

NOTICE  
OF  
MEETING

**CHILDREN'S TAKEOVER DAY SPECIAL OVERVIEW &  
SCRUTINY PANEL**

will meet on

**FRIDAY, 23RD NOVEMBER, 2018**

at

**2.30 PM**

in the

**COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD**

TO: MEMBERS OF THE CHILDREN'S TAKEOVER DAY SPECIAL OVERVIEW &  
SCRUTINY PANEL

SUNNAH NABI, DEANNA CORPS, RYAN BENLEMBAREK, ZEINAB SAYAGH,  
HAJER ASHRAF, MEKEK MAZAMAL, SIENNA-GRACE NETTLE, ANNE-NYUN  
FORBANG & HARRY SCRIVENS

Karen Shepherd Service Lead - Governance

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at [www.rbwm.gov.uk](http://www.rbwm.gov.uk) or contact the Panel Administrator **Nabihah Hassan-Farooq** 01628796345

**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. Congregate in the Town Hall Car Park, Park Street, Maidenhead (immediately adjacent to the Town Hall) and 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.

## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>WARD</u>	<u>PAGE NO</u>
1.	<u>APPOINTMENT OF CHAIRMAN</u> To appoint a Chair and Vice Chair for the duration of the meeting.	-	-
2.	<u>WELCOME AND INTRODUCTIONS</u>	-	-
3.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies of absence.	-	-
4.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	All	3 - 4
5.	<u>FINANCIAL UPDATE</u> To receive the above titled update.	All	5 - 36
6.	<u>AN INCLUSIVE BOROUGH</u> To discuss and consider the above titled report.	All	37 - 48
7.	<u>Q 2 2018 /19 PERFORMANCE REPORT</u> To consider the above titled report.	All	49 - 62
8.	<u>BIG BELLY BINS- BOROUGH WIDE PILOT</u> To consider the above titled report.	All	63 - 68

## MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

### Disclosure at Meetings

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

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

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

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

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

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

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

### Prejudicial Interests

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

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

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

### Personal interests

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

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

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Report Title:	<b>Financial Update</b>
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**

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

#### 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**

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

##### **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**

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

**Table 4: Capital programme status**

	<b>October 2018</b>
<b>Number of schemes in programme</b>	<b>246</b>
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**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
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)**

<b>Name of consultee</b>	<b>Post held</b>	<b>Date issued for comment</b>	<b>Date returned with comments</b>
Cllr Saunders	Lead Member for Finance	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**

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
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)
<b>Total Managing Director's Directorate</b>	<b>71,071</b>	<b>71,173</b>	<b>2,935</b>
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)
<b>Total Communities Directorate</b>	<b>3,871</b>	<b>4,302</b>	<b>570</b>
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)
<b>Total Place Directorate</b>	<b>2,837</b>	<b>3,580</b>	<b>(461)</b>
<b>TOTAL EXPENDITURE</b>	<b>77,779</b>	<b>79,055</b>	<b>3,044</b>

