

# Public Document Pack

## NOTICE OF MEETING

# CABINET

will meet on

**THURSDAY, 19TH DECEMBER, 2019**

**At 7.00 pm**

in the

**GREY ROOMS - YORK HOUSE, WINDSOR**

TO: MEMBERS OF CABINET

Councillor Johnson Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property

Councillor Rayner Deputy Leader of the Council, Resident & Leisure Services, HR, IT, Legal, Performance Management & Windsor

Councillor Carroll Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health

Councillor Cannon Public Protection and Parking

Councillor Clark Transport and Infrastructure

Councillor Coppinger Planning and Maidenhead

Councillor Hilton Finance and Ascot

Councillor McWilliams Housing, Communications and Youth Engagement

Councillor Stimson Environmental Services, Climate Change, Sustainability, Parks and Countryside

Karen Shepherd – Head of Governance - Issued: Wednesday, 11 December 2019

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

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Royal Borough  
of Windsor &  
Maidenhead

## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u>  To receive any apologies for absence	-
2.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest	7 - 8
3.	<u>MINUTES</u>  To consider the minutes of the meeting held on 28 November 2019.	9 - 14
4.	<u>APPOINTMENTS</u>	-
5.	<u>FORWARD PLAN</u>  To consider the Forward Plan for the period January 2019 to April 2019.	15 - 22
6.	<u>CABINET MEMBERS' REPORTS</u>  Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property	-
	i. MUFC - Request for Relocation  Environmental Services, Climate Change, Sustainability, Parks and Countryside	23 - 30
	ii. Borough-wide Seasonal Planting - Award of New Contract  Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property	31 - 36
	iii. Ascot District Day Centre- Surrender and Renewal of Lease  Finance and Ascot	37 - 42
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vi.	Schools Condition Allocation 2020-21	79 - 86
	Finance and Ascot	
vii.	Financial Update	87 - 112

7. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

To consider passing the following resolution:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 8 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"

**PART II**

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p data-bbox="261 445 743 474"><u>CABINET MEMBERS' REPORTS</u></p> <p data-bbox="261 517 1267 584"><b><i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6a, 6b, 7 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p data-bbox="261 629 1161 692">Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property</p> <p data-bbox="261 730 1082 763">i. Mufc - Request For Relocation - Part Ii Appendices</p> <p data-bbox="261 804 1267 871"><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p data-bbox="261 916 1139 1021">Details of representations received on reports listed above for discussion in the Private Meeting: None received</p>	-
		113 - 142



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## MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

### Disclosure at Meetings

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

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

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

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

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

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

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

### Prejudicial Interests

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

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

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

### Personal interests

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

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

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# Agenda Item 3

## CABINET

THURSDAY, 28 NOVEMBER 2019

PRESENT: Councillors David Cannon, Andrew Johnson (Chairman), David Coppinger, Samantha Rayner, David Hilton, Gerry Clark, Donna Stimson and Ross McWilliams

Also in attendance: Cllr C Da Costa, Cllr Price, Cllr Sharpe and Cllr Bateson.

Officers: Duncan Sharkey, Russell O'Keefe, Kevin McDaniel, Louisa Dean, Ruth Watkins, Hilary Hall and David Cook.

### APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Carroll.

### DECLARATIONS OF INTEREST

None received.

### MINUTES

**RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 30<sup>th</sup> October 2019 were approved.**

The Chairman mentioned that Cllr Price had contacted him requesting that her comment under Windsor Town Centre Vision that Cabinet had previously approved £240,000 for GL Hearn to carry out work be added to the minutes, this was approved.

### APPOINTMENTS

None

### FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes made since it was published.

### CABINET MEMBERS' REPORTS

#### E) DRAFT DATCHET DESIGN GUIDE SUPPLEMENTARY PLANNING DOCUMENT - REGULATION 13 CONSULTATION

Cabinet considered the report regarding the approval to undertake a public consultation on the draft Datchet Design Guide Supplementary Planning Document.

The Lead Member for Planning and Maidenhead informed Cabinet that the council wished to seek high quality design and thus design guides and neighbourhood plans were important tools. The Datchet neighbourhood plan was still in its early infancy but both documents when adopted would support the local community and their place. The draft guide had been produced with the support of consultants, design group and RBWM and was due to be adopted in April 2020.

The Lead Member for Public Protection and Parking informed Cabinet that he had spoken to the design group and they had said they had received excellent support from the planning and in particular Victoria Gibson.

The Lead Member for Finance and Ascot asked as neighbourhood plans came through the system would it be expected that they also have design guides. In response Cabinet was informed that although they were separate documents they did complement each other and were important in protecting the unique areas within the royal borough.

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

- (i) Approves the publication of the draft Datchet Design Guide Supplementary Planning Document for public consultation, and**
- (ii) Gives the Executive Director (Place) delegated authority to approve minor changes to the draft Datchet Design Guide Supplementary Planning Document, in consultation with the Lead Member for Planning and Maidenhead, prior to its publication.**

A) DEMAND FOR SCHOOL PLACES

Cabinet considered the report that provided projections for future demand for school places identifying future need for primary school places in Maidenhead, and upper school places in Windsor.

The lead member for Housing, Communications and Youth Engagement introduced the report on behalf of the Lead Member for Adult Social Care, Children's Services, Health and Mental Health.

He informed that the report provided an update on work done on the school expansions feasibility programme for future demand. This had been carried out to ensure that the borough could expand school provision to meet the expected demand arising from the housing in the Borough Local Plan.

The Lead Member for Finance and Ascot made reference to the recent school expansion programme as detailed in table 5 3 and asked why there were differences in cost per pupil. Cabinet were informed that this was due to the differences between the sites and complex need for providing additional space. The work undertaken had provided great value for money.

Cllr Price questioned the surplus spaces in the Windsor system and how schools would cope with the reduced income. Cabinet were informed that as pupil funding was based on October pupil numbers they did have 18 months to make adjustments. Schools also worked in collaboration with each other or looked at joining multi academy trusts to get better value for money.

**Resolved unanimously: that**

- i) the outcome of the borough's school expansions feasibility programme be reported to Cabinet in March 2020, including a prioritisation matrix of options for new school places.**
- ii) specific options be brought to Cabinet for consideration in March 2020 for new school places in:**
  - a. Maidenhead primary schools.**
  - b. Windsor upper schools.**

B) Q1-Q2 PERFORMANCE REPORT

Cabinet considered the report that set out performance against key strategic measures for the period Q1-Q2.

The Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor informed Cabinet that in June 2019 Cabinet resolved to delegate authority to Executive Directors in conjunction with Lead Members to amend and confirm the Strategic Performance Management Framework for 2019/20. The revised framework had 43 different measures aligned to the Council Plan 2017-21. There were 22 measures that have been identified as being of particular strategic importance and these are reported to Cabinet bi-annually via this report.

The Lead Member also informed that the report also contained a brief overview of key activities and milestones achieved by the council during the first half of the year support key priorities such as the Council approving a motion in June 2019 declaring a climate emergency and associated work, continued work on the Braywick Leisure Centre and Maidenhead regeneration work. These were just a few examples of above and beyond work being undertaken.

Cabinet were told that at the end of quarter two, 17 of the 22 measures met or exceeded target, 3 measures fell just short of target, although still within the tolerance for the measure, and 1 measure was out of tolerance and required improvement.

The Lead Member for Environmental Services, Climate Change, Sustainability, Parks and Countryside informed that the 1 measure that had reported 'red' was the Tivoli contract performance. Although the indicator would report 'red' improvements had been made following the introduction of a new management team. The Lead Member had worked with Tivoli and felt that some of the targets, such as grass cutting, were now outdated following the council's drive for better biodiversity and she would be reviewing the performance indicators.

The Lead Member for Housing, Communications and Youth Engagement highlighted the improvements made by the housing team over the last year which was reflected in the key performance indicator for the homeless households in temporary accommodation and more families in long term accommodation.

Cllr Price asked why the number of affordable housing statistics were not included in the report and was informed by the Corporate Director that these were included in the planning monitoring report and thus not this report.

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

- iii) **Endorses the 2019/20 Strategic Performance Framework in Appendix A.**
- iv) **Endorses the 2019/20 Q2 Performance Report in Appendix B.**
- v) **Requests relevant Lead Members, Directors and Heads of Service to maintain focus on improving performance.**

C) SCHOOL ADMISSION ARRANGEMENTS AND CO-ORDINATED ADMISSIONS SCHEME 2021/22

Cabinet considered the report that that set out the local authority's duty to determine the admission arrangements for community and voluntary controlled schools for the academic year 2021/22.

The lead member for Housing, Communications and Youth Engagement introduced the report on behalf of the Lead Member for Adult Social Care, Children's Services, Health and Mental Health.

Cabinet were informed that as the admissions authority for all community and voluntary controlled schools in the royal borough the School Admissions Code 2014 required the admission arrangements to be determined on an annual basis and any changes to be consulted upon.

The following changes were proposed and required consultation:

- Introducing higher priority for admission for children attending a linked infant school on transfer to school in Year 3, and for children of a member of staff across all community and voluntary controlled schools.
- Reducing the published admission number for Courthouse Junior School from 105 to 90.

It was also proposed to automatically adding children to the waiting list for any higher preferred schools following the initial allocation on national offer day so that parents would no longer be required to call the authority.

Cllr Price mentioned that she had been informed that Holyport College were looking to change their admission arrangements and asked why this was not in the report. The Corporate Director informed that as their own admissions authority they were consulting on increasing intake at year 7 which would be a positive for Maidenhead pupils but would result in a decrease in year 9 pupils.

The Lead Member for Planning and Maidenhead reported that as the ward member he was delighted at the proposed changes to Holyport's admission arrangements.

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

- vi) approves public consultation on the RBWM Admission Arrangements for 2021/22 set out at Appendix 1.**
- vii) delegates authority to the Director for Children's Services in consultation with the Lead Member, to approve and thereby determine the revised admissions arrangements by the 28 February 2020 deadline.**
- viii) approves consultation on the RBWM Co-ordinated Admissions scheme for 2021/22 set out at Appendix 2.**
- ix) delegates authority to the Director for Children's Services in consultation with the Lead Member, to approve and thereby determine the revised coordination scheme by the 1 January 2020 deadline.**

#### D) FINANCIAL UPDATE

Cabinet considered the report that provided the latest financial update.

The Lead Member for Finance and Ascot informed that there had been a slight improvement since last month report and mentioned that as well as noting the current position Cabinet were also asked to approve capital programme slippage and variances as detailed in Appendix E.

The Lead Member referred Cabinet to agenda pack page 113 that provided an explanation for the overspend in Adult Social Care. This provided greater detail for the overspend and in next month's report the same amount of detail would also be provided for children's services.

The Lead Member also reported that with regards to IT there was an increased overspend of £116,000 due to software licences being moved from capital to revenue.

Cllr C Da Costa mentioned that continued care was funded by the NHS. Cabinet were informed that this was the case but there were a backlog of cases being reviewed that moved care from clinical to adult social care and thus created a pressure. There was a robust challenge when the reviews were undertaken.

