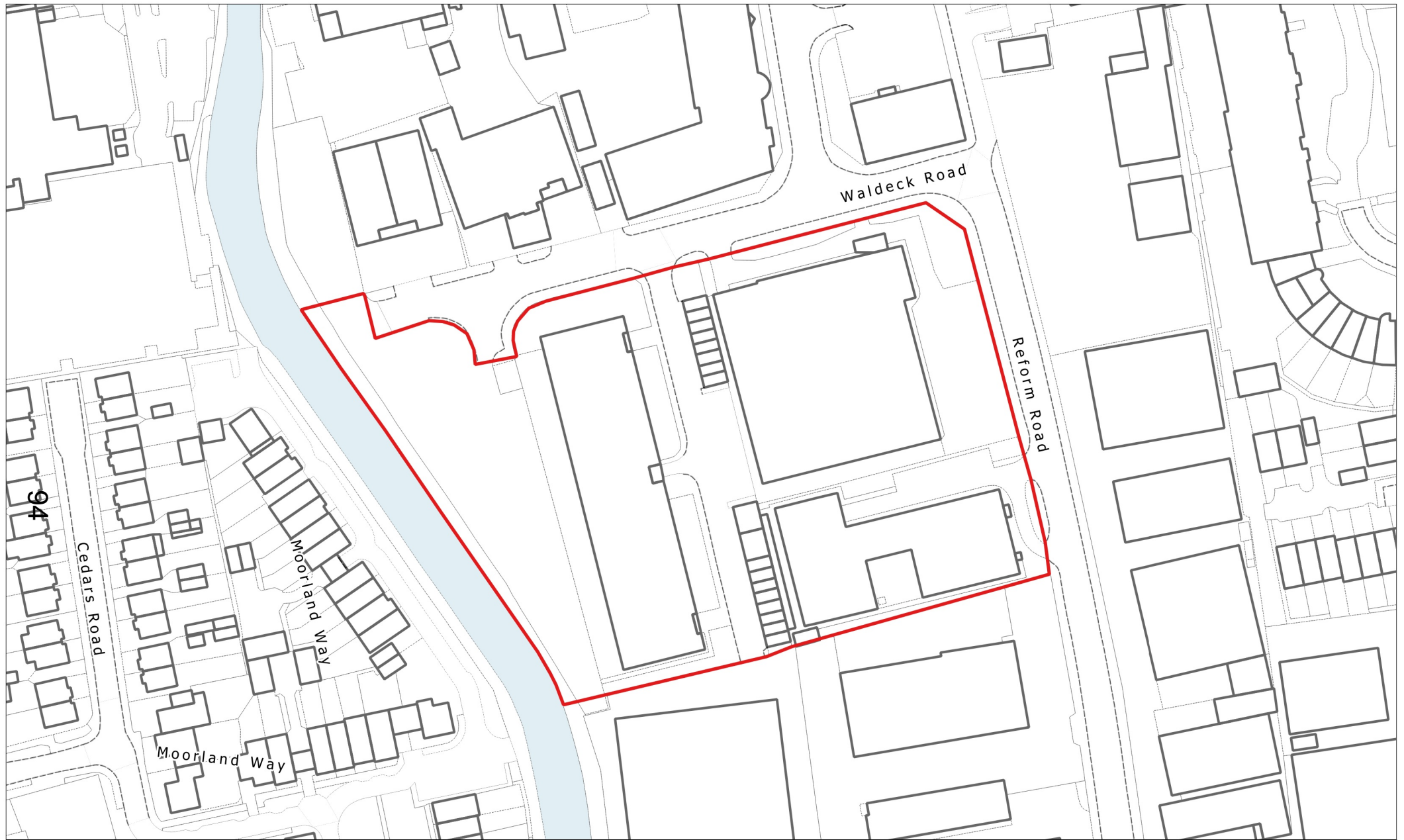
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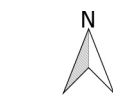
Date: 15/06/2016





RBWM Joint Venture Opportunity Area
Reform Road
Maidenhead

OS Ref: SU8981 se



Scale: 1:1250 A4 land

Royal Borough Of Windsor and Maidenhead

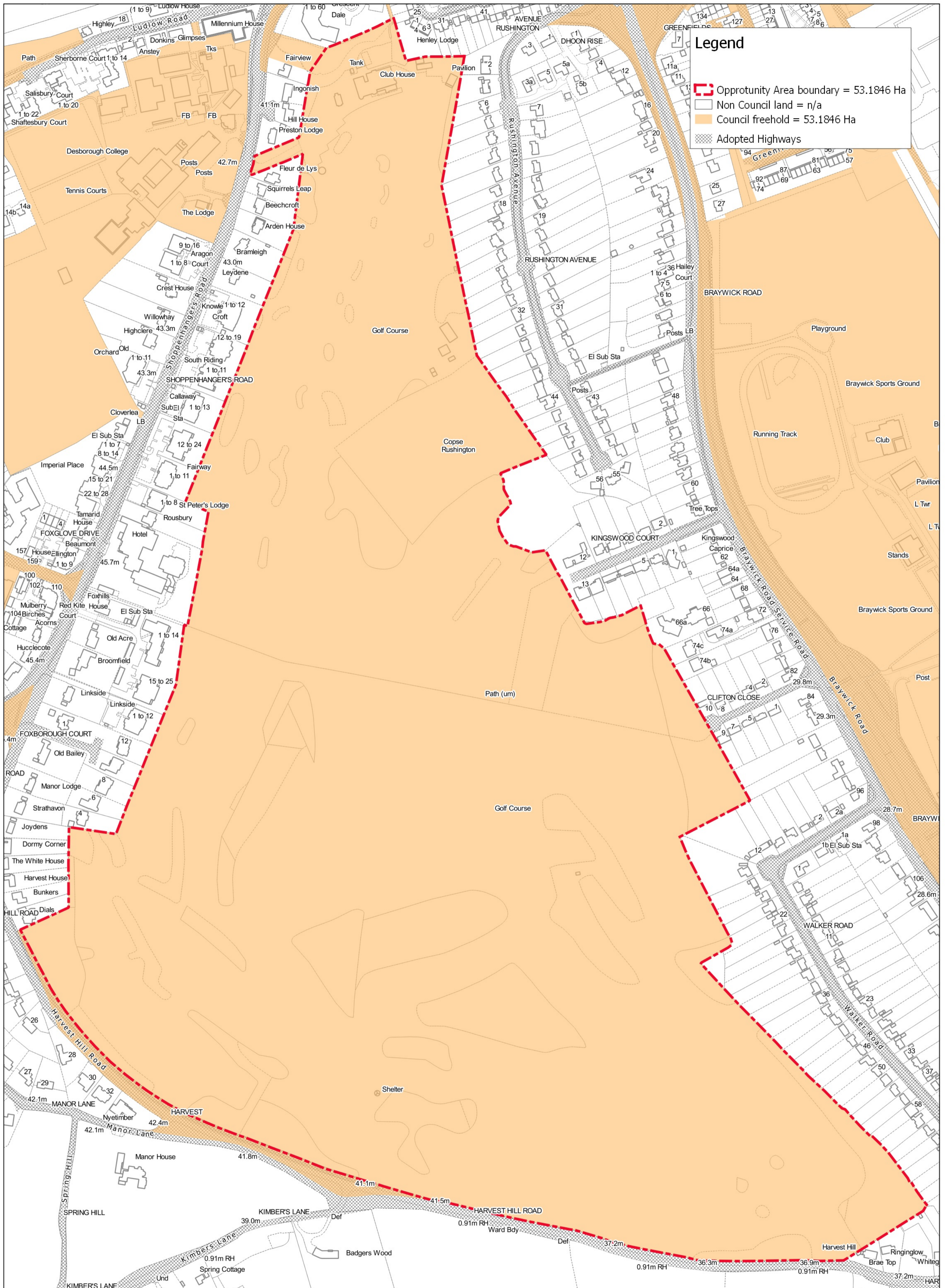
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Date: 15/06/2016