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

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

## Reconciliation of Mitigating Actions Between July and November 2018

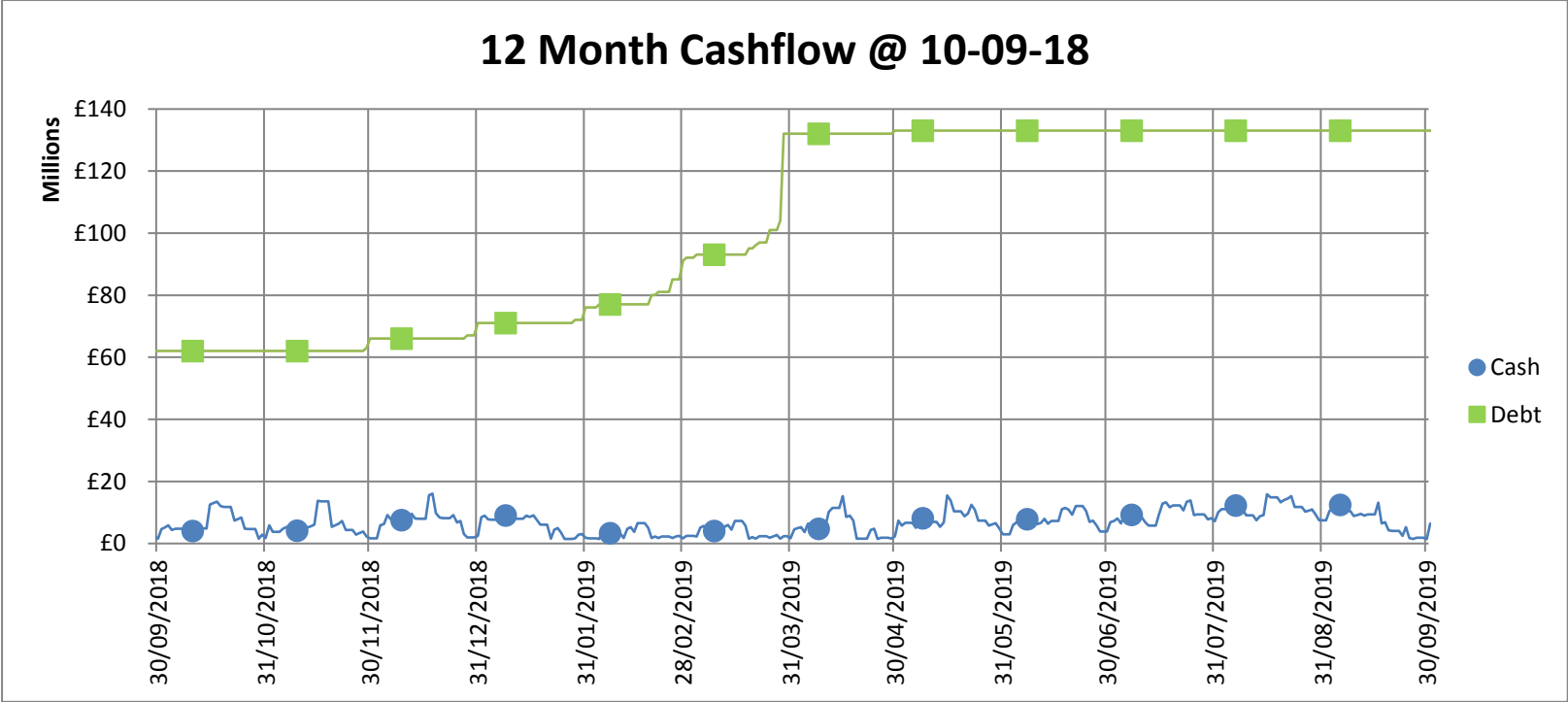
Summary 2018/19	Approved		Budget Review Process			Additional Pressures		
	Budget £000	Estimate £000	Pressures £000	Mitigations £000	July Report Total £000	Additional Pressures £000	Additional Mitigations £000	November Report Total £000
Management	660	400	0	0	0	0	0	0
Communications	412	485	138	0	138	0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

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

**NOTES**

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





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

	2018/19 Original Budget			New Schemes – 2018/19 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure				
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2018/19 Projected	2019/20 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)
<b>Portfolio Summary</b>														
<b>Communities Directorate</b>														
Revenues & Benefits	0	0	0	0	0	0	69	0	69	69	0	69	0	
Communities, Enforcement & Partnerships	3,098	(635)	2,463	8,533	(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%
<b>Total Communities Directorate</b>	<b>3,533</b>	<b>(635)</b>	<b>2,898</b>	<b>9,253</b>	<b>(720)</b>	<b>8,533</b>	<b>5,368</b>	<b>(1,768)</b>	<b>3,600</b>	<b>14,621</b>	<b>0</b>	<b>14,621</b>	<b>0</b>	<b>0</b>
<b>Place Directorate</b>														
ICT	360	0	360	360	0	360	38	0	38	398	0	398	0	0%
Property	1,045	0	1,045	8,745	0	8,745	8,567	(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%
<b>Total Place Directorate</b>	<b>2,415</b>	<b>(50)</b>	<b>2,365</b>	<b>10,287</b>	<b>(222)</b>	<b>10,065</b>	<b>9,954</b>	<b>(1,323)</b>	<b>8,631</b>	<b>20,241</b>	<b>0</b>	<b>20,241</b>	<b>0</b>	<b>0</b>
<b>Managing Director</b>														
Human Resources	0	0	0	0	0	0	64	0	64	64	0	64	0	
Adult Social Care	0	0	0	85	(85)	0	6	(6)	0	91	0	91	0	
Commissioning – Communities	7,156	(4,613)	2,543	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%
<b>Total Managing Director</b>	<b>11,807</b>	<b>(5,824)</b>	<b>5,983</b>	<b>13,920</b>	<b>(6,156)</b>	<b>7,764</b>	<b>25,456</b>	<b>(10,333)</b>	<b>15,123</b>	<b>39,351</b>	<b>0</b>	<b>39,351</b>	<b>(25)</b>	<b>(0)</b>
<b>Total Committed Schemes</b>	<b>17,755</b>	<b>(6,509)</b>	<b>11,246</b>	<b>33,460</b>	<b>(7,098)</b>	<b>26,362</b>	<b>40,778</b>	<b>(13,424)</b>	<b>27,354</b>	<b>74,213</b>	<b>0</b>	<b>74,213</b>	<b>(25)</b>	<b>(0)</b>

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

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

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

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

**Overall Projected Expenditure and Slippage**

Projected outturn for the financial year is £74.213m

Variances are reported as follows.

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

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There is no slippage to report this month.