Cllr Price mentioned that the report summary suggested that there was a requirement to make further savings and asked if they had been identified. The Lead Member replied that the report showed the current projected year end position but he also had to be mindful of the medium term financial position and thus pressures moving into the following year.

**Resolved unanimously: that Cabinet notes the report and endorses the actions proposed:**

- i) The council's projected outturn position for 2019-20 and the mitigations proposed;**
- ii) The budget movements since the previous month;**
- iii) The projected spend on the capital programme; and**
- iv) The projected borrowing for the remainder of the financial year.**
- v) Approves Capital programme slippage and variances as detailed in Appendix E.**

**F) CONSULTATION ABOUT 0-19 INTEGRATED FAMILY HUB MODEL**

Cabinet considered the report regarding consulting on a new Integrated Family Hub Model to transform early help services.

The lead member for Housing, Communications and Youth Engagement introduced the report on behalf of the Lead Member for Adult Social Care, Children's Services, Health and Mental Health.

Cabinet were informed that in order to achieve efficiencies and to meet the needs of families that require support the most it was proposed to review early help provision with a key focus on universal provision.

This transformation would focus local resources to work with the most vulnerable young people and families in the borough strengthening families and reducing demand for statutory services.

There would be consultation on the design principles of a proposal to rationalise Children's Centres, Youth Centres, the Parenting Service, Health Visitors, School Nurses and the Family Resilience Service into Family Hubs as part of the Government's "Life Chances" agenda.

Cabinet were informed that the Health and Social Care Select committee had published a report looking at the impact of the first 1,000 days of life for a child. The report challenged the government to develop a real focus on targeted support. The principles of this review were shown in section 2.4 of the report.

It was proposed to introduce a family hub model that would have centres located in Windsor and Maidenhead.

Cllr C Da Costa asked for clarification if the hubs would be different to hubs currently in existence and was informed that we currently had youth centres and children centres and that there were discussions with the clinical commissioning group to bring services together in central locations. Cllr Da Costa mentioned that she had some concern regarding certain services but as she did not wish to break confidentiality she would discuss her concerns with the Lead Member after the meeting.

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

- i) Approves a public consultation to seek the views on transforming early help services into integrated Family Hubs for 0-19 year olds based in the model outlined in this report.**
- ii) Requests a report to cabinet in April 2020 based on the results of the consultation and impact assessments to confirm the specification of the future Family Hubs based services.**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

**RESOLVED UNANIMOUSLY:** That the Part II minutes of the meeting held on 30<sup>th</sup> October 2019 were approved.

The meeting, which began at 7.00 pm, finished at 7.50 pm

CHAIRMAN.....

DATE.....

# Agenda Item 5

## CABINET

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

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
St Cloud Way, Maidenhead – Site Proposal	n/a	30/01/19	New item
Brocket, Boyn Hill, Maidenhead	n/a	30/01/19	New item
Contract for Nursing Care Home Placements	n/a	30/01/19	New item

## FORWARD PLAN OF CABINET DECISIONS

NB: The Cabinet is comprised of the following Members: Councillor Johnson, Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property, Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor, Councillor Carroll, Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health, Councillor Cannon, Public Protection and Parking, Councillor Clark, Transport and Infrastructure, Councillor Coppinger, Planning and Maidenhead, Councillor Hilton, Finance and Ascot, Councillor McWilliams, Housing, Communications and Youth Engagement, Councillor Stimson, Environmental Services, Climate Change, Sustainability, Parks and Countryside

The Council is comprised of all the elected Members

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

### FORWARD PLAN

ITEM	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date and name of meeting	Date of Council decision (if required)
16 Award of Arboricultural Services Contract	Open -	A Report to seek authority to tender a contract and to delegate the award of the subsequent contract for the borough-wide Arboricultural Services provider with effect from spring 2020.	Yes	Lead Member for Environmental Services, Climate Change, Sustainability, Parks and Country side (Councillor Donna Stimson)	David Scott	Internal Process	Cabinet 30 Jan 2020	

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



ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
Nicholson's Walk Shopping Centre and Central House, Maidenhead	Fully exempt - 3	Sale of Freehold Interest to the long leaseholder	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 30 Jan 2020	
17 St Cloud Way, Maidenhead – Site Proposal	Fully exempt - 3	Approval of the emerging site proposal for St Cloud Way, Maidenhead.		Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 30 Jan 2020	
Brocket, Boyn Hill, Maidenhead	Fully exempt - 3	Sale of Freehold Interest	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 30 Jan 2020	
Cultural & Community Options	Fully exempt - 3	Options for the relocation and investment in key cultural & community facilities within the regeneration area of Maidenhead.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 30 Jan 2020	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
New provision for children and young people with Special Educational Needs	Open -	Permission to consult on options for new facilities in the borough for children and young people with special educational needs	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal Process	Cabinet 30 Jan 2020	
Renewal of council insurances	Open -	Proposed external insurance arrangements for the council from 1 April 2020.	Yes	Lead Member for Finance and Ascot (Councillor David Hilton)	Terry Neaves	Internal process	Cabinet 30 Jan 2020	
18 Financial Update	Open -	Latest financial update.	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Terry Neaves	Internal process	Cabinet 30 Jan 2020	
Filming of Council meetings	Open -	To set out the equipment, costs and resources needed to film all council meetings.	No	Lead Member for Housing, Communications and Youth Engagement (Councillor Ross McWilliams)	Louisa Dean	Internal process	Cabinet 30 Jan 2020	
Extension of Commercial Lease	Fully exempt - 3	A commercial tenant has requested a longer lease to enable a redevelopment. The report seeks consent for the request.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 30 Jan 2020	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
19 Budget 2020/21	Open -	Report which sets financial context within next year's budget is being set. The report includes a recommendation to Council of a Council Tax, it recommends a capital programme for the coming year and also confirms Financial Strategy and Treasury Management Policy.	Yes	Lead Member for Finance and Ascot (Councillor David Hilton)	Terry Neaves	Internal process	Cabinet 6 Feb 2020	Council 25 Feb 2020
Council Funding for Local Organisations	Fully exempt - 3	To consider the award of grants to voluntary organisations	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Karen Shepherd	Grants Panel	Cabinet 6 Feb 2020	
Contract for Nursing Care Home Placements	Open -	Contract Award of a five year contract for 20 nursing care home beds for borough funded residents.	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Lynne Lidster	Internal process	Cabinet 27 Feb 2020	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
Financial Update	Open -	Latest financial update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Terry Neaves	Internal process	Cabinet 27 Feb 2020	
Windsor Neighbourhood Plan for Business renewal of agreement to their constitution and designation of the Forum	Open -	The Windsor Neighbourhood Plan for Business wish to carry on with producing a Neighbourhood Plan, and need to have the Forum and it's Constitution renewed as they only have a life of 5 years.	No	Planning and Maidenhead (Councillor David Coppinger)	Russell O'Keefe	Internal process for report, public consultation for the process.	Cabinet 27 Feb 2020	
Standards and Quality of Education in Royal Borough Schools - A review of the Academic Year	Open -	The report outlines the achievements of schools and identifies areas where further development is required.	No	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 26 Mar 2020	
Financial Update	Open -	Latest financial update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Terry Neaves	Internal process	Cabinet 26 Mar 2020	

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Home to School and Post 16 Transport Policy	Open	To approve the home to school transport policy.	yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 30 April 2020	
Financial Update	Open -	Latest financial update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Terry Neaves	Internal process	Cabinet 30 April 2020	

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

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

Report Title:	<b>MUFC – Request for Relocation</b>
Contains Confidential or Exempt Information?	Main Report: No – Part I. Appendices: Yes - Part II – <b>Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.</b>
Member reporting:	Councillor Johnson Leader of the Council & Lead Member for Business, Economic Development & Property.
Meeting and Date:	Cabinet -19 <sup>th</sup> December 2019
Responsible Officer(s):	Russell O’Keefe – Executive Director Place
Wards affected:	All

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## REPORT SUMMARY

1. The Council has been approached by Maidenhead United Football Club (MUFC) to assist with the relocation of their club, in order to achieve a new improved stadium and additional sports facilities.
2. MUFC needs a site identified that is both appropriate in terms of size & location to secure the future of the club in Maidenhead, and ensure that the club has the appropriate facilities to progress through the football league.
3. The Council and MUFC want to ensure that the retention of the club and the facilities that they provided are beneficial and accessible to all residents of the borough.
4. The Property Company on behalf of the Council has been working with MUFC to identify a suitable site that is in the ownership of the Council that could be used to enable the relocation, and retention of the club within Maidenhead.
5. MUFC has worked hard to engage with local stakeholders to gain their support for a relocation, and to ensure that wider sports needs are taken into account.
6. The costs for the delivery of the new facilities would have to be fully met from the redevelopment of the existing stadium.
7. MUFC are seeking to gain approval for the release of Council owned land by the end of 2019, to enable a target date to agree and sign legal agreements by June 2020, in order to support a planning application for both the new facility and redevelopment of the existing facility by the end of 2020.
8. A site has been identified at Braywick Park, of some 3.7 hectares of land, of which the Council has freehold title.

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) **Approves the release of land identified at appendix D, for nil consideration, to enable the relocation of MUFC.**
- ii) **Delegate’s authority to Executive Director of Place, to negotiate draft legal agreements for the release of the land, subject to s.123 report, to be brought back to Cabinet for approval.**

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

**Options**

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

Option	Comments
Release the land identified at appendix D at Braywick to enable the relocation of MUFC. <b>This is the recommended option</b>	This would enable the delivery of a brand new football stadium, with additional sports facilities for the benefit of all residents in the borough.
Do not release the land in favour of MUFC.	MUFC will struggle to continue with its existing facilities, which will not be suitable for future advancement in the football league, or be able to bring forward much needed sports facilities to a wide range of groups in the location community.

2.1 The football club has for many years been an important part of the fabric of Maidenhead Town Centre and in recent years has developed and grown significantly. Key achievements include;

- The men’s first team has been promoted to the National League (5<sup>th</sup> tier of English football).
- Average match day attending increasing from 303 in the 2013/2014 season to over 1,500 in 2018/19 season.
- The women’s team playing in the FA Women’s Premier Leagues South West League.
- The expansion of the amateur football provision, with the club now having over 500 playing members with a further 42 junior, Academy & Waling Football teams, catering for all ages and abilities.
- The establishment of the Magpies in the Community programme through which over 2,500 children, young people and adults are regularly participating in a range of sports, health and wellbeing focussed activities delivered by our community team.

**Future Facilities for the Club**

2.2 Whilst the overall outlook of the long-term future of the club is positive, they do face a number of challenges including;

- An aging ground and facilities which require significant investment not only to sustain the existing position but also to enable them to develop and grown as a club.
- Should they get promoted to the football league, the requirement to further develop the York Road ground including increasing the ground capacity to 5,000 increasing the number of seats by a further 1,500 to 2,000 and upgrading a range of other facilities including turnstiles, floodlighting, changing rooms and clubhouse.
- Establishing the financial sustainability of the club by removing the current reliance on the club’s main benefactor.
- Securing the long term benefit the club can provide to the local community in terms of sport, health and wellbeing.