The Royal Borough

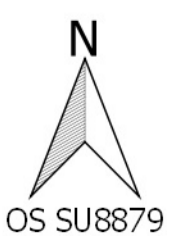


Windsor & Maidenhead



Description:
**Golf Course
 Maidenhead**

**Drawing No.
 E02819 E**

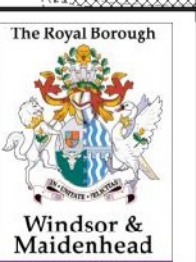


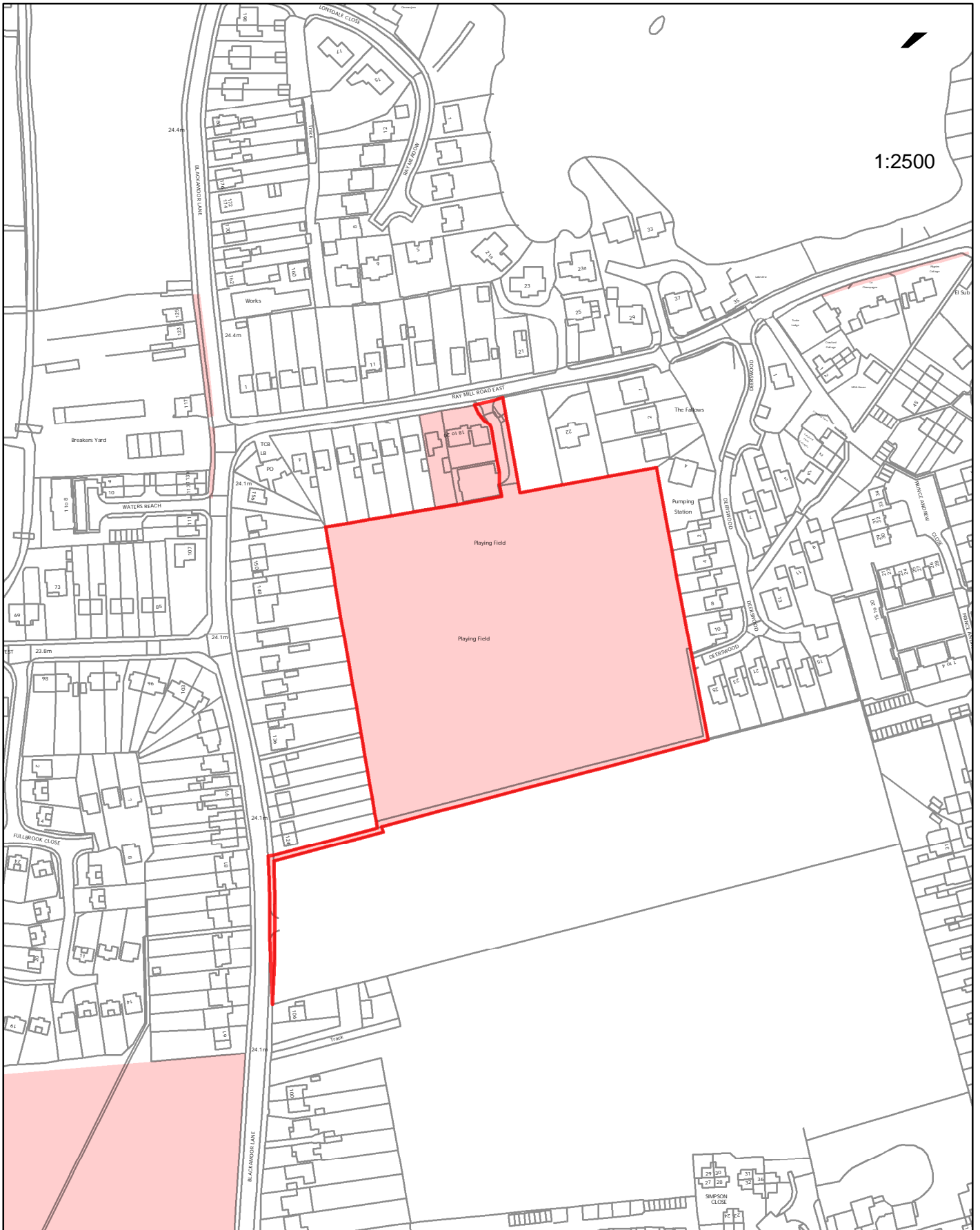
Royal Borough Of Windsor and Maidenhead

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Scale 1:2500 A3 port