**Overall Programme Status**

The project statistics show the following position:

<b>Scheme progress</b>	<b>No.</b>	<b>%</b>
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%
<b>Total Schemes</b>	<b>246</b>	<b>100%</b>

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	£000	£000						
		£'000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000						
<b>Communities Directorate</b>																			
<b>Communities, Enforcement &amp; Partnerships</b>																			
CT52	Disabled Facilities Grant	600	600	(600)	0	0	0	0	600	(600)	0	0	0						
CZ18	Braywick Leisure Centre	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						
<b>Place Directorate</b>																			
<b>Property</b>																			
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						
CD2	Hines Meadow CP – Dilapidations	700	0	0	0	523	0	523	523	0	523	0	0						
CX40	Operational Estate Improvements	600	600	0	600	0	0	0	600	0	600	0	0						
<b>Housing</b>																			
CT55	Brill House Capital Funding	500	0	0	0	500	(500)	0	500	(500)	0	0	0						
<b>Managing Director</b>																			
<b>Schools – Non Devolved</b>																			
CSGR	Charters Expansion	4,560	380	0	380	2,556	(1,878)	678	2,936	(1,878)	1,058	0	0						
CSGV	Cox Green School Expansion Year 1 of 3	5,800	420	0	420	2821	(455)	2366	3,241	(455)	2,786	0	0						
CSGW	Furze Platt Senior expansion Year 1 of 3	8,000	750	0	750	6571	(2,033)	4538	7,321	(2,033)	5,288	0	0						
CSGX	Dedworth Middle School Expansion Year 1 of 3	4,700	420	0	420	3490	(1,791)	1699	3,910	(1,791)	2,119	0	0						
<b>Commissioning – Communities</b>																			
CC62	Maidenhead Missing Links (LEP Match Funded)	733	733	(633)	100	0	0	0	733	(633)	100	0	0						
CC67	Replacement Payment Equipment for Car Parks	775	775	(775)	0	0	0	0	775	(775)	0	0	0						
CD84	Street Lighting-LED Upgrade	5,100	0	0	0	600	0	600	600	0	600	0	0						

<b>Subject:</b>	Cost of Children's Services in 2018/19
<b>Reason for briefing note:</b>	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.
<b>Responsible officer(s):</b>	Kevin McDaniel, Director of Children's Services James Norris, Head of Finance (AfC)
<b>Senior leader sponsor:</b>	Kevin McDaniel Director of Children's Services
<b>Lead Member:</b>	Councillor Natasha Airey
<b>Date:</b>	7 November 2018

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## 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.