### 3. KEY IMPLICATIONS

- 3.1 The initial feasibility that has been undertaken by MUFC suggests that the redevelopment of York Road ground indicates that sufficient value could be realised from the sale of the ground, which would enable the construction of the new facility.
- 3.2 The key officers of MUFC have already started consultation and engagement with some of the existing leaseholders at the site that have been identified. A letter of support has been provided by Maidenhead Athletics Club (appendix C).
- 3.3 MUFC have also undertaken a reasonable amount of due diligence to demonstrate what a new facility might look like, and therefore some initial costing in terms of construction cost that could be met from the redevelopment of the existing stadium. Appendix B details the concept scheme as proposed, which will be subject to planning.
- 3.4 The redevelopment of the existing facility could be brought forward for residential development and enhance the further regeneration of the York Road development area.
- 3.5 MUFC currently enjoy the freehold interest in their existing facilities and would ideally like a freehold interest in the new facility, however the Council may decide that this should be restricted to a long leasehold, with a caveat that should the land cease to be used as a football stadium, then the land would revert back to the Council at nil value.
- 3.6 There are three tenancies held with the Council that may be impacted, either due to the proximity of the new football stadium, or the actual location of the new stadium. These are;
- SportsAble
  - Athletic Club
  - Rugby Club
- 3.7 The current net book value on the Council's assets for this site is de minimis as the site does not have any designated use other than for sports & leisure use.
- 3.8 The benefits of the new provision at Braywick Park would allow for the following;
- Additional sports & leisure facilities for local residents & wider community groups.
  - Bespoke facilities for individuals with a disability to enable them to compete in sports at a county & national level.
  - 5,000 capacity stadium, which would include the provision of 1,500 seats (with scope to add further if required).
  - New club house building incorporating a range of facilities including changing facilities, performance gym, bar, café, hospitality/education space and office space.
  - Futsal hall with separate change facilities (all suitable for provision of disability sports).
  - 60x40 floodlit astroturf.
  - Athletics track and associated facilities.

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
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<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Approve release of the land	No approval	Dec 2019	N/A	N/A	Dec 2019
Confirm development partner for the project	As above	April 2020	1 month before	2 months before	April 2020
Agree and sign legal agreements	As above	June 2020	1 month before	2 months before	June 2020
Undertake public consultation	As above	Jan-June 2020	1 month before	2 months before	Jan-June 2020
Submit a planning application	As above	Nov 2020	1 month before	2 months before	Nov 2020
Resolution to grant	As above	March 2021	1 month before	2 months before	March 2021
Agree & sign s.106	As above	June 2021	1 month before	2 months before	June 2021
Start on site	As above	Sept 2021	1 month before	2 months before	Sept 2021
Practical completion of new facility	As above	March 2023	1 month before	2 months before	March 2023

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

- 4.1 There will be no financial implications on the Council for the successful implementation of this project.
- 4.2 All construction and land assembly costs associated with the delivery of this project will be borne by the selected developer, and/or MUFC.
- 4.3 All fees and costs associated with this project by way of legal, valuation, the engagement of professional consultants for and on behalf of the Council will need to be met by the project, and be deemed a project costs, in order to demonstrate that there is no financial implication on the public purse and that both social value and value for money has been achieved.
- 4.4 It is not necessary to borrow to support the achievement of this proposal
- 4.5 There will be no financial implications to the Council, all legal fees, valuation fees, professional fees that are incurred by the Council will need to be met within the project cost by the select development partner.
- 4.6 Any costs associated with the surrender and re-issue of leases for existing leaseholders in favour of MUFC would need to be paid for by the project costs.

## **5. LEGAL IMPLICATIONS**

- 5.1 The Council has the power under Section 120 of the Local Government Act 1972 to acquire any land by agreement for the purposes of the benefit, improvement or development of its area. Therefore the Council has the requisite power to acquire the Freehold interest in the site known as The Landing
- 5.2 The Council has the power under Section 123 of the Local Government Act 1972, to dispose of land held by them in any manner they wish providing that such disposal is for the best consideration reasonably obtainable (other than in the case of a lease for less than 7 years). Therefore the Council has the requisite power to sell the long leasehold interest in site known as 54-56 Queen Street, Maidenhead

## **6. RISK MANAGEMENT**

- 6.1 The risk associated with this project are limited for the Council, as we will only be releasing land to enable the future project to be delivered.
- 6.2 There will be a need to surrender any leasehold interest at Braywick Park that has been identified for use for the new stadium, however, this would be on the basis that any costs associated with this would be met by the project costs by the developer, and that where possible re-provision of any facilities effected would be incorporated in the new facility in the new development.
- 6.3 All project costs, and project risk will sit with MUFC and the selected development partner for the project.
- 6.4 Should the scheme not get delivered, or terms are not agreed, then the Council would not release the land.
- 6.5 We are recommending that the land would be released by way of a long leasehold, (999 years) which is a virtual freehold with the Council, retaining the ultimate freehold, with a caveat that should the site ceased to be used as a football stadium the land would revert back to the Council for nil consideration.

## **7. POTENTIAL IMPACTS**

- 7.1 Equalities. The Equality Act 2010 places a statutory duty on the council to ensure that when considering any new or reviewed strategy, policy, plan, project, service or procedure the impacts on particular groups, including those within the workforce and customer/public groups. This particular project does not require an Equality Impact Assessment.
- 7.2 Climate change/sustainability. In light of the Council motion to declare a climate change emergency, the development of the new stadium would need to meet BREAM standards, and demonstrate that sustainable materials and construction methods are used where at all possible. The redevelopment of the existing stadium for residential development would also need to take account of social, environmental, and economic sustainability.

- 7.3 Data Protection/GDPR - due regard to the requirements of the Data Protection Act 2018 and the General Data Protection Regulation will be considered and taken into account before making a decision. In this instance we do not believe it is necessary for a Date Protection Impact Assessment to be carried out.

## 8. CONSULTATION

- 8.1 MUFC has undertaken some initial consultation with some key stakeholders that are located at Braywick Park. They have also communicated with the executive officers of the Council, in order to ascertain the availability of a new site.

## 9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately.  
 9.2 The full implementation stages are set out in table 3 below;

**Table 3: Implementation timetable**

Date	Details
Dec 2019	Cabinet Approval
April 2020	Select Development Partner
June 2020	Sign legal agreements
Jan-June 2020	Public Consultation
November 2020	Submit a planning application for both the existing stadium site and the proposal site.

## 10. APPENDICES – Part II items.

- 10.1 This report is supported by four appendices:
- Appendix A – Site Plan
  - Appendix B – Concept Scheme
  - Appendix C – Stakeholder Support
  - Appendix D – Site Area

All the above appendices are **not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.**

### BACKGROUND DOCUMENTS

- 10.2 Not applicable

## 11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Johnson	Leader of the Council & Lead Member for Business, Economic Development & Property	11/11/19	12/11/19
Duncan Sharkey	Managing Director	15/11/19	17/11/19
Russell O'Keefe	Executive Director	11/11/19	11/11/19
Andy Jeffs	Executive Director	15/11/19	12/11/19

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Ruth Watkins	Deputy S151 officer	15/11/19	22/11/19
Elaine Browne	Head of Law	15/11/19	22/11/19
Mary Severin	Monitoring Officer	15/11/19	22/11/19
Nikki Craig	Head of HR, Corporate Projects and ICT	15/11/19	22/11/19
Louisa Dean	Communications	15/11/19	12/11/19
Kevin McDaniel	Director of Children's Services	15/11/19	17/11/19
Hilary Hall	Director Adults, Commissioning and Health	15/11/19	17/11/19
Karen Shepherd	Head of Governance	15/11/19	15/11/19

## REPORT HISTORY

<b>Decision type:</b> Key decision	<b>Urgency item?</b> No	<b>To Follow item?</b> N/A
Report Author: Barbara Richardson- Managing Director RBWM Property Company Ltd.		

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Report Title:	<b>Borough-wide Seasonal Planting – award of new contract</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Stimson, Lead Member for Environmental Services, Climate Change, Sustainability and Culture
Meeting and Date:	Cabinet - 19 December 2019
Responsible Officer(s):	Russell O’Keefe, Director of Place David Scott, Head of Communities
Wards affected:	ALL

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## REPORT SUMMARY (

1. The Council currently has a contract for the supply of seasonally planted and maintained hanging baskets, barrier planters, window boxes, troughs and flower towers across the Borough.
2. The contract also provides for a scheme which offers parishes councils, premises and local businesses hanging baskets at the same advantageous rate as the Council receives; the services provides planted, hung and maintained baskets for the season.
3. This contract needs to be tendered and awarded in time for the contractor to seed and grow-on the plants to sufficient size for the Summer 2020 planting (usually planted-out towards late May / early June). In order to achieve this timetable a delegation is being requested to enable the final award of contract to be made in early to mid-January 2020 once the tender evaluations have been completed, and provided the contract sum is within the base budget provision.
4. The contract document will propose a contract for an up to 5-year period (3 years plus up to 2 years extension).
5. A schedule of the locations and the quantities of current Summer and Winter 2019 planting will be provided to those companies wishing to tender for the contract to ensure their full understanding of the requirements, with a specification setting out operational needs and general conditions of the contract (including specific timings, maintenance and insurance).
6. The new contract planting specification will incorporate a 30% of species that will support biodiversity and the climate change agenda, and 70% seasonal flowering type species to keep a high impact, and so achieve both a positive effect for visual, pollinators and climate impacts.

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) **Delegate authority to the Head of Communities, in consultation with the Lead Member for Environmental Services, Climate Change, Sustainability and Culture, and the Director of Place to award a**

**contract for three years with an option to extend up to a further two years, providing it is within the current base budget for this activity.**

- ii) **And delegate authority to agree the final details of the precise planting mix and specification, based upon the tender proposal returns received.**

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

### **Options**

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

<b>Option</b>	<b>Comments</b>
Notes the proposed tender for a contract for the revised planting mix to support biodiversity and climate change and encourage pollinators, across the borough, and delegates the award of the final contract as set out in the report recommendation.  <b>This is the recommended option</b>	This will enable a new contract to be awarded in a timely manner that will coordinate with growing on and planting timetables to maintain the various existing planters that enhance the town centres and other key locations. The current net cost of £76,000 will be the limit for the service.
Not approve the report and to and cease the contract	This service provides floral displays that enhances the town centres and other locations and contributes to vibrant communities will cease.

- 2.1 The contract is being put out to tender to ensure value for money is obtained and maintained. It is intended to limit the contract cost to the current base budget value, and the volumes may need to be adjusted to ensure the current contract cost is not increased even by inflation. The planting mix is being revised to increase the numbers and type of plants that are able to improve sustainability for example 'hairy plants' which are better able to absorb pollutants from road traffic.
- 2.2 It is essential to note this is a specialised market with a relatively limited number of companies having the resources, (both personnel and equipment) to carry out the work required across the borough on a regular basis throughout the year to achieve the standards needed to keep the displays long lasting and highly impactful. Suitably experienced contractors do exist and a competitive tender is expected.
- 2.3 The current contractor grows the plants in their own nurseries, removes old planting and replaces with new each season. They are maintained on a regular basis to ensure active growth throughout the seasons. This includes regular water and feed, removing dead and dying foliage in accordance with recognised horticultural practice to maximise the flowering period and floral impact, and ensuring they are in a healthy condition, free of pests and diseases using, where necessary, pesticides approved of for this purpose.