Date: 21/12/2015





1:2500

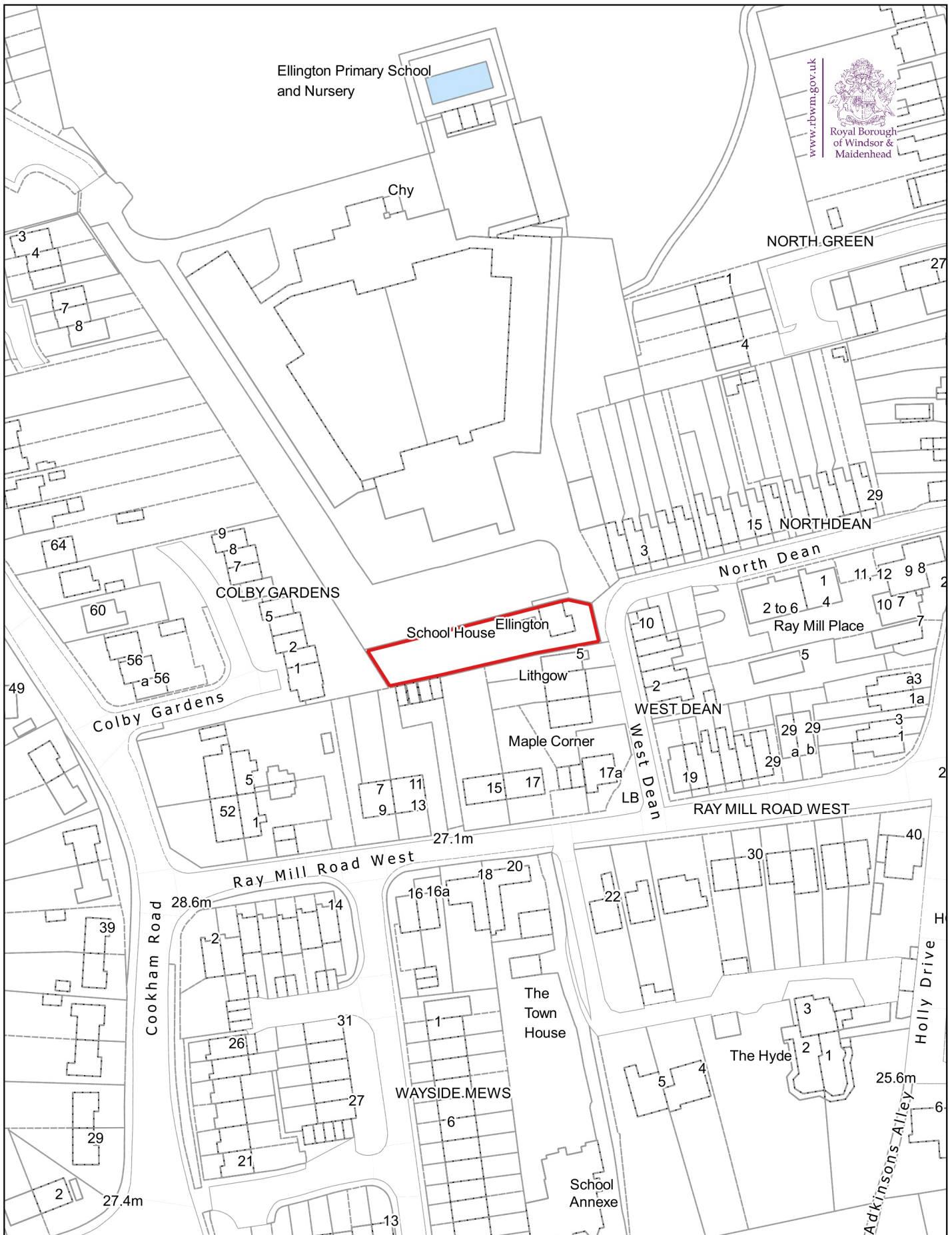
EO 2323 Land at Ray Mill Road East Maidenhead (5.75 acres)

SU8081 sw 08/07/2010
OS ref Date

Royal Borough of Windsor and Maidenhead

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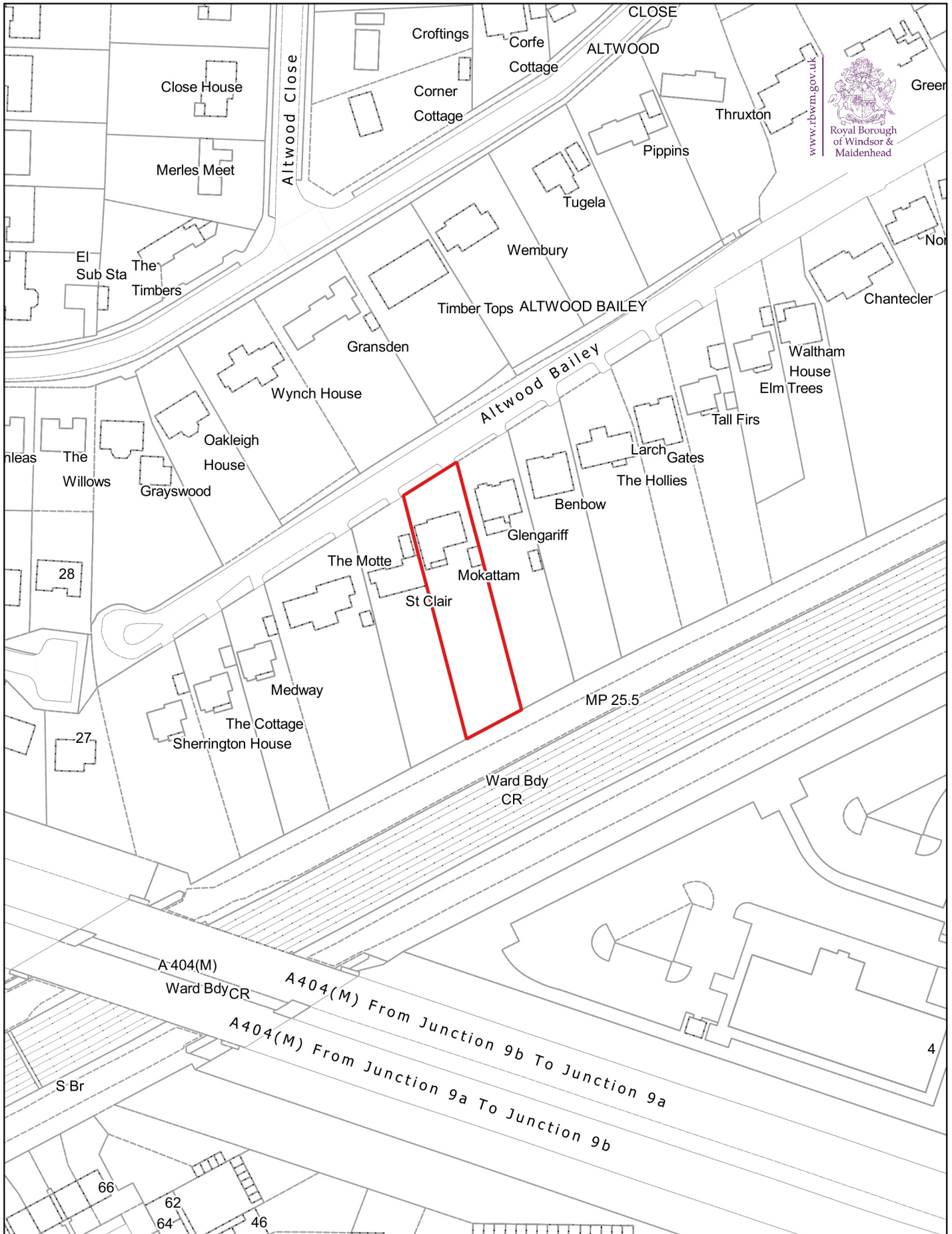