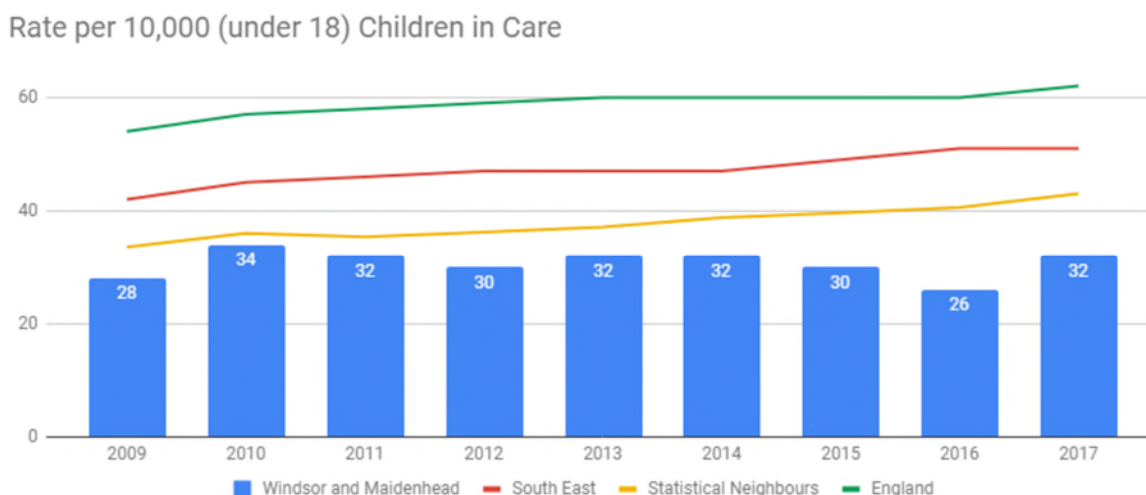
## **4. RISKS**

- 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
						<b>578,934</b>

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

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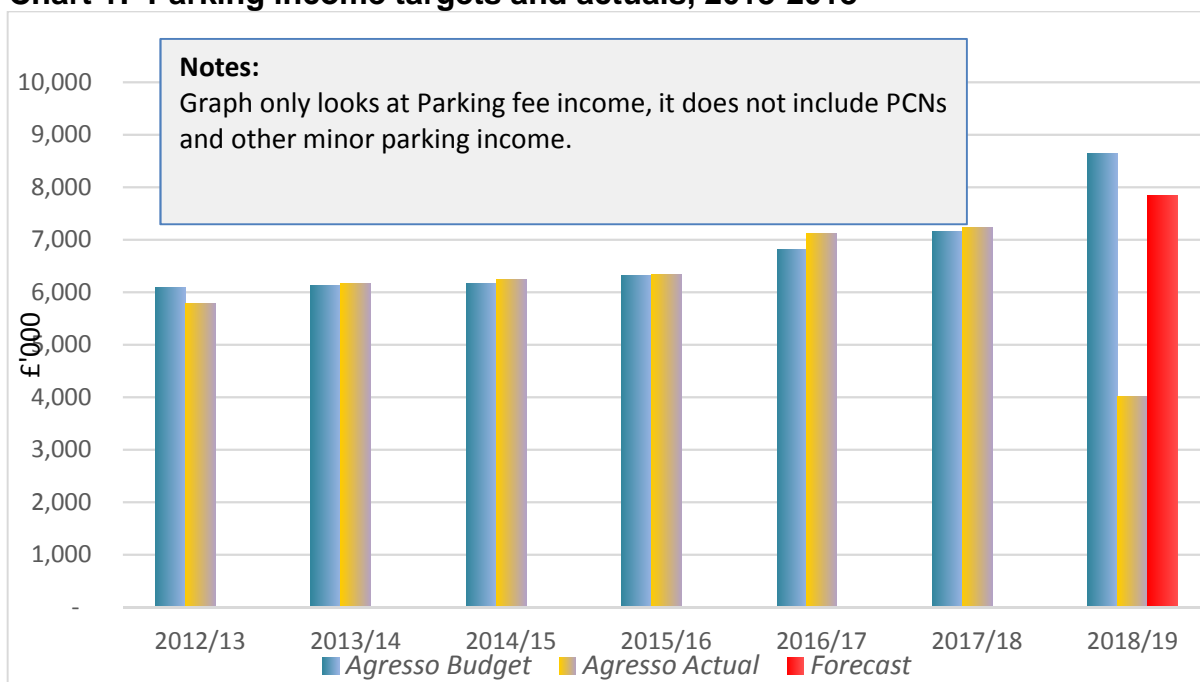
**SUMMARY:**

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
	<b>Total</b>	<b>£240k</b>

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			
<b>Maidenhead Total</b>	<b>208,950</b>	<b>608,633</b>	<b>817,583</b>	<b>206,369</b>	<b>1,652,117</b>	<b>1,858,486</b>	<b>192,725</b>	<b>486,290</b>	<b>679,015</b>	<b>171,678</b>	<b>1,615,552</b>	<b>1,787,229</b>	<b>171,678</b>	<b>1,615,552</b>	<b>1,787,229</b>			

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			
<b>Windsor Total</b>	<b>103,996</b>	<b>561,347</b>	<b>665,343</b>	<b>174,449</b>	<b>2,302,434</b>	<b>2,476,883</b>	<b>124,727</b>	<b>435,732</b>	<b>560,459</b>	<b>216,920</b>	<b>2,314,437</b>	<b>2,531,357</b>	<b>216,920</b>	<b>2,314,437</b>	<b>2,531,357</b>			
<b>Windsor &amp; Maidenhead Combined</b>	<b>312,946</b>	<b>1,169,979</b>	<b>1,482,925</b>	<b>380,818</b>	<b>3,954,551</b>	<b>4,335,369</b>	<b>317,452</b>	<b>922,022</b>	<b>1,239,474</b>	<b>388,598</b>	<b>3,929,988</b>	<b>4,318,586</b>	<b>388,598</b>	<b>3,929,988</b>	<b>4,318,586</b>			