- 2.4 Fresh growing medium, alternative to peat based compost is used where appropriate and where plant quality can be guaranteed, and a polymer used to improve water holding capacity, at manufacturers recommended rate.
- 2.5 Irrigation is programmed to optimise and preserve water resources and ensure no damage or harm is caused to the plant material, meaning that this takes place generally outside normal working hours, and typically in the very early morning for road based planters to avoid traffic disruption.
- 2.6 All waste is appropriately recycled wherever possible, to create additional organic matter for reuse.
- 2.7 Part of the contract is that the contractor should also be also able to remove, replace and replenish containers and plants as needed following vehicle damage or vandalism within an agreed time period from notification. Wherever possible the costs for any planters damaged by vehicles and requiring replanting or replacement are recovered from the insurance of the vehicles involved.

### 3. KEY IMPLICATIONS

- 3.1 The current contract has evolved to its existing sites and locations over a period of time. This will form the basis of the tender process to seek a like for like provision in the new contract, and be comparable to the current provision.
- 3.2 The timeframe in which to complete a tender process is constrained by the nursery requirement to grow the new stock, and needs to be coordinated to enable the successful contractor to grow the quantity of plants required for the contract ready for the first planting in late Spring 2020.
- 3.3 There are a number of other timing constraints which the borough imposes through the contract, for example the Ascot area must to be planted and giving a good display of colour and impact ready for Royal Ascot Week.
- 3.4 The contract provides for a number of locations to be added into the base contract requirements from time to time at the same rates if required.

**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>
New seasonal planting contract awarded, and new planting in place for May and June 2020 with plants of a suitable species and	29 June 2020	15 June 2020	8 June 2020	1 June 2020	15 June 2020

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
size for displays					

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

The contract has changed since the last market test a number of years ago. The revenue budget for this borough wide seasonal planting is made up of the base revenue budget (LR50 cost centre) and is supplemented by funds raised through sponsorship for example from the sponsored roundabout scheme. The annual contract is adjusted to reflect the sponsorship raised each year.

4.1 There has been some capital investment (CY22) to add new planters, and in some cases Ward Members budgets have also contributed to the purchase of planters. However the issue is not only the initial purchase costs but the seasonal and ongoing maintenance these new planters then attract.

4.2 It is proposed that the current base budget is retained and the contract let up to this as a maximum cost, but be augmented by any additional sponsorship raised over and above the sponsorship income base budget requirement.

**Table 3: Financial Impact of report's recommendations**

<b>REVENUE COSTS</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

<b>CAPITAL COSTS</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

#### **5. LEGAL IMPLICATIONS**

5.1 A new contract will be required, and the process to enable this has been started. Assistance to complete this tender process and contract is being provided by the corporate procurement team.

#### **6. RISK MANAGEMENT**

6.1 Railing planters are fixed in accordance with manufacturer's instructions.

6.2 This contract seeks to replace one that has run for a number of years, under the current local provider. The new contract process will help ensure value for money within the contract and that the successful contractor can demonstrate the capacity to maintain the high impact and long lasting displays, the borough has enjoyed in recent years.

- 6.3 Utilising both the Procurement and Legal resources for support, following the timescale proposed will enable a contract to be let that does not interrupt the seasonal planting change-over from the current winter to the next summer season.

**Table 4: Impact of risk and mitigation**

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
Unable to secure a contractor to operate the scheme.	Medium	Known contractors within the field and sufficient time for the tender process.	Low
The cost of a new contract tender is significantly higher than the current contract.	high	Specification for the service required, and contractors with a proven track record for this type of work.	

## **7. POTENTIAL IMPACTS**

- 7.1 Equalities - None
- 7.2 Climate change/sustainability – a revised planting species mix has been discussed, and agreed with the Lead Member to reflect a better mix to support biodiversity and the climate change agenda, whilst still maintaining high visual impact.
- 7.3 Data Protection/GDPR - There are no aspects of GDPR in this contract.

## **8. CONSULTATION**

- 8.1 The contract does not have any impact on any hard-to-reach groups and or have any requirement for public consultation.

## **9. TIMETABLE FOR IMPLEMENTATION**

- 9.1 Implementation date if not called in: Immediate; the implementation stages are set out in table 5.

**Table 5: Implementation timetable**

<b>Date</b>	<b>Details</b>
October / November 2019	Drawing up of tender documents
December 2019	Publish contract for tender
January 2020	Tenders returned and evaluated, and successful contractor identified.
End of January 2020	Notification to contractors, and award of contract

## 10. APPENDICES

10.1 This report does not have an appendix.

## 11. BACKGROUND DOCUMENTS

11.1 This are no background documents for this report.

## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Stimson	Lead Member for Environmental Services, Climate Change, Sustainability and Culture	27/11/19	27/11/19
Duncan Sharkey	Managing Director	28/11/19	28/11/19
Russell O'Keefe	Executive Director	28/11/19	28/11/19
Ruth Watkins	Deputy Section 151 Officer	28/11/19	28/11/19
Elaine Browne	Head of Law	28/11/19	28/11/19
Nikki Craig	Head of HR, Corporate Projects and ICT	28/11/19	28/11/19
Louisa Dean	Communications	28/11/19	28/11/19
Kevin McDaniel	Director of Children's Services	28/11/19	28/11/19
Hilary Hall	Director Adults, Commissioning and Health	28/11/19	28/11/19
Karen Shepherd	Head of Governance	28/11/19	28/11/19

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
Key decision		
Report Author: David Scott, Head of Communities - 01628 79 6748		

Report Title:	<b>Ascot District Day Centre– Surrender and Renewal of Lease</b>
Contains Confidential or Exempt Information?	No
Member reporting:	Councillor Johnson Leader of the Council, Lead Member Business, Economic Development & Property
Meeting and Date:	19 <sup>th</sup> December 2019
Responsible Officer(s):	Russell O’Keefe, Executive Director
Wards affected:	All

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## REPORT SUMMARY

1. The Trustee and Chair of Ascot Day Centre supported by Cllr. Bateson have approached RBWM to enquire whether it would as Landlord effectively extend the term of the Lease by 99 years. For the avoidance of doubt the lease will therefore be 117 years.
2. The Ascot District Day Centre Trust Ltd, has a 60 year lease wef 25<sup>th</sup> December 1977 (exp 2037) at a peppercorn rent with the demise being ‘a parcel of land’ with an obligation on the tenant to build a day centre. There is a rolling break at any time on three months’ notice. At expiration the tenant is to yield up the land and any buildings on it.
3. From RBWM’s perspective there are 18 years unexpired with no income but at expiration gets back the site plus any buildings on it.
4. Attached is a plan showing RBWM’s ownership and it will noted that the site is tight and surrounded by other uses with a narrow shared entrance with little prospect for development potential for the foreseeable future. The area identified as LH2030 is the subject property with the orange FH2030 being St Michaels Primary School playing field and LH 2029 let to the Girl Guides for 50 yrs wef 1/1/01 at a peppercorn. Access to all three is via the orange access to the main road shared by all.
5. The proposal will ensure continuity of service to the local older population for the future and enable the Trustees to further invest in the fabric and apparatus of the operational running of the day centre.

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) **Approves the Surrender and Renewal of the Lease for Ascot Day Centre for to The Ascot Day Centre Trust Ltd a term of 117 years at a peppercorn rent (“the Lease”); and**
- ii) **Delegates authority to Executive Director of Place to agree the final details of the Lease.**

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

2.1 Continuity of service provision for residents within the borough. Providing essential key services for the older population.

### **2. DETAILS**

- 3.1 The Ascot District Day Centre is a local charity set up in 1977 to provide day care to the elderly of the area. The current Lease is for a term of 60 years at a peppercorn with the buildings erected being funded by voluntary donations to the Day Centre.
- 3.2 Over the years the Day Centre for the elderly has grown and flourished with over 80 members. The Centre serves some 200 meals a week plus a further 68 meals on wheels and organises a variety of entertainment and minibus services on a daily basis thus providing a very valuable amenity to the community.
- 3.3 Currently there are 60 volunteers helping provide the services and some 150 benefactors who contribute to the funding of the operations on an ongoing basis.
- 3.4 Ascot District Day Centre feel now is the time to seek more certainty on their future position. With the high and growing number of elderly people in the Borough the need for services they provide will continue to grow.
- 3.5 The current strong partnership between the charity and the Borough has provided a mutually beneficial way to supply the services at a highly cost effective rate.

### **4. KEY IMPLICATIONS**

- 4.1 There are no real downsides to RBWM. Elderly care provision continues for a further 99 years so beneficial to the community.
- 4.2 The lease will be a FRI (Full Repairing & Insuring Lease), so no obligations for the council, to repair or maintain, these are all the responsibility of the trust.

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

- 5.1 There is no financial change to RBWM, however the continued provision of this service will alleviate financial and resources pressure on the Council, whilst the trust provides this much needed service to the community.
- 5.2 The cost of instructing and meeting legal fees for both sides will need to be borne by the Trust, so that the Council can demonstrate that it has not incurred any costs in this process.
- 5.3 The Net Book Value of the land in the last Council asset valuation in early 2019 shows the site for its existing use as de minimus.

**6. LEGAL IMPLICATIONS**

- 6.1 RBWM has the power of dispose of land in its ownership (disposal including the grant of a lease) under s123 of the Local Government Act 1972 provided the land is sold at a consideration not less than the best that could reasonably be obtained in the market.
- 6.2 The Secretary of State has issued a general consent for disposals of land under section 123 for less than best consideration. This allows a local authority to dispose of land for less than best consideration if it considers that the disposal will contribute to the promotion or improvement of the economic, social or environmental well-being of its area and the extent of the undervalue is no more than £2m.
- 6.3 Solicitors would be instructed to deal with the surrender and lease renewal.

**7. RISK MANAGEMENT**

- 7.1 No risks are envisaged.