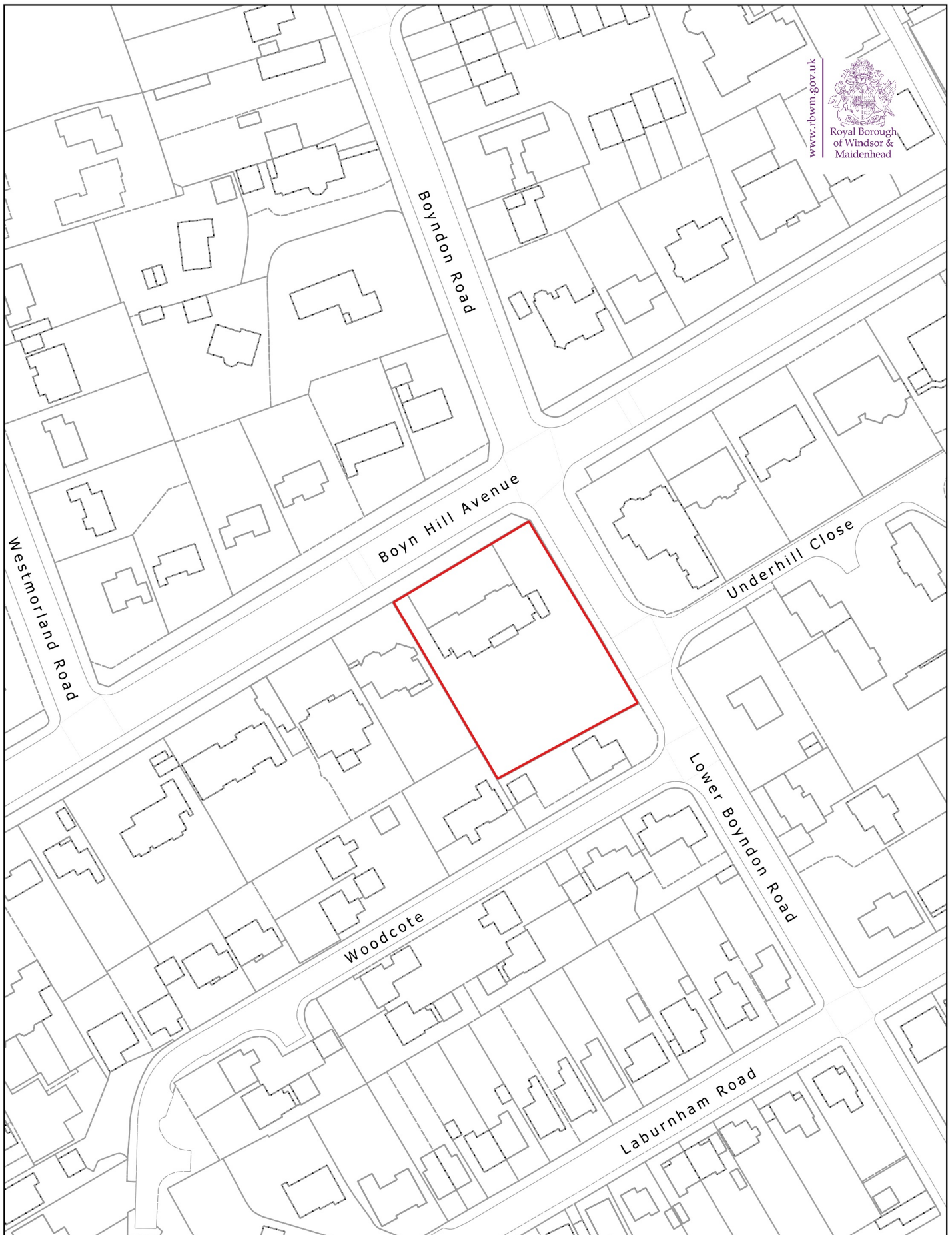
Ellington Primary School
and Nursery



<p>Description: Riverside Primary Sch School House West Dean Maidenhead SL6 7JB</p>	<p>Drawing No: EO...</p> <p>Date: 11/06/2018</p>	<p>OS Ref: SU8881 ne</p> <p>Scale at A4 Port 1:1,250</p>	<p style="text-align: center;">Royal Borough Of Windsor and Maidenhead</p> <p style="text-align: center;">© Crown copyright and database right 2018. Ordnance Survey 100018817</p>
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<p>Description: Mokattam Altwood Bailey Maidenhead SL6 4PQ</p>	<p>Drawing No: EO...</p> <p>Date: 18/06/2018</p>	<p>OS Ref: SU8679 ne</p> <p>Scale at A4 Port 1:1,250</p>	<p style="text-align: center;">Royal Borough Of Windsor and Maidenhead</p> <p style="text-align: center;">98</p> <p style="text-align: center;"><small>© Crown copyright and database right 2018. Ordnance Survey 100018817</small></p>
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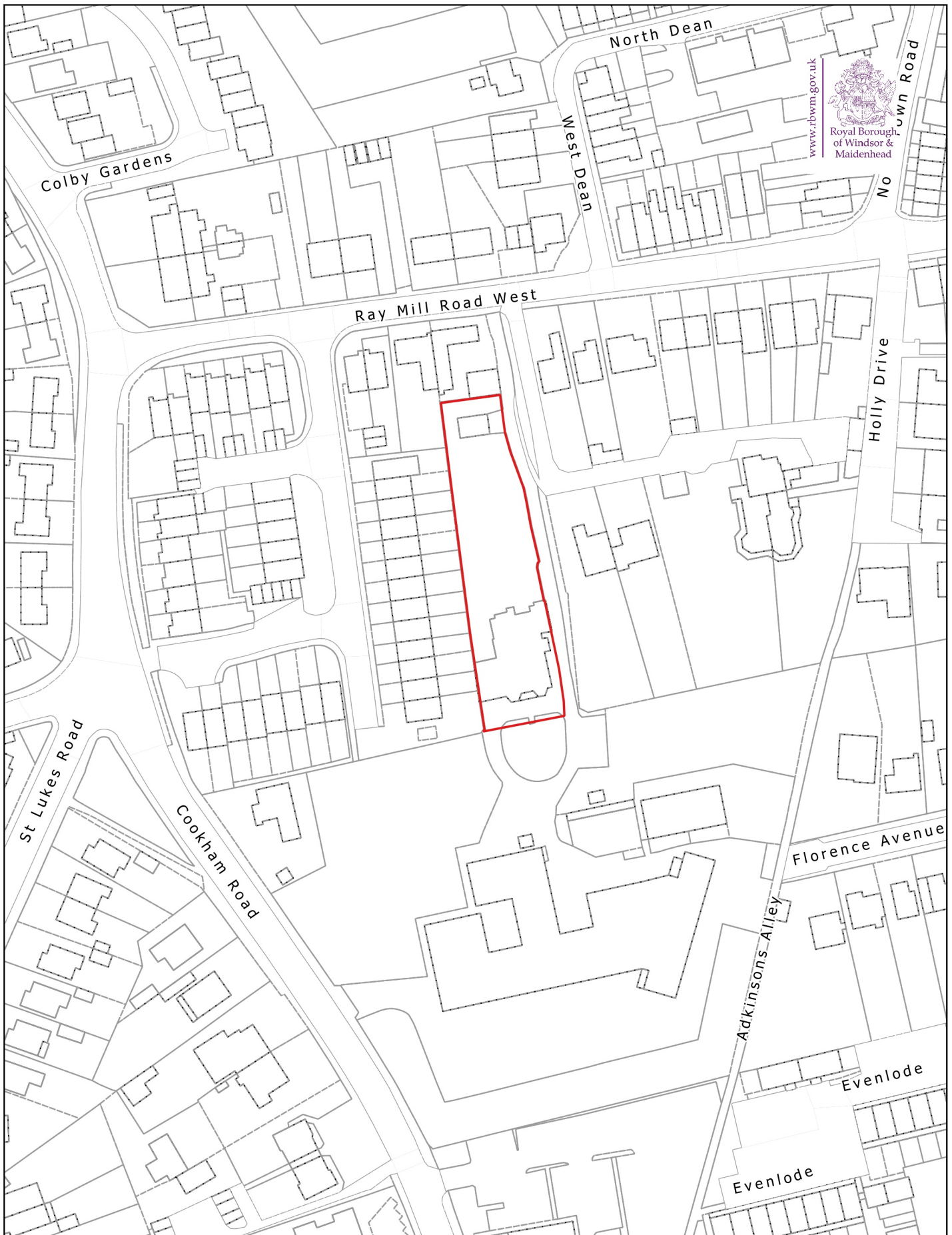