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2018/19 MITIGATIONS AS NOVEMBER CABINET FINANCE UPDATE APPENDIX A1				
No.	Description of mitigation/saving	Risk of achievement	Directorate	2018/19 £,000
<b>ADDITIONAL GRANT INCOME</b>				
1	New burdens payments	None	Communities	40
2	Additional homecare funded from BCF - Adults	None	MD	250
<b>Additional Grant income total</b>				<b>290</b>
<b>ADDITIONAL OTHER INCOME</b>				
1	Project team income against pension pooling project	None	MD	30
2	Additional parking enforcement income	Low	MD	80
3	Enforcement income for Revenue and benefits	Low	Communities	30
4	Projected additional income for planning applications	None	Place	50
5	CIL Income administrative element	None	Place	40
<b>Additional other income total</b>				<b>230</b>
<b>ADDITIONAL COST REDUCTIONS</b>				
1	Communities vacancies	None	Communities	78
2	Trading standards vacancies	None	Communities	20
3	Capitalisation of Energy efficiency work	None	Communities	30
4	One-off capitalisation for officers working on projects £30k CCTV, £20k Marlow Road and £10k for trees	None	Communities	60
5	Capitalisation of staffing against Hostile vehicle mitigation project	None	Communities	50
6	Capitalisation from Libraries and Resident services	None	Communities	50
7	Library stock fund reduction	None	Communities	40
8	Maintenance container library(£5,000), desborough suite(£10,000)	None	Communities	15
9	Reduced overtime in revenues and benefits	None	Communities	10
10	New capita contract(£15,000), print contract(£5,000), refunds by BACS(£5,000)	None	Communities	10
11	Trent capitalisation against projects	None	MD	20
13	Contribution of demography fund towards social care pressure - Adults	None	MD	600
14	Delay appointment of Programme Lead to April 19 - Adults public health	None	MD	26
15	De-commission Lady Elizabeth Day Centre - Adults	None	MD	50
16	Cease commissioning Direct Payment Support - Adults	None	MD	40
17	Capitalise regeneration projects staffing	None	MD	50
18	Capitalise waste costs	None	MD	25
19	Capitalise additional parking for Windsor	None	MD	50
20	Charge professional fees to Capital programme	None	MD	75
21	Contract underfunding to be identified through Commissioning	None	MD	240
22	Non renewal of subscriptions/licences	None	MD	31
24	Interim social worker reductions(less use of interims/agency)	None	MD	90
25	Finance vacancy savings	None	Place	68
26	Planner post - freeze vacancy	None	Place	17
27	Housing temporary accommodation underspend (due to reduced use of high cost bed and breakfast through the improvement plan).	Low	Place	200
<b>Additional cost reductions total</b>				<b>3,138</b>
<b>TOTAL 2018/19 MITIGATION/SAVINGS</b>				<b>3,658</b>

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Report Title:	An Inclusive Borough
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor N Airey, Lead Member for Children's Services
Meeting and Date:	Council 25 September 2018
Responsible Officer(s):	Kevin McDaniel Director of Children's Services
Wards affected:	All

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## REPORT SUMMARY

1. This report sets out the ambition of the Royal Borough to be a beacon of inclusivity for our residents, particularly those with additional needs and ask Council to adopt an inclusion charter to direct future policy and decision making.
2. This council, along with our partners already offers a range of services to support vulnerable residents with additional needs. In May 2018, there were almost 4,000 young people identified with additional needs in our state-funded schools and less than 25% of those have an Education, Health and Care plan.
3. The inclusion charter has been developed by young people, parents & carers, schools, health and social care professionals as part to the area's response to the inspection of services for young people with additional needs by Ofsted and the Care Quality Commission in 2017.
4. By adopting this charter, the Council will be sending a clear message that those living with additional needs should always be considered when operating services, opening facilities or working with communities so everyone can take part in an inclusive manner.
5. This Council will lead the way to improving inclusion but cannot succeed alone and therefore will need commitment from all our partners, voluntary sector organisations, businesses and community groups to promote and follow the inclusion principles set out in this charter.

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) **Adopts the inclusion charter set out in Appendix 1 and endorses its use as guidance to all service planning on behalf of this Council.**
- ii) **Agrees that Councillors will promote the wider adoption of the inclusion charter and it's principles with external bodies and groups which serve the residents of the Royal Borough.**

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

- 2.1 Ofsted and the Care Quality Commission inspected the area's services for young people with additional needs and/or disabilities in July 2017 and identified a number of areas that needed improvement.
- 2.2 While the inspection found that young people attended school, achieved well, and secured gainful employment at rates that were better than national averages, the inspection team felt that leadership of the system by the local authority, the Clinical Commissioning Group in health and schools could do more.
- 2.3 The arrangements for parental representation, via a Parent Carer Forum, were also restarting and there was a need for that to mature.
- 2.4 Since the inspection a great deal of work has taken place in many areas to improve the joint working between the council, health, schools and parents so that there is a better experience for children and young people.
- 2.5 Those successes include:
- All statements transferred to Education, Health and Care plans (EHCPs) by the March 2018 deadline.
  - All EHCPs completed within the 20 week deadline during 2017-18 and continuing to be so in the current financial year.
  - The capacity for 50 more Autism assessments within the east Berkshire health service during 2018, targeted at those who have been waiting the longest.
  - £450,000 investment in resources to support further mainstream school inclusion in the next three financial years.
  - A positive culture change working together with families with an increase in the role of the Parent Carer Forum co-production work from 4 hours to 94 hours over the past 12 months.
  - Parent Carer Forum membership has doubled in 2018.
  - The delivery of the first annual Inclusion Summit which was attended by 174 people. The second is booked for 2 April 2019.
  - The creation and publication of the inclusion charter for the area.