**8. POTENTIAL IMPACTS**

**9. TIMETABLE FOR IMPLEMENTATION**

**Table: 1 Implementation timetable**

<b>Date</b>	<b>Details</b>
Dec 2019	<i>Cabinet Approval</i>
Jan 2020	<i>Instruct solicitors</i>
March 2020	Complete new lease

**10.APPENDICES**

- Appendix A – Site Plan for Ascot District Day Centre, Bagshot Road, Sunningdale, SL5 9PD

**11. BACKGROUND DOCUMENTS**

N/A

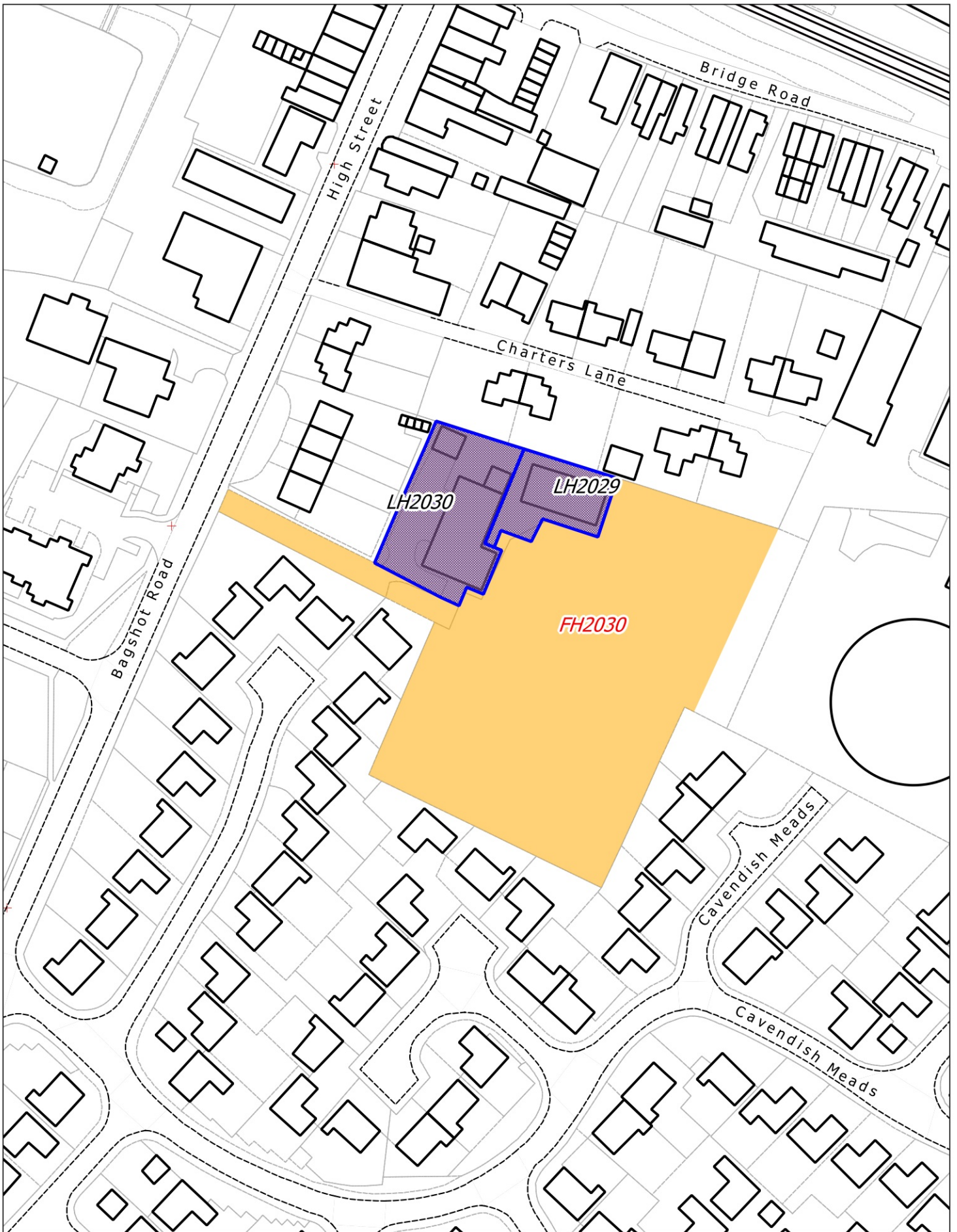
## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Johnson	Leader of the Council, Maidenhead Regeneration and Maidenhead (includes Communications and Property)		
Duncan Sharkey	Managing Director		
Russell O'Keefe	Executive Director		
Andy Jeffs	Executive Director		
	Section 151 Officer		
Elaine Browne	Interim Head of Law and Governance		
Nikki Craig	Head of HR and Corporate Projects		
Louisa Dean	Communications		
Kevin McDaniel	Director of Children's Services		
Hilary Hall	Deputy Director of Commissioning and Strategy		
	Other e.g. external		

## REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision Urgent	Yes  This proposal represents good asset management of the Council's property at the same time as protecting a valuable charitable service for the elderly.	
Report Author: Andrew Caldwell – Asset Manager Commercial Property		





Ascot Day Centre/Girl Guides  
 Bagshot Road  
 Ascot SL5 9PD

Drawing No:  
 EO...

Royal Borough Of Windsor and Maidenhead

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Area = 7667 sqm (total)

OS Ref: SU9376 sw

41

Date: 21/10/2014

Scale 1:1250 @A4 Portrait

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Report Title:	<b>Council Tax Base 2020-21</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Lead Member for Finance
Meeting and Date:	Cabinet – 19 December 2019
Responsible Officer(s):	Terry Neaves, Interim S151 Officer
Wards affected:	All

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## REPORT SUMMARY

1. This report deals with the statutory requirement to set the Council's tax base for 2020/21. The tax base is used by Thames Valley Police, Berkshire Fire and Rescue Authority, local Parish Councils as well as the Royal Borough for setting precepts and Council Tax next year.
2. The tax base is in line with the level anticipated in the Councils Medium Term Financial Plan and has increased since last year for two main reasons:
  - The number of properties being built.
  - Reduced number of households claiming Local Council Tax Support Discount.

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) **Approves the Council Tax base for the whole of the Borough area, for 2020/21 at 68,817 as detailed in this report and appendices. This is an increase of 464 over the 2019/20 base, a 0.7% increase.**
- ii) **Note a Council Tax collection rate of 99.5% for 2020/21**
- iii) **Note an estimated deficit on the Council Tax Collection Fund in 2019/20 of £142k of which the Council's share is £113k.**

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

Section 33 of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 requires the Council as the Billing Authority to calculate a Council Tax Base for its area by 31 January each year.

Under Government regulations it is necessary for the Council to review its Collection Fund and decide the following:

- The Council Tax Base to be used for setting its 2020/21 Council Tax;
- It's Council Tax Collection Rate for 2020/21; and
- The estimated Council Tax surplus or deficit for 2019/20.

## Options

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

<b>Option</b>	<b>Comments</b>
Accept the recommendations	Council Tax is likely to achieve planned levels.
Reduce the non-payment percentage	There is no guarantee the Council would recover the increased Council Tax arising from this action.

### 3. KEY IMPLICATIONS

- 3.1 **New Properties.** Provision needs to be made in the 2020/21 tax base for new properties that are likely to be occupied before the end of the next financial year. This provision is calculated by colleagues in the revenues team following conversations with planners, building control and local builders. The growth in local housing continues at a high level and the part year effect of 626 additional properties will be included in the provision for 2020/21.
- 3.2 Appendix C sets out the Band D equivalent properties at the end of September 2019 that were included in the CTB1 return to MHCLG, 68,585. Added to this is the estimated full year impact of additional properties and revaluations, 578, less an allowance for non-collection of 346 to give the tax base of 68,817.
- 3.3 **Collection Rate.** A review of eventual collection rates has been carried out which revealed that assumptions used to calculate the 2020/21 tax base (99.5%) are adequate and no changes are proposed.
- 3.4 **Business Rates.** Under the localisation of Business Rates initiative, also enabled in the Local Government Finance Bill, the borough now has a greater financial interest in the local business rate tax base as the Borough now shares in the risks and rewards associated with growth in the local economy. Whilst the Business rate tax base can be estimated using last years returns the actual Business Rate tax base cannot be calculated until MHCLG publishes the NNDR1 return in January. Information on the business rate tax base will, therefore, be included in the Budget report to February Cabinet along with other assumptions that have been made about the income that is likely to accrue.

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

4.1. The Council Tax base for the individual parts of the Royal Borough (both parished and unparished areas) is as follows:

**Table 2: Local Tax Base 2020/21 by Parish**

<b>PARISH</b>	<b>Local Tax Base 2020/21 (band D equivalent properties)</b>
Bisham	740.12
Bray	4,597.42
Cookham	2,961.79
Cox Green	3,047.57
Datchet	2,242.14
Eton	1,819.55
Horton	461.73
Hurley	1,006.31
Old Windsor	2,403.26
Shottesbrooke	80.97
Sunningdale	3,465.80
Sunninghill & Ascot	6,506.19
Waltham St Lawrence	679.24
White Waltham	1,223.00
Wraysbury	2,138.78
<b>UNPARISHED</b>	
Maidenhead	21,888.85
Windsor	13,553.88
<b>TOTAL</b>	<b>68,816.60</b>

4.2. The Council's budget requirement divided by the tax base (above) equals the Band D Council Tax that is set by the Council in February 2020.

4.3. The tax base has increased by 463.78 band D equivalent properties since 2019/20 which is an increase of 0.7%

4.4. Band D equivalent properties are the number of band D properties in the area which would raise the same council tax as the actual number of properties in all bands. For example, one band H property is equivalent to two band D properties, because the taxpayer in a Band H property pays twice as much council tax.

#### 5. LEGAL IMPLICATIONS

5.1 This report is part of the process required for the Council to meet its legal obligations to set its tax base that it notifies to Parish Councils, Police and Fire.

**6. RISK MANAGEMENT**

**Table 3: Impact of risk and mitigation**

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
That the non-collection rate of 0.5% proves to be inadequate.	A deficit on the collection fund will result and this would be used to adjust future calculations of council tax.	The non-collection rate is the best estimate based on past collection rates.  The collection rate is monitored throughout the year.	Minimal

**7. POTENTIAL IMPACTS**

7.1 None.

**8. CONSULTATION**

8.1 Overview & Scrutiny meetings are scheduled prior to this Cabinet. Any comments from those meetings will be reported verbally to Cabinet.

**9. TIMETABLE FOR IMPLEMENTATION**

9.1 The budget for 2020/21 will be finalised in January 2020 with full details going to Cabinet and Council in February 2020. Residents will be advised of their Council Tax in March 2020.