www.rbwm.gov.uk

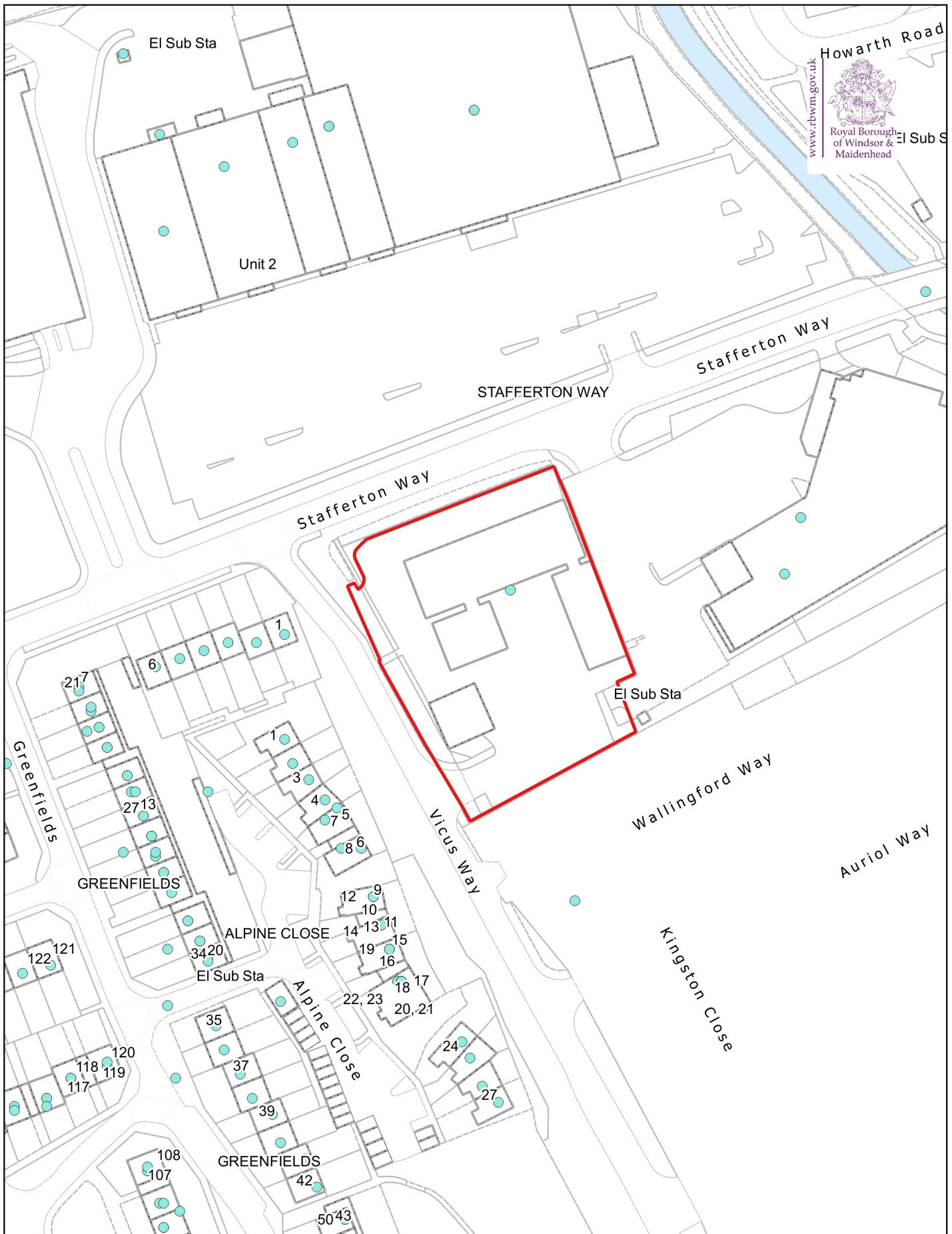


Royal Borough
of Windsor &
Maidenhead

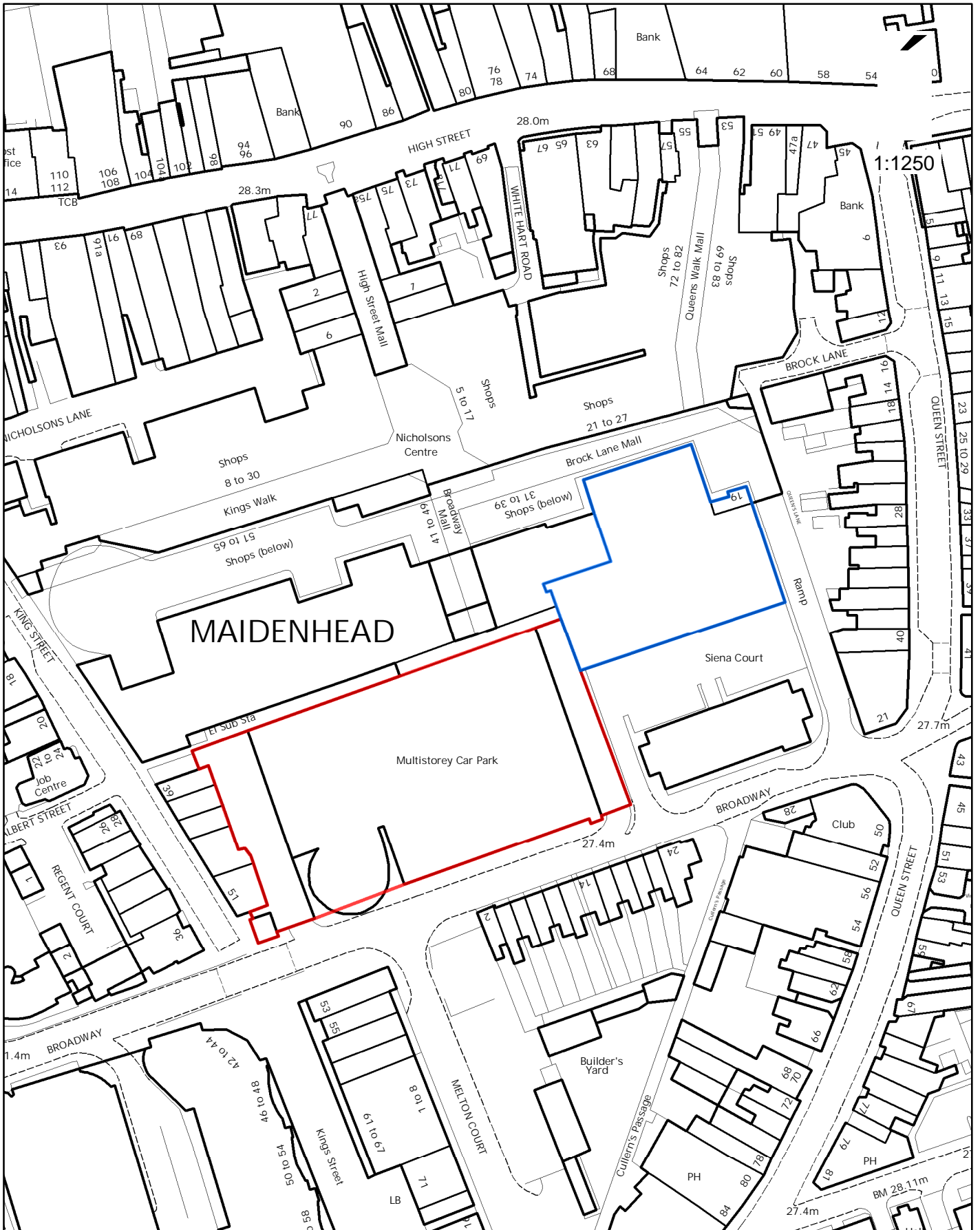
<p>Description: Brocket 15 Boyn Hill Avenue Maidenhead SL6 4EY Site area = 2075 sqm</p>	<p>Drawing No: EO... Date: 12/04/2018</p>	<p>OS Ref: SU8780 ne Scale at A4 Port 1:1,250</p>	<p>Royal Borough Of Windsor and Maidenhead</p>  <p>© Crown copyright and database right 2018. Ordnance Survey 100018817</p>
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<p>Description: St. Edmund's House Ray Mill Road East Maidenhead SL6 8SB Site area = 1541 sqm</p>	<p>Drawing No: EO... Date: 12/04/2018</p>	<p>OS Ref: SU8881 ne Scale at A4 Port 1:1,250</p>	<p style="text-align: center;">Royal Borough Of Windsor and Maidenhead</p> <p style="text-align: center;">© Crown copyright and database right 2018. Ordnance Survey 100018817</p>
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<p>Description: Stafferton Way Sites 1 & 2 Maidenhead SL6 1AY</p>	<p>Drawing No: EO...</p> <p>Date: 02/03/2018</p>	<p>OS Ref: SU8980 nw</p> <p>Scale at A4 Port 1:1,250</p>	<p style="text-align: center;">Royal Borough Of Windsor and Maidenhead</p> <p style="text-align: center;">© Crown copyright and database right 2018. Ordnance Survey 100018817</p>
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EO	Pay & Display Nicholson's MSCP Area= 3948 sqm
SU8881 se	22/02/2010
OS ref	Date

Royal Borough of Windsor and Maidenhead

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Windsor & Maidenhead

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

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REPORT SUMMARY

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

2 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

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

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

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

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

4 KEY IMPLICATIONS

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

Table 1: Key implications

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

5 FINANCIAL DETAILS / VALUE FOR MONEY

Council outturn position

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

Table 2: Outturn position

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

Acting Managing Director's Directorate

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

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

Communications

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

Human Resources

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

Law & Governance

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

Commissioning & Support

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

Commissioning – Communities

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

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

Children's Services – Achieving for Children & Retained

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

AfC Contract - Dedicated Schools Grant & Dedicated Schools Grant Retained

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

Communities Directorate

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

Revenues and Benefits

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

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

Communities, Enforcement and Partnerships

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

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

Library and Resident Services

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

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

Place Directorate

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

Finance

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

Planning Service

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

Transfers to and from the General fund reserves

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

Adult Social Care Winter Funding 2018-19

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

Cash balances projection

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

Capital programme

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

Table 3: Capital outturn

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

Table 4: Capital programme status

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

Business rates

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

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

6 LEGAL IMPLICATIONS

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

7 RISK MANAGEMENT

Table 5: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

8 POTENTIAL IMPACTS

8.1 None.

9 CONSULTATION

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

10 TIMETABLE FOR IMPLEMENTATION

10.1 Implementation date if not called in: immediately.

11 APPENDICES

11.1 There are seven appendices to the report:

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

12 BACKGROUND DOCUMENTS

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

- Budget Report to Council February 2018.