### **Inclusion charter**

- 2.6 The ambition of the inclusion charter is to raise the awareness of the simple steps that anyone can take with children and young people with additional needs and/or disabilities so that their experience is a positive one.
- 2.7 The draft charter has been co-produced by council, health, school staff and parents. It was reviewed by young people and a wider group of multi-agency staff before publication. This is set out in more detail in section 8.
- 2.8 Each item on the charter is divided into two parts. Part one describes what service providers will do, with part two describing the benefit for the young person.
- 2.9 The inclusion charter is set out in appendix 1. It has four distinct principles:
- Ensuring that young people are heard respectfully
  - Services will try to make reasonable adjustments to support inclusion

- Sometimes new ideas will be needed and young people and their families will be part of that problem solving.
- When services need to work with others they'll make sure that those children and young people with additional needs or a disability have their wishes shared.

2.10 By adopting this charter, the council will lead the way in making sure that more children and young people can take part in the range of activities and experiences in the local area. The options are set out in Table 1.

**Table 1: Options arising from this report**

<b>Option</b>	<b>Comments</b>
Adopt the inclusion charter as guidance to future Council service planning  <b>Recommended option</b>	This will allow the council to demonstrate it's leadership of the inclusion agenda to benefit the children and young people of the Borough.
Councillors promote the adoption of the inclusion charter by all organisations working with children and young people <b>Recommended option</b>	This will support the desire for the local authority area to be seen as a 'beacon for inclusion' where young people are able to live fulfilling lives.
The inclusion charter is not adopted across the council.  <b>This is not recommended</b>	Children's Services will continue to develop their specific services in isolation; however parents and young people will not experience an improvement across the area. This should reduce the risk of a possible breach of the Equality Act 2010.

2.11 The adoption of the charter will help improve life for young people like Reuben, Bella and Vicky, their case studies are set out in graphical form in the following pages.

2.12 Reuben is 4 years old with significant medical needs that affect his physical development.

# Reuben

Reuben is a 4 year old boy who has significant medical needs that affect his physical development.

If all places had a disabled bathroom that was suitable for all young people, I would be able to go more places...

Sometimes when I need to use the disabled bathroom, but they are far away and not child-friendly.

I like using the safety swings at the park as I worry that I will fall off, but now I am getting too big too big for them...


If the park always had a safety swing made for bigger young people it would mean I could carry on using the swing...

When I stayed at hospital for a long time, I wanted to speak to other children my age but there was nobody else around...

I want to go to play centres like other young people my age, but it is very loud, busy and Doctors worry that I will get an infection if they are too dirty...

If hospitals had places where young people like me could meet each other I would have made lots of friends.

If play centres were able to give me space to play with fewer people and make sure they were clean, I would be able to play like everyone else.





2.13 Bella is 16 years old and struggles with mobility.

# Bella

Bella is a 16 year old girl who struggles with mobility.

"When I am included it makes me feel happy and part of the community"

I want to go places on my own but I sometimes struggle to open the doors because they're too heavy...

If everywhere had automatic doors... this wouldn't be a problem for me.



I like going to the swimming pool but I find it difficult to get in the water...

If all pools had a shallow bit that I could easily get in and out of or there is always someone who is able to help it would mean I could go swimming lots more!

2.14 Vicky is 14 years old with anxiety, depression and Obsessive Compulsive Disorder (OCD)



2.15 Jemma is 20 years and has autism and complex needs. She now lives at home with support.

# Jemma

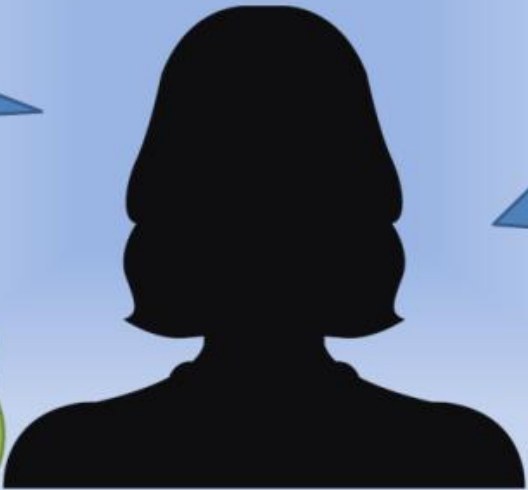
Jemma is 20 years old and used to live in a residential placement due to her complex needs but has now moved home.

I felt unhappy as I was not included in my community. Now I live back at home this is improving. I now attend a college that can support me to achieve.

Sometimes I find lots of things about life difficult.

I tend to withdraw and not communicate when I am sad. I am happier now I can live in my own community with support.

It is important to have a support worker. I liked it when my support worker helped me understand things and made plans to help me be more independent.



If more people knew how to read my body language it would help them understand me.