**10. APPENDICES**

10.1 This report is supported by 3 appendices:

- Appendix A Analysis of properties.
- Appendix B Tax base by parish by band.
- Appendix C 2020/21 tax base compared with 2019/20

**11. BACKGROUND DOCUMENTS**

11.1 None

## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Hilton	Lead Member for Finance		
Russell O'Keefe	Executive Director		
Terry Neaves	Interim S151 Officer		
Andy Jeffs	Executive Director		
Duncan Sharkey	Managing Director		

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
For information	No	
Report Author: Report Author: Terry Neaves, Interim S151 Officer, 01628 796851		

Tax Base Report 2020/21

PARISH	Local Tax Base 2020/21	Local Tax Base 2019/20	Year on Year change
Bisham	740.12	743.03	- 2.91
Bray	4,597.42	4,215.39	382.03
Cookham	2,961.79	2,949.74	12.05
Cox Green	3,047.57	3,091.23	- 43.66
Datchet	2,242.14	2,233.96	8.18
Eton	1,819.55	1,815.81	3.74
Horton	461.73	465.87	- 4.14
Hurley	1,006.31	1,011.06	- 4.75
Old Windsor	2,403.26	2,412.96	- 9.70
Shottesbrooke	80.97	73.73	7.24
Sunningdale	3,465.80	3,451.10	14.70
Sunninghill & Ascot	6,506.19	6,528.63	- 22.44
Waltham St Lawrence	679.24	668.39	10.85
White Waltham	1,223.00	1,264.64	- 41.64
Wraysbury	2,138.78	2,147.06	- 8.28
<b>UNPARISHED</b>			
Maidenhead	21,888.85	21,633.37	255.48
Windsor	13,553.88	13,646.85	- 92.97
<b>TOTALS</b>	<b>68,816.60</b>	<b>68,352.82</b>	<b>463.78</b>



**Tax Base 2020/21 - Analysis of Properties**

BAND		A (Entitled to Disabled Relief Reduction)	A	B	C	D	E	F	G	H	TOTAL
<b>Number Of Properties</b>											
	Full Charge	1	825	1,164	5,131	10,780	9,471	6,246	7,693	1,541	42,852
	25%Discount	25.00%	0	904	2,204	4,062	4,854	3,370	1,731	1,493	18,783
	Empty Property Zero Discount <2Y	0.00%	0	44	107	201	195	159	98	96	928
	Empty Property 100% Discount	100.00%	0	0	0	0	0	0	0	0	0
	Second Homes	0.00%	0	115	54	112	172	160	73	109	858
	Empty Property Premium >2Y	100.00%	0	38	62	23	39	56	21	22	272
	Statutory 50% Discounts	50.00%	0	2	0	6	8	7	14	34	84
	Exemptions		0	163	277	234	277	131	92	129	1,328
	Equivalent property reductions resulting from discounts to Council Tax Support claimants		0	-225	-800	-1,080	-928	-261	-104	-39	-3,438
	MOD Properties		0	0	158	108	109	12	11	48	444
<b>Total No. of Properties</b>		<b>1</b>	<b>1,866</b>	<b>3,226</b>	<b>8,797</b>	<b>15,505</b>	<b>13,105</b>	<b>8,182</b>	<b>9,584</b>	<b>1,845</b>	<b>62,111</b>
<b>Total Equiv No.</b>		1.00	1,513.92	2,459.80	7,567.92	14,049.58	12,183.84	7,670.80	9,087.17	1,783.12	56,317.15
<b>Ratio to Band D</b>		5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	2	
<b>BAND D EQUIVALENT</b>		0.56	1,009.28	1,913.18	6,727.04	14,049.58	14,891.36	11,080.04	15,145.28	3,566.24	<b>68,382.56</b>

**Tax Base 2020/21 - Band D Equivalents**

50

<b>BAND</b>	<b>A (Entitled to Disabled Relief Reduction)</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>TOTAL</b>
<b>Parish</b>										
<b>Bisham</b>	0.00	3.83	3.89	2.66	31.26	107.48	128.27	373.75	89.00	740.14
<b>Bray</b>	0.00	158.53	49.92	88.05	610.50	1,106.58	984.91	1,416.58	203.00	4,618.07
<b>Cookham</b>	0.00	62.01	24.10	145.99	324.58	809.86	467.84	894.73	240.00	2,969.11
<b>Cox Green</b>	0.00	4.06	55.55	176.43	770.36	1,140.15	688.94	217.05	8.00	3,060.54
<b>Datchet</b>	0.00	24.67	50.76	327.74	366.72	461.57	388.08	588.43	32.00	2,239.97
<b>Eton</b>	0.00	11.28	55.37	185.04	575.42	507.49	193.35	229.85	69.00	1,826.80
<b>Horton</b>	0.00	18.75	10.69	55.72	77.88	108.96	108.87	73.68	9.50	464.05
<b>Hurley</b>	0.00	39.41	16.33	51.08	149.67	176.16	110.23	354.82	112.00	1,009.70
<b>Old Windsor</b>	0.00	26.61	45.32	144.32	391.30	804.81	408.66	522.87	69.00	2,412.89
<b>Shottesbrooke</b>	0.00	2.50	0.78	1.56	7.01	18.94	8.31	20.83	14.00	73.93
<b>Sunningdale</b>	0.00	28.50	33.74	103.31	413.75	526.31	492.71	896.90	968.00	3,463.22
<b>Sunninghill &amp; Ascot</b>	0.00	136.35	93.22	334.51	887.28	864.76	1,147.47	2,063.35	979.50	6,506.44
<b>Waltham St Lawrence</b>	0.00	13.65	4.51	16.26	59.27	121.51	88.56	284.90	84.50	673.16
<b>White Waltham</b>	0.00	34.12	60.43	91.45	298.61	287.32	127.10	272.95	55.50	1,227.48
<b>Wraysbury</b>	0.00	35.65	35.86	46.41	219.20	265.49	471.09	951.72	120.50	2,145.92
<b>UNPARISHED</b>										
<b>Maidenhead</b>	0.56	177.29	776.37	3,550.94	4,864.66	4,167.35	3,599.27	4,142.92	350.72	21,630.08
<b>Windsor</b>	0.00	232.07	473.85	1,309.57	4,021.61	3,474.06	1,878.73	1,919.12	214.02	13,523.03
	0.56	1,009.28	1,790.69	6,631.04	14,069.08	14,948.80	11,292.39	15,224.45	3,618.24	68,584.53
<b>New build &amp; valuation changes in year 2020/21</b>		4.68	101.25	344.23	50.17	17.11	18.53	33.91	8.00	577.88
	0.56	1,013.96	1,891.94	6,975.27	14,119.25	14,965.91	11,310.92	15,258.36	3,626.24	69,162.41
<b>Deduct Non-Collection Rate of .50%</b>	0.00	5.06	9.46	34.89	70.61	74.83	56.54	76.27	18.15	345.81
<b>COUNCIL TAX BASE</b>	<b>0.56</b>	<b>1,008.90</b>	<b>1,882.48</b>	<b>6,940.38</b>	<b>14,048.64</b>	<b>14,891.08</b>	<b>11,254.38</b>	<b>15,182.09</b>	<b>3,608.09</b>	<b>68,816.60</b>

## Local Tax Base 2020/21

PARISH	Band D Equivalents	ADD New build & valuation changes in 2020/21	LESS Non Collection Allowance	Local Tax Base 2020/21	Local tax Base 2019/20	Change
Bisham	740.14	3.70	-3.72	740.12	743.03	- 2.91
Bray	4,618.07	2.45	-23.10	4,597.42	4,215.39	382.03
Cookham	2,969.11	7.56	-14.88	2,961.79	2,949.74	12.05
Cox Green	3,060.54	2.34	-15.31	3,047.57	3,091.23	- 43.66
Datchet	2,239.97	13.44	-11.27	2,242.14	2,233.96	8.18
Eton	1,826.80	1.89	-9.14	1,819.55	1,815.81	3.74
Horton	464.05	-	-2.32	461.73	465.87	- 4.14
Hurley	1,009.70	1.67	-5.06	1,006.31	1,011.06	- 4.75
Old Windsor	2,412.89	2.45	-12.08	2,403.26	2,412.96	- 9.70
Shottesbrooke	73.93	7.45	-0.41	80.97	73.73	7.24
Sunningdale	3,463.22	20.00	-17.42	3,465.80	3,451.10	14.70
Sunninghill & Ascot	6,506.44	32.44	-32.69	6,506.19	6,528.63	- 22.44
Waltham St Lawrence	673.16	9.49	-3.41	679.24	668.39	10.85
White Waltham	1,227.48	1.67	-6.15	1,223.00	1,264.64	- 41.64
Wraysbury	2,145.92	3.61	-10.75	2,138.78	2,147.06	- 8.28
<b>UNPARISHED</b>						
Maidenhead	21,630.08	368.76	-109.99	21,888.85	21,633.37	255.48
Windsor	13,523.03	98.96	-68.11	13,553.88	13,646.85	- 92.97
<b>TOTALS</b>	<b>68,584.53</b>	<b>577.88</b>	<b>-345.81</b>	<b>68,816.60</b>	<b>68,352.82</b>	<b>463.78</b>

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Report Title:	<b>Commissioning Strategy 2019-2024</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Johnson, Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property
Meeting and Date:	Cabinet – 19 December 2019
Responsible Officer(s):	Hilary Hall, Director of Adults, Health and Commissioning
Wards affected:	All

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## REPORT SUMMARY

1. In the last three years, the Royal Borough of Windsor and Maidenhead has significantly changed the way in which it commissions and delivers services. Whilst it has a long history of delivering services through shared arrangements with other authorities and has a number of outsourced arrangements with private sector providers in place, 2016 saw a significant shift in its approach.
2. The Commissioning Strategy 2019-2024, see appendix 1, builds on the success of existing commissioned arrangements and sets the direction of travel for the next five years. Using the discipline of commissioning, the Royal Borough is seeking to ensure that there is a clear focus on improving outcomes, for the lowest possible cost, whilst maximising social value for the resources that the Royal Borough and its partners have available.
3. It is important to state that the commissioning process is one that can and should be used for all services, providing a systematic approach to determining the best way of optimising cost and outcomes, but it does not automatically assume that the outcome of commissioning is outsourcing or alternative delivery models. There is no predetermination as to the outcome of how services are delivered which could be in house, contracted, voluntary or other provision.

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) Approves the Commissioning Strategy 2019-2024.

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

### Options

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

Option	Comments
Approves the Commissioning Strategy 2019-2024 <b>This is the recommended option</b>	Approving the Commissioning Strategy will provide a systematic approach for the council to

Option	Comments
	determine the best way of optimising cost and outcomes.
Not approve the Commissioning Strategy 2019-2024	There will be no consistent approach to reviewing services and therefore the council cannot be assured that it is optimising cost and outcomes for residents.

- 2.1 The Commissioning Strategy 2019-2024, see appendix 1, is designed to support the delivery of the council's vision: *Building a borough for everyone – where residents and businesses grow, with opportunities for all*. The focus of the strategy is on strategic commissioning – the overarching commissioning intentions for the whole population of the borough, rather than brokerage of individual services tailored to a particular need of an individual or small group of people.
- 2.2 The commissioning process provides a systematic approach to determining the best way of optimising cost and outcomes. It does not automatically assume that the outcome of commissioning is outsourcing or alternative delivery models. The key role of commissioning is to identify the delivery arrangement that improves outcomes, delivers high quality services which are recognised by residents and externally, and at a cost that represents value for money.
- 2.3 The strategy:
- Defines the basic principles which should support all commissioning decisions.
  - Provides clarity around what is meant by commissioning, procurement, contract management and client management.
  - Identifies the key areas of commissioning activity during the lifetime of this strategy.
  - Defines the standards that the commissioning workforce will adopt in order to deliver the strategy effectively and efficiently.
- 2.4 The key areas of current commissioning activity for the Royal Borough which will be reviewed over the next five years are set in table 2.