13 CONSULTATION (MANDATORY)

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

REPORT HISTORY

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

Revenue Monitoring Statement 2018/19 for November 2018 Cabinet

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

Revenue Monitoring Statement 2018/19 for November 2018 Cabinet

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

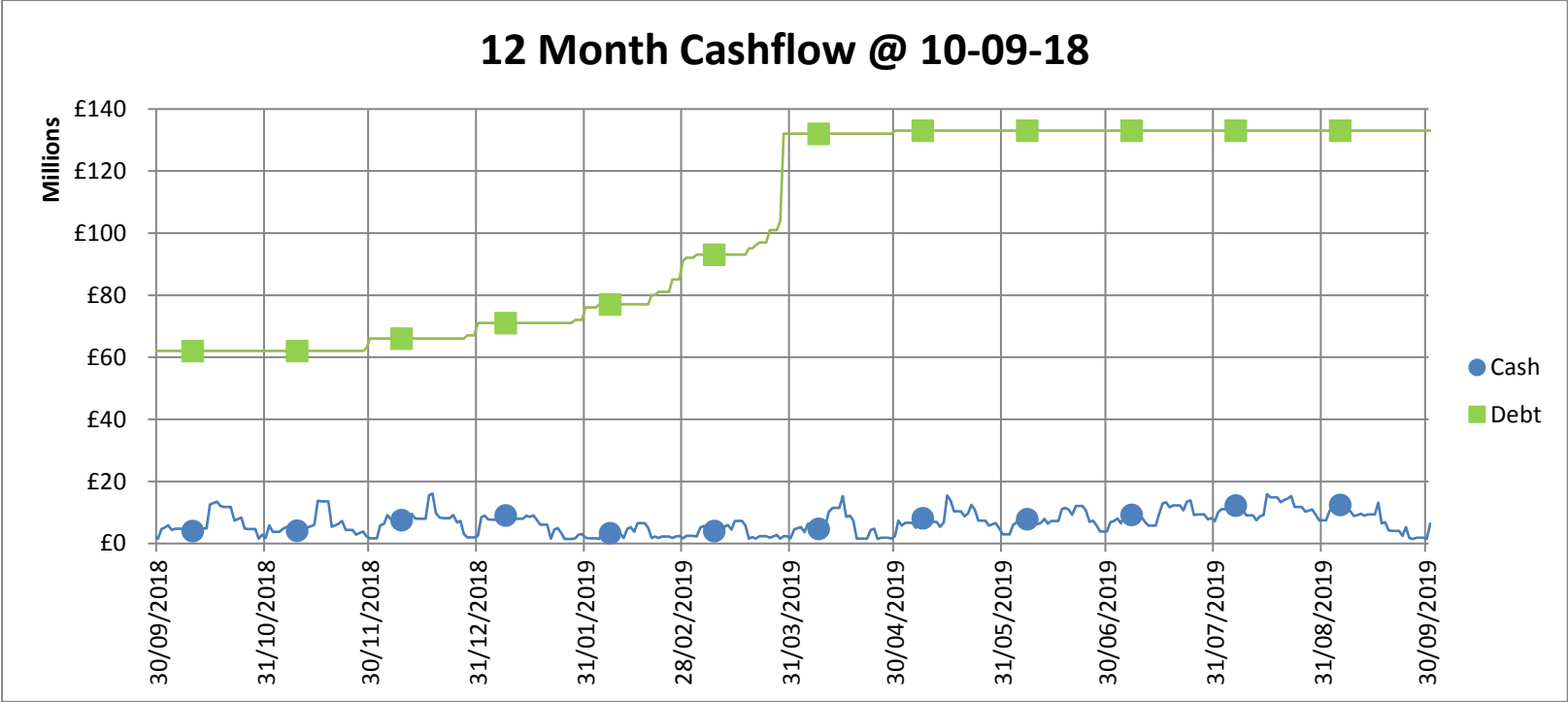
Reconciliation of Mitigating Actions Between July and November 2018

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

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

NOTES

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



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

Portfolio Summary	2018/19 Original Budget			New Schemes – 2018/19 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure					
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2018/19 Projected	2019/20 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)	
Communities Directorate															
Revenues & Benefits	0	0	0	0	0	0	69	0	69	69	0	69	0		
Communities, Enforcement & Partnerships	3,098	(635)	2,463	8,533	(720)	7,813	4,369	(1,597)	2,772	12,902	0	12,902	0	0%	
Library & Resident Services	435	0	435	720	0	720	930	(171)	759	1,650	0	1,650	0	0%	
Total Communities Directorate	3,533	(635)	2,898	9,253	(720)	8,533	5,368	(1,768)	3,600	14,621	0	14,621	0	0	
Place Directorate															
ICT	360	0	360	360	0	360	38	0	38	398	0	398	0	0%	
Property	1,045	0	1,045	8,745	0	8,745	8,567	(282)	8,285	17,312	0	17,312	0	0%	
Housing	0	0	0	0	0	0	881	(856)	25	881	0	881	0		
Planning	1,010	(50)	960	1,182	(222)	960	468	(185)	283	1,650	0	1,650	0	0%	
Total Place Directorate	2,415	(50)	2,365	10,287	(222)	10,065	9,954	(1,323)	8,631	20,241	0	20,241	0	0	
Managing Director															
Human Resources	0	0	0	0	0	0	64	0	64	64	0	64	0		
Adult Social Care	0	0	0	85	(85)	0	6	(6)	0	91	0	91	0		
Commissioning – Communities	7,156	(4,613)	2,543	9,091	(4,828)	4,263	3,987	(1,622)	2,365	13,078	0	13,078	0	0%	
Law and Governance	0	0	0	63	0	63	26	0	26	89	0	89	0		
Green Spaces & Parks	183	(93)	90	155	(65)	90	173	(80)	93	328	0	328	0	0%	
Non Schools	246	(46)	200	256	(56)	200	261	(146)	115	517	0	517	0	0%	
Schools – Non Devolved	4,025	(875)	3,150	4,075	(925)	3,150	20,494	(8,034)	12,460	24,544	0	24,544	(25)	-1%	
Schools – Devolved Capital	197	(197)	0	195	(197)	(2)	445	(445)	0	640	0	640	0	0%	
Total Managing Director	11,807	(5,824)	5,983	13,920	(6,156)	7,764	25,456	(10,333)	15,123	39,351	0	39,351	(25)	(0)	
Total Committed Schemes	17,755	(6,509)	11,246	33,460	(7,098)	26,362	40,778	(13,424)	27,354	74,213	0	74,213	(25)	(0)	
Portfolio Total	17,755			33,460			40,778			74,213					
External Funding															
Government Grants	(5,060)			(10,443)			(10,443)			(10,418)					
Developers' Contributions	(674)			(3,806)			(3,806)			(3,806)					
Other Contributions	(775)			(6,273)			(6,273)			(6,273)					
Total External Funding Sources	(6,509)			(20,522)			(20,522)			(20,497)					
Total Corporate Funding	11,246			53,716			53,716			53,716					

Capital Monitoring Report - October 2018/19

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

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

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £74.213m

Variances are reported as follows.

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

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There is no slippage to report this month.

Overall Programme Status

The project statistics show the following position:

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

Major Capital Scheme Progress		October 2018 @ 04/10/18																	
Project	CAPITAL SCHEME	2018/19				APPROVED SLIPPAGE			TOTAL BUDGET			PROJECTIONS		PROJECT STATUS					
		TOTAL SCHEME VALUE		APPROVED ESTIMATE		FROM PRIOR YEARS			2018/19			2018/19 Projected Variance	2019/20 SLIPPAGE Projected	Yet To Start	Preliminary / Feasibility Work	Work On-site	Ongoing Annual Programme	Expected Completion	
		Gross	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Underspend as negative							
		£'000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000						
Communities Directorate																			
Communities, Enforcement & Partnerships																			
CT52	Disabled Facilities Grant	600	600	(600)	0	0	0	0	600	(600)	0	0	0						
CZ18	Braywick Leisure Centre	33,756	4,975	0	4,975	862	0	862	5,837	0	5,837	0	0						
CC60	Hostile Vehicle Mitigation Measures for Windsor	1,850	0	0	0	1850	(908)	942	1,850	(908)	942	0	0						
CC47	CCTV Replacement	1,302	1,300	0	1,300	2	0	2	1,302	0	1,302	0	0						
Place Directorate																			
Property																			
CI29	Broadway Car Park & Central House Scheme	35,313	0	0	0	2230	(140)	2090	2,230	(140)	2,090	0	0						
CI21	Windsor Office Accommodation	6,839	0	0	0	3898	(142)	3756	3,898	(142)	3,756	0	0						
CI02	Hines Meadow CP - Dilapidations	700	0	0	0	523	0	523	523	0	523	0	0						
CX40	Operational Estate Improvements	600	600	0	600	0	0	0	600	0	600	0	0						
Housing																			
CT55	Brill House Capital Funding	500	0	0	0	500	(500)	0	500	(500)	0	0	0						
Managing Director																			
Schools - Non Devolved																			
CSGR	Charters Expansion	4,560	380	0	380	2,556	(1,878)	678	2,936	(1,878)	1,058	0	0						
CSGV	Cox Green School Expansion Year 1 of 3	5,800	420	0	420	2821	(455)	2366	3,241	(455)	2,786	0	0						
CSGW	Furze Platt Senior expansion Year 1 of 3	8,000	750	0	750	6571	(2,033)	4538	7,321	(2,033)	5,288	0	0						
CSGX	Dedworth Middle School Expansion Year 1 of 3	4,700	420	0	420	3490	(1,791)	1699	3,910	(1,791)	2,119	0	0						
Commissioning - Communities																			
CC62	Maidenhead Missing Links (LEP Match Funded)	733	733	(633)	100	0	0	0	733	(633)	100	0	0						
CC67	Replacement Payment Equipment for Car Parks	775	775	(775)	0	0	0	0	775	(775)	0	0	0						
CD84	Street Lighting-LED Upgrade	5,100	0	0	0	600	0	600	600	0	600	0	0						

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

www.rbwm.gov.uk



SUMMARY

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

1 BACKGROUND

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

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

2. KEY IMPLICATIONS

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

3. DETAILS

New arrivals

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

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

Potential Mitigations

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

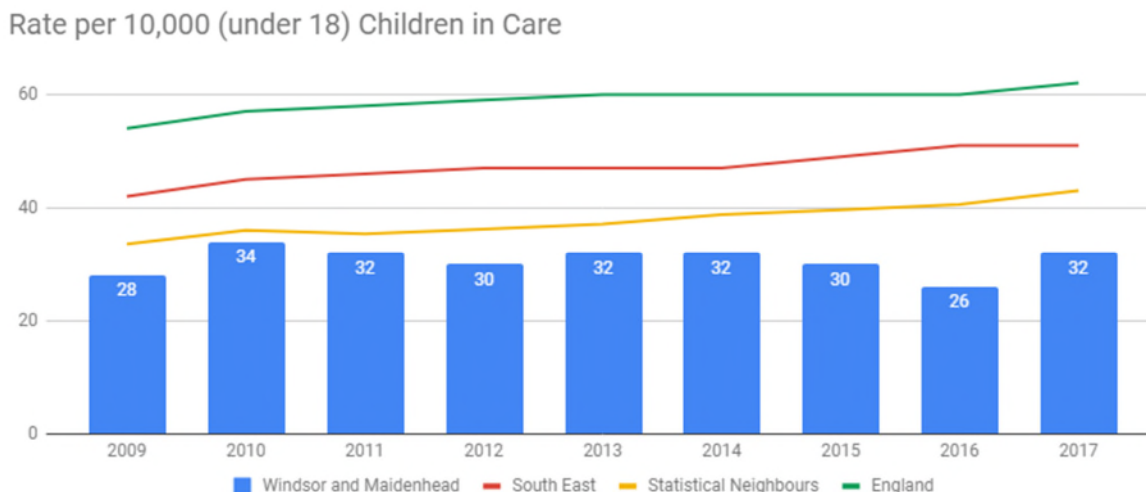
4. RISKS

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

Appendix A – Children’s Services Context

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

Graph A.1: RBWM Rate of Children in Care



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

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

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

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

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

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

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

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

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

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

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

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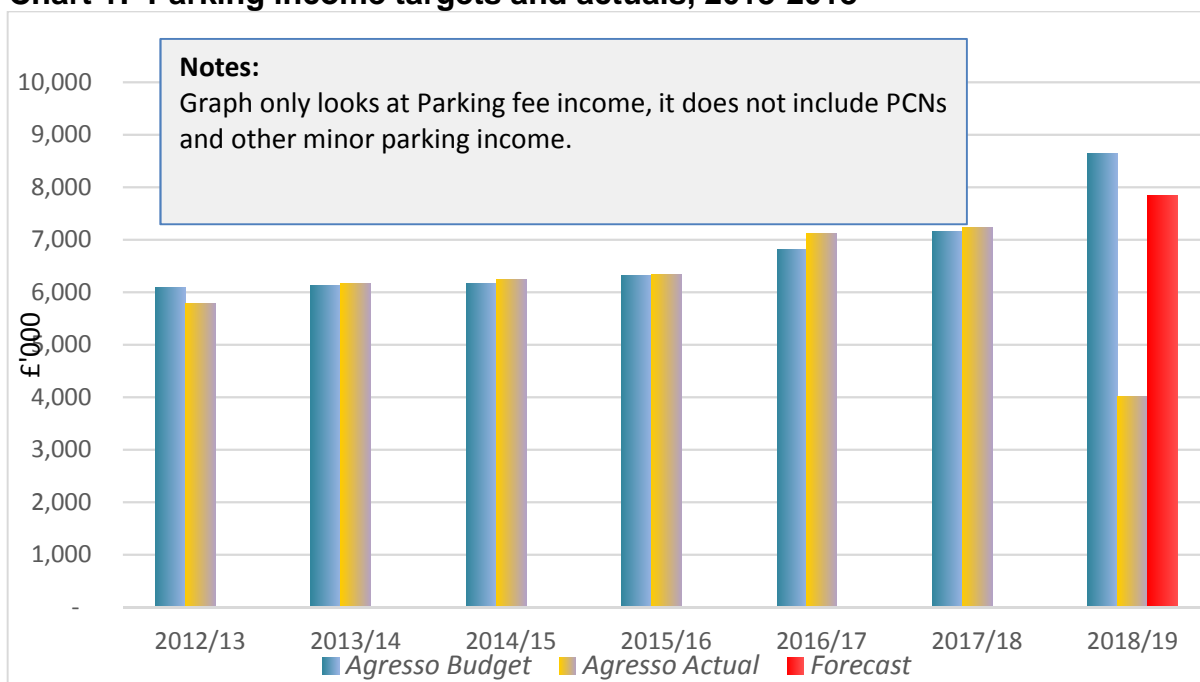
**SUMMARY:**

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

1. INTRODUCTION

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

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



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

2. ANALYSIS

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

Table 2: Example Tariffs and Volumes

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

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

Examples include:

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

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

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

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

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

3. IN-YEAR MITIGATIONS

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

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

3.2 In addition, the following are highlighted for consideration.

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

Appendix PK-1 – analysis by car park

Maidenhead:

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

Windsor:

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

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