### 3. KEY IMPLICATIONS

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
<p>Children, young people and their families feel welcome and supported in all public spaces and local schools.</p> <p>Services are trained and briefed to understand the implications of supporting the inclusion charter.</p>	<p>Resident survey - Over 20% of children and their family's sampled report that they continue to experience difficulties accessing local facilities and feeling welcomed and supports.</p>	<p>The Inclusion Charter is a familiar sight in all public areas and children and their families feel heard and supported.</p> <p>No complaints received regarding inclusive practice.</p> <p>Feedback from less than 20% of children and their families report that they continue to experience difficulties accessing local facilities and feeling welcomed and supports.</p>	<p>Schools, services and some public areas are suitably adapted and all are welcoming to all young people with additional needs or a disability</p>	<p>Services and public areas are suitably adapted and welcoming to all young people with additional needs or a disability</p>	<p>July 2019</p>

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no financial implications from this report.

### 5. LEGAL IMPLICATIONS

5.1 There is existing legislation to support the rights of children and young people with disabilities. This charter does not in anyway alter the rights of any group and does not represent a binding commitment to any course of action.

## 6. RISK MANAGEMENT

6.1 There are few risks associated with the adoption of the inclusion charter.

**Table 2: Impact of risk and mitigation**

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
The charter is used to argue that the council must do something specific in the future	MEDIUM	This report is explicit that the charter represents guidance for service planning and that all future decisions which consider inclusion should reference the charter when considering potential impacts	LOW

## 7. POTENTIAL IMPACTS

7.1 An Equality Impact Assessment (EQIA) was not considered necessary for this work as the charter sets out some principles designed to benefit a particular group of disadvantaged residents. It is expected that services will consider an EIA for future service changes which are planned with the charter as part of the guidance considered.

## 8. CONSULTATION

8.1 The Inclusion Charter has been developed as part of the response to the Area SEND inspection undertaken by Ofsted and the Care Quality Commission in July 2017. That inspection noted that there was limited strategic leadership of the reforms introduced in the Children's Act 2014 and many families had to repeatedly advocate for their children across a range of services.

8.2 The following process was used to create the draft charter:

- A range of workshops with parents, health, education and social care colleagues.
- Multiagency task and finish groups
- Focus groups with children in RBWM schools.
- Email collaboration with PaCiP members and each school's Special Educational Needs Co-ordinator (SENCo).

8.3 The draft charter was presented in a workshop at the first inclusion summit on the 18 April 2018 where 174 parents and professionals from health, education, local authority and the voluntary sector contributed to the development of the final charter set out in Appendix 1.

8.4 The final version was published by the SEND steering group following their meeting on 19th June 2018.

## 9. APPENDICES

9.1 This report is supported by one appendix:

- Appendix 1: Inclusion Charter

## 10. BACKGROUND DOCUMENTS

10.1 This report is supported by one background document:

- The Written Statement of Action for Ofsted following the Area Inspection of services for children and young people with additional needs or disabilities. This can be accessed via the Local Offer web pages at :<link here>

## 11. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Airey	Lead Member for Children's Services	13/9/2018	17/9/18
Alison Alexander	Managing Director	13/9/2018	17/9/18
Rob Stubbs	Section 151 Officer	13/9/2018	
Elaine Browne	Head of Law and Governance	13/9/2018	
Nikki Craig	Head of HR and Corporate Projects	13/9/2018	
Louisa Dean	Communications	13/9/2018	
Russell O'Keefe	Executive Director	13/9/2018	
Andy Jeffs	Executive Director	13/9/2018	17/9/18
Hilary Hall	Deputy Director of Commissioning and Strategy	13/9/2018	
	Other e.g. external		

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
Non-key decision	No	No
Report Author: Kevin McDaniel, Director of Children's Services, 01628 796477		

# Everyone Matters

We believe that all children and young people in Windsor, Ascot and Maidenhead, including those with additional needs, have the right to be included in local services, so they can thrive and reach their potential.

## Inclusion Charter for children and young people

This charter sets out what all children and young people should expect when accessing services



47

Services welcome and value all children, young people and their families to...	So you can....
Make sure that you feel listened to and treated with respect	Have your say and feel safe
Work together to understand and support any reasonable adjustments that you may need	Belong to a community, such as your local school, leisure centre, club, etc
Talk with you and your family to help us understand your needs and solve problems together	Feel understood and helped to achieve your best
Speak to other professionals who support you, so you only have to tell your story once	Tell someone what you want to achieve and how we can help

Understanding equality, diversity and inclusion (Equality Act 2010)



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Report Title:	<b>Q2 2018/19 Performance Report</b>
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

www.rbwm.gov.uk



## 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		
<b>Total</b>	<b>18</b>	<b>4</b>	<b>3</b>

- 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. <b>Recommended option</b>	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. <b>Not the recommended option.</b>	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**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
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**

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
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](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

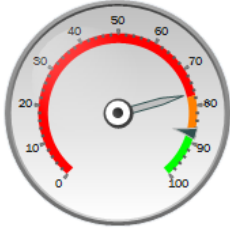

## REPORT HISTORY

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

PMF 2018/19: Q2

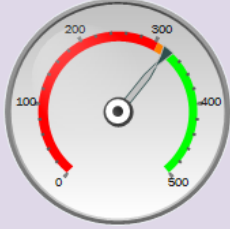
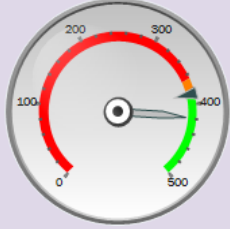
Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Healthy, skilled and independent residents	1.2.1	Percentage of children with a review at 2-2.5 years of age			57.0	70.0	▲	Cllr N Airey
<b>Q2 Commentary</b>								
All families are offered a face to face 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
54								
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.