**Table 2: Timetable of key commissioning activity, 2019-2024**

	Strategic planning	Buying services
<b>2019-2020</b>	Domiciliary care Block bed provision Support living provision for people with learning disabilities.	Parking enforcement Waste collection services Sexual health services
<b>2020-2021</b>	Drug and alcohol services Highways maintenance Highways design and consultancy Parking enforcement	Domiciliary care Block bed provision
<b>2021-2022</b>		Drug and alcohol services Highways maintenance Highways design and consultancy Parking enforcement

<b>2022-2023</b>		
<b>2023-2024</b>	Adult social care Children's services Grounds maintenance Block bed provision	

2.5 Other services will also be subject to review during the strategy period, at a timetable to be agreed.

### 3. KEY IMPLICATIONS

3.1 The key implications are set out in table 3.

**Table 3: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly exceeded</b>	<b>Delivery date</b>
Provision is externally validated as Good or better	Requires improvement or less	Good or better	Outstanding	N/A	31 March 2024
Provision is commissioned within agreed budget	More than 2% in excess of budget	0%-2% of budget	Less than 0% of budget	N/A	31 March 2024

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no direct financial implications arising from this report. All commissioning activity will be subject of detailed financial analysis as part of the commissioning process.

### 5. LEGAL IMPLICATIONS

5.1 The council has the required legal powers to commission services for which it is responsible.

### 6. RISK MANAGEMENT

6.1 There are no new risks identified as a result of this report. Existing risks and issues in relation to current individual contracts are managed through contract risk and issue logs. Any new commissioning activity will have risks and issues logs developed as part of the process.

### 7. POTENTIAL IMPACTS

7.1 Equalities: The Commissioning Strategy itself does not have any negative impacts on particular groups. Residents and the workforce will be at the heart of any commissioning activity with a coherent approach to engaging them

throughout the process, reflecting their preferences for involvement. The council recognises that effective stakeholder engagement requires time in order to deliver the best outcomes and this will be factored into the timescales for each commissioning activity.

7.2 Climate change/sustainability. There are no direct impacts of the recommendations in this report in relation to climate change / sustainability. However, any commissioning activity will take positive account of the council's commitments to climate change/sustainability.

7.3 Data Protection/GDPR. No personal data will be processed as a result of this report. Where the council's delivery partners process personal data in discharging the requirements of their contracts, the council ensures that their processes for doing so are fully GDPR compliant.

## 8. CONSULTATION

8.1 Consultation has taken place with the Corporate Leadership Team of the council and their comments are reflected in the Commissioning Strategy at appendix 1.

8.2 Robust consultation and stakeholder engagement will be a key part of any future commissioning activity by the council.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 4.

**Table 4: Implementation timetable**

Date	Details
December 2019	Strategy approved
From January 2020	Commissioning activity underway as per agreed timetable. Detailed project plans in place and delivered for each commissioned activity.

## 10. APPENDICES

10.1 This report is supported by one appendix:

- Commissioning Strategy 2019-2024

## 11. BACKGROUND DOCUMENTS

11.1 There are no background documents:



## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Johnson	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property	24/11/19	28/11/19
Duncan Sharkey	Managing Director	24/11/19	28/11/19
Russell O'Keefe	Executive Director	24/11/19	28/11/19
Andy Jeffs	Executive Director	24/11/19	28/11/19
Ruth Watkins	Deputy S151 officer	24/11/19	28/11/19
Elaine Browne	Head of Law	24/11/19	28/11/19
Mary Severin	Monitoring Officer	24/11/19	28/11/19
Nikki Craig	Head of HR, Corporate Projects and ICT	24/11/19	28/11/19
Louisa Dean	Communications	24/11/19	28/11/19
Kevin McDaniel	Director of Children's Services	24/11/19	28/11/19
Karen Shepherd	Head of Governance	24/11/19	28/11/19

### REPORT HISTORY

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Report Author: Hilary Hall, Director of Adults, Health and Commissioning, 01628 68383		

# **Royal Borough Windsor and Maidenhead Commissioning Strategy 2019-2024**

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

**Our vision is underpinned by six priorities:**

*Healthy, skilled and independent residents*

*Growing economy, affordable housing*

*Safe and vibrant communities*

*Attractive and well-connected borough*

*An excellent customer experience*

*Well-managed resources delivering value for money*

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### Frequently used acronyms

FTE	Full time equivalent
RBWM	Royal Borough of Windsor & Maidenhead

## Frequently used definitions in commissioning

<b>Term</b>	<b>Definition</b>
Benchmark	A standard against which performance, cost and/or quality can be assessed.
Benefit realisation	Process for identifying, defining, tracking, realising and optimising benefits from an activity.
Business case	A document providing justification for undertaking a commissioning activity, evaluating the benefits, costs and risks of alternative options and describing the rationale for the preferred solution.
Contingency Plan	Plans for how the contracted provision will be provided in case of contractor failure, either financial or in terms of systematic under-performance, leading to early contract termination.
Delivery partner	Any organisation commissioned under formal contract or Service Level Agreement to deliver services on behalf of the Royal Borough of Windsor and Maidenhead to an agreed specification, with service and financial performance regularly monitored and managed.
Dispute resolution options	Options to resolve formal disputes, including arbitration, mediation, formal negotiation and expert determination.
Exit plan	A plan setting out the process to be followed on termination or expiry of the contract, including the management of service continuity, data/knowledge transfer and any implications on cost and personnel, eg TUPE.
Key performance indicators	Metrics used to determine whether the contract is achieving its key objectives.
Options appraisal	The robust evaluation of a number of potential options, with the goal of identifying a preferred course of action.
Specification	A section or schedule of the contract defining the client requirements for the contracted provision.
Stakeholder	Individual or group that can affect, or be affected by, the commissioning activity and contract, including cross-council colleagues and networks, suppliers, residents and users.
Termination	Exit from the contract before the contracted end date, due to defined supplier failure or voluntary early exit by either party.

## 1. INTRODUCTION

- 1.1. In the last three years, the Royal Borough of Windsor and Maidenhead has significantly changed the way in which it commissions and delivers services. Whilst it has a long history of delivering services through shared arrangements with other authorities and has a number of outsourced arrangements with private sector providers in place, 2016 saw a significant shift in its approach.
- 1.2. The Royal Borough challenged itself to 'deliver differently' recognising the need to continue to secure high quality services against a diminishing financial envelope. Its motivation for delivering differently was to ensure the most effective services which improved outcomes for residents whilst ensuring best value for money. In March 2016, the Royal Borough approved a refreshed transformation programme, An Agile Council.
- 1.3. Five key criteria were identified in the transformation programme as important to successfully working differently in the Royal Borough and these remain important:
  - Securing quality outcomes for residents by driving improvement, placing customers first and reducing long term dependency on public services and associated cost.
  - Engaging with and empowering staff, residents and partners.
  - Improving financial stability through identifying opportunities for growth and alternative revenue streams.
  - Achieving efficiencies through income generation and savings from integrated services.
  - Assuring accountability of its services to residents and regulatory bodies.
- 1.4. This strategy builds on the success of existing commissioned arrangements and sets the direction of travel for the next five years. Using the discipline of commissioning, the Royal Borough is seeking to ensure that there is a clear focus on improving outcomes, for the lowest possible cost, whilst maximising social value for the resources that the Royal Borough and its partners have available.

## 2. AIMS OF THE COMMISSIONING STRATEGY

- 2.1. This Commissioning Strategy is designed to support the delivery of the council's vision: *Building a borough for everyone – where residents and businesses grow, with opportunities for all.* The focus of the strategy is on strategic commissioning – the overarching commissioning intentions for the whole population of the borough, rather than brokerage of individual services tailored to a particular need of an individual or small group of people.
- 2.2. Residents will be at the heart of the council's commissioning activity with a coherent approach to engaging residents and service users throughout the process, reflecting their preferences for involvement. Effective stakeholder engagement requires time in order to deliver the best outcomes and this will be factored into the timescales for each commissioning activity.
- 2.3. At its simplest, commissioning is the process by which services are planned, purchased and monitored, see figure 1. It is a cyclical process, involving:

- Assessing needs and planning services (strategy).
- Buying services.
- Monitoring and evaluating quality and performance

**Figure 1: Commissioning cycle**



2.4. The commissioning process is one that can and should be used for all services, providing a systematic approach to determining the best way of optimising cost and outcomes, see appendix 1. Above all, it does not automatically assume that the outcome of commissioning is outsourcing or alternative delivery models. There is no predetermination as to the outcome of how services are delivered which could be in house, contracted, voluntary or other provision. The key role of commissioning is to identify the delivery arrangement that improves outcomes, delivers high quality services which are recognised by residents and externally, and at a cost that represents value for money.

2.5. The aims of this strategy are, therefore, to:

- Define the basic principles which should support all commissioning decisions.
- Provide clarity around what is meant by commissioning, procurement, contract management and client management.
- Identify the key areas of commissioning activity during the lifetime of this strategy.
- Define the standards that the commissioning workforce will adopt in order to deliver the strategy effectively and efficiently.

### 3. PRINCIPLES OF COMMISSIONING IN THE ROYAL BOROUGH

3.1. An organisation that is good at commissioning does the following things well:

- Understands and analyses the current and future needs and priorities for residents.
- Focuses on outcomes.
- Influences the market and encourages diversity of providers, whilst building capacity and sustainability in the community and voluntary sector.
- Commissions in partnership.
- Challenges existing, and reviews alternative, service delivery models.
- Ensures value for money and sustainable efficiencies.
- Decommissions services where appropriate.

3.2. These are the principles that will inform commissioning activity in the Royal Borough and none of them preclude any delivery arrangement. Whilst the current preference is to see external market solutions, this is not the only priority. The process of commissioning should be a supportive and enabling one that focuses on outcomes and best value.

3.3. The Royal Borough will, therefore, operate on the following basis:

- All services will go through a commissioning process, see appendix 1, on the basis that delivery may be through a range of different models and there is no predetermination as to that outcome. Models could include in house delivery, outsourcing, local authority trading company or voluntary organisation.
- Delivery will always be managed through a contract (or service level agreement in the case of in house delivery). The contract/agreement will state the outcomes to be achieved from the activity, specific performance indicators to measure outputs and activity to provide assurance around quality.
- Any organisation externally commissioned by the Royal Borough will be termed a delivery partner.

### 4. DEFINITIONS

4.1. It is important that the different roles and responsibilities involved in commissioning activity are understood but equally important that these roles work together in partnership to secure the best outcomes for residents.

4.2. **Elected Members** set the policy direction for any commissioning activity, approve the commissioning strategy and any award of contract, and scrutinise performance on behalf of the council and residents.

4.3. **Commissioners** analyse need, develop the strategy, plan services, work with procurement experts to buy the appropriate services and work as/with contract managers to monitor quality and performance. Commissioners, as the generic term, will cover the Director, Heads of Commissioning and service leads in the commissioning function.