55 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**

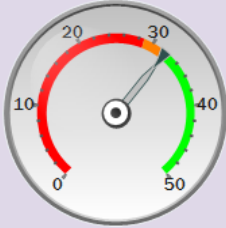

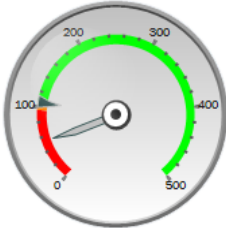
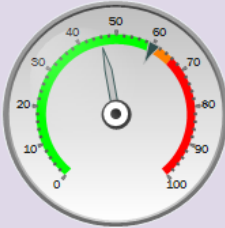
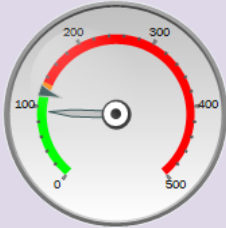
The 3% equates to one child whose plan ended this quarter.

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><b>Q2 Commentary</b>                      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><b>Q2 Commentary</b> 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  57	3.5.1	Number of homelessness preventions through council advice and activity			53	106	▲	Cllr M Airey
<p><b>Q2 Commentary</b> 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
58 Attractive and well-connected borough	4.1.6	Performance of the Tivoli contract			61.0	92.0	▲	CLlr S Rayner

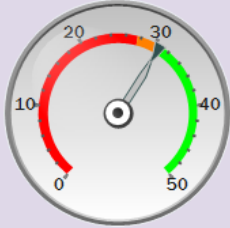
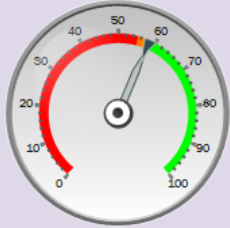
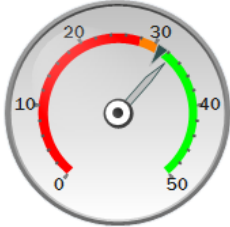
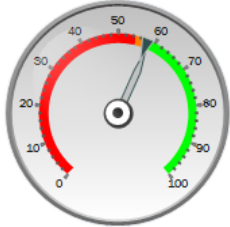
PMF 2018/19: Q2

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
<b>Q1 Commentary</b>								
<p>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 &amp; 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.</p> <p>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</p>								
<b>Q2 Commentary</b>								
<p>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.</p> <p>Measures which have been introduced include:</p> <ul style="list-style-type: none"> <li>• Senior management structure reorganised and new managers in place</li> <li>• Issues Tracker in place to capture and monitor performance of operational issues</li> <li>• Increased frequency of review meetings between RBWM and Tivoli operational managers</li> </ul>								
59								
Attractive and well-connected borough	4.2.1	Percentage of household waste sent for reuse, recycling			44.9	45.0	●	CLlr M Airey
<b>Q2 Commentary</b>								
<p>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.</p>								
Attractive and well-connected borough	4.4.1	Number of days of roadworks on highways saved			83	65	★	CLlr Bicknell

PMF 2018/19: Q2

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
An excellent customer experience	5.3.1	Percentage of calls answered within 60 seconds			78.8	80.0	●	Cllr S Rayner
<b>Q2 Commentary</b> 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
60 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:	<b>'Big Belly' Bins – Borough Wide 'Pilot'</b>
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

## 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**

<b>Option</b>	<b>Comments</b>
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  <b>The recommended option</b>	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

<b>CAPITAL (£000)</b>	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**

<b>Risks Uncontrolled</b>	<b>Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
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 19<sup>th</sup> November 2018.

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

## 8 TIMETABLE FOR IMPLEMENTATION

<b>Activity</b>	<b>Timescale</b>
Implementation	March 2019

## 9 APPENDICES

Appendix 1 – Trial Scheme: Results Analysis

## 10 CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date issued for comment</b>	<b>Date returned with comments</b>
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

<b>Decision type:</b> Non-key decision	<b>Urgency item?</b> No	<b>To Follow item?</b> 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**

<b>Current contract arrangements</b>	<b>'Big Belly Bin' collections</b>
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**

<b>Number of Big Belly bins</b>	<b>Current collections(per year)</b>	<b>Big Belly collections (per year)</b>	<b>Difference</b>
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).