- 4.4. Where the outcome of the strategy is to seek an alternative delivery model, the **procurement** team will work in partnership with commissioners to identify potential suppliers, develop the procurement plan and undertake the procurement process, often via a tendering or competitive bidding process.
- 4.5. Where the outcome of the strategy is to pursue an in-house bid for a service, this would be the responsibility of the **heads of service** in the client directorates.
- 4.6. **Contract managers** will monitor the delivery of contracts to ensure that the operational, functional and business objectives required by the contract are met. In practice, contract managers in the Royal Borough will also be the commissioners.
- 4.7. A number of front line services of the council will interact directly with the council's commissioned services, particularly the community facing contractors, and these services are defined as **clients**. They will work on a day to day basis with the contractors relative to their services and their experiences will feed into and directly inform contract management and future commissioning.
- 4.8. For adult and children's services, the clients are the statutory Director of Adult Social Services and the Director of Children's Services respectively who rely on the operational delivery of the commissioned services currently in Optalis and Achieving for Children respectively to fulfil their statutory duties.

## 5. KEY AREAS OF COMMISSIONING ACTIVITY

- 5.1. The key areas of current commissioning activity for the Royal Borough which will be reviewed over the next five years are set in table 1.

**Table 1: Timetable of key commissioning activity, 2019-2024**

	<b>Strategic planning</b>	<b>Buying services</b>
<b>2019-2020</b>	Domiciliary care Block bed provision Support living provision for people with learning disabilities.	Parking enforcement Waste collection services Sexual health services
<b>2020-2021</b>	Drug and alcohol services Highways maintenance Highways design and consultancy Parking enforcement	Domiciliary care Block bed provision
<b>2021-2022</b>		Drug and alcohol services Highways maintenance Highways design and consultancy Parking enforcement
<b>2022-2023</b>		
<b>2023-2024</b>	Adult social care Children's services Grounds maintenance Block bed provision	

- 5.2. Other services will also be subject to review during the strategy period, at a timetable to be agreed.

## 6. COMMISSIONING SUPPORT

- 6.1. The Royal Borough will use a systematic approach to commissioning, following the commissioning cycle supported by the questions set out in appendix 1. This will ensure that informed decisions are made at the end of each element of the commissioning cycle. It will also ensure fairness and transparency throughout the process. In summary, this approach will secure at the appropriate stages of the process:
- A diagnostic report.
  - A commissioning plan.
  - A specification.
  - A contract/SLA.
  - A review report.
- 6.2. The scale and depth of each will depend on the size and complexity of the service being commissioned.
- 6.3. In order to support this approach, it is equally important that the commissioning workforce is skilled and competent to deliver. A set of commissioning standards has, therefore, been developed, see table 1 and appendix 2, to support individuals in being more effective in their roles. Due to the variety of contracts, the level and experience required will also be affected by the size, scale, risk, complexity and criticality of the contract/relationship.

**Table 1: Commissioning standards for the commissioning workforce**

<p><i>STANDARD 1: COMMISSIONING AND MARKET MANAGEMENT</i></p> <p>Defining requirements for new commissioning exercises, using information sources, ensuring effective governance is set up, and applying business understanding and market awareness.</p>	<p><i>STANDARD 2: STAKEHOLDER AND RELATIONSHIP MANAGEMENT</i></p> <p>Identifying and managing relationships with a variety of stakeholders. The resilience, assertiveness and political insight required during stakeholder interactions, while maintaining the ability to build relationships.</p>	<p><i>STANDARD 3: PROCUREMENT AND MOBILISATION</i></p> <p>Inputting into the procurement exercise, the development and implementation of effective planning and, once sourced, mobilising the contract.</p>
<p><i>STANDARD 4: MANAGING CONTRACT DELIVERY</i></p> <p>Appropriate use of performance management with the ability to realise contractual benefits. Those carrying out these activities need to be aware of emerging risks and able to deal with issues when they arise.</p>	<p><i>STANDARD 5: RISK MANAGEMENT</i></p> <p>Risk planning, ensuring compliance and monitoring risks, including strategic and operational risks.</p>	<p><i>STANDARD 6: CHANGE CONTROL</i></p> <p>Understanding and being able to work to the contract change process, including understanding the positive and negative impact of contractual changes.</p>

## **APPENDICES**

**Appendix 1: The commissioning cycle in action**

**Appendix 2: Royal Borough commissioning standards**

## Appendix 1: The commissioning cycle in action

1.1. Each element of the commissioning cycle will have a defined output(s) that will provide an evidence/audit basis for the decisions made. Links are made to the relevant commissioning standards so that commissioning staff are clear what the requirements are on them at each stage of the process.



*Link to commissioning standards 1 and 2.*

### Diagnostic report

- What are the challenges we are seeking to address?
- What are the needs of our residents and/or service users and how are these likely to change?
- What are our staff, residents and service users telling us?
- What is driving demand for these services and what is our evidence for this?
- How is demand for these services likely to change and what will be the impact?
- How effective are the services currently being delivered and what is the current cost?
- What is the state of the current market and how is this likely to change?
- Is the Royal Borough best placed to provide services to support this outcome?
- Can we join up resources and activities with other partners to maximise our impact?
- What are the outcomes we are seeking to achieve through this new commissioning exercise?
- What will success look like?
- Are there gaps in our information/knowledge? What is the impact/risks of those gaps?

### Commissioning plan

- What options are available to us for how we could improve these outcomes?
- Should we 'make' this service in-house, 'buy' from an external provider, or do something else?
- Should we redesign or decommission an existing service?
- How can we ensure the diversity, sustainability and quality of the market?
- What are the advantages and disadvantages of each option?
- What do we think is the approach that will give us the greatest likelihood of success, balanced against likely risk?
- How will local priorities and differences be considered and addressed through the service, including findings from the equality impact assessment?
- How can our approach help to manage demand for these services?
- What will be the financial impact of doing this?

## Specification

- What are the outcomes that we need to see achieved/ improved through this contract?
- What are the constraints that the provider needs to take into account? e.g. statutory requirements, legislation, established processes etc.
- Who is the service for / not for?
- What combination of indicators will be used to measure impact on outcomes, financial performance/impact, and output/process/activity measures?
- How often will these indicators be measured?
- What information will providers need to share with the Royal Borough during the lifecycle of the contract?
- Who will own this data during and at the end of the contract, including data on risks and issues?
- How is the contract expected to be staffed? Any TUPE implications?
- Any expectations regarding use of sub-contractors?
- How will the relative merits of each bidder be evaluated?
- How long will the contract last and can it be extended?
- What is our exit strategy should it be required?
- What will happen at the end of the contract and how will this need to be managed?

## Contract/SLA

- What contractually is required to be delivered?
- What do the Royal Borough and the provider both commit to doing / providing?
- Who will be the main point of contact for issues relating to local service delivery?
- How will the provider be paid, including any payment by results and penalties for failure?
- How can both parties terminate the contract and under what circumstances?
- What are the arrangements that will ensure transparency of risks faced by both parties and how will they be managed?
- What is the escalation process if measures indicate a performance, service or financial, outside agreed tolerance?



*Link to  
commissioning  
standards 2, 3 and  
5*



*Link to commissioning standards 2, 4, 5 and 6*

**Review report**

- Has the service delivered what we expected (outputs and outcomes)? If not, why not?
- What do service users tell us about the impact of the service/s commissioned?
- What were the results of the formal evaluation?
- How has the market for these services changed?
- What do we now know about how needs and demand are changing?
- What does this mean for future commissioning? What should our commissioning priorities be?
- What should we do next? Re-commission, commission differently, decommission?
- What should we do differently in the next commissioning exercise?

## Appendix 2: Royal Borough Commissioning Standards

- 1.2. The Royal Borough of Windsor and Maidenhead has developed these Commissioning Standards for its commissioning workforce to ensure that all those charged with managing vital and often complex commissioning arrangements are aware of the capabilities expected of them.
- 1.3. They set out the skills and competencies required of Royal Borough officers who are involved in the commissioning of services and management of contracts on behalf of the council. This is because whoever delivers the service, the Royal Borough remains accountable for that delivery, delivering benefits and managing the associated risks.
- 1.4. There are a total of six standards, see table 1. For each standard, skills and competencies are described for Expert level and Practitioner level. An Expert is the owner of, and accountable for, the commissioning activity and subsequent contract from a council perspective, likely to be a Head of Commissioning and above. A Practitioner is responsible for managing the commissioning activity and the day-to-day running of the contract, likely to be a Service Lead or Commissioning Manager.
- 1.5. Other functions will be involved in commissioning activity – typically finance, HR, procurement, communications, client officers – for whom skills and competencies in this context have not been defined.

**Table 1: Commissioning Standards**

<p><b>STANDARD 1: COMMISSIONING AND MARKET MANAGEMENT</b></p> <p>Defining requirements for new commissioning exercises, using information, ensuring effective governance is set up, and applying business understanding and market awareness.</p>	<p><b>STANDARD 2: STAKEHOLDER AND RELATIONSHIP MANAGEMENT</b></p> <p>Identifying and managing relationships with a variety of stakeholders. Exercising the resilience, assertiveness and political insight required during stakeholder interactions, while maintaining the ability to build relationships.</p>	<p><b>STANDARD 3: PROCUREMENT AND MOBILISATION</b></p> <p>Inputting into the procurement exercise, planning effectively and, once sourced, mobilising the contract.</p>
<p><b>Supports:</b> Strategic planning</p>	<p><b>Supports:</b> Strategic planning, Buying services and Evaluating performance</p>	<p><b>Supports:</b> Buying services</p>
<p><b>STANDARD 4: MANAGING CONTRACT DELIVERY</b></p> <p>Using appropriate performance management to realise contractual benefits. Being aware of emerging risks and able to deal with issues when they arise.</p>	<p><b>STANDARD 5: RISK MANAGEMENT</b></p> <p>Risk planning, ensuring compliance and monitoring risks, including strategic and operational risks.</p>	<p><b>STANDARD 6: CHANGE CONTROL</b></p> <p>Understanding and being able to work to the contract change process, including understanding the positive and negative impact of contractual changes.</p>
<p><b>Supports:</b> Evaluating performance</p>	<p><b>Supports:</b> Buying services and Evaluating performance</p>	<p><b>Supports:</b> Evaluating performance</p>

## STANDARD 1: COMMISSIONING AND MARKET MANAGEMENT

### Key activities:

- *Input into new commissioning strategies*
- *Use of, and contribution to, information sources*
- *Market knowledge*
- *Development of contract governance and future proofing*
- *Evidence-based decisions*
- *Managing complexity*
- *Commercial focus*

Practitioner	Expert
<p>Collaborates with colleagues in the development of a business case, using knowledge of the business and organisational objectives.</p>	<p>Collaborates with colleagues in shaping, developing and approving a business case that supports the delivery of organisational objectives.</p>
<p>Develops specification, identifying stakeholders that should be represented when producing requirements, including best practice.</p>	<p>Leads on providing specification for commissioning activity. Recognises where stakeholders have not been represented in producing requirements and addresses gaps.</p>
<p>Defines and evaluates data sources to establish key performance indicators.</p>	<p>Uses expertise to identify future proofing measures, leading on development of new key performance indicators to maximise value over the contract lifecycle.</p>
<p>Uses market insight and awareness to inform decisions on commissioning arrangements and contract evaluation methods, including researching market conditions and supplier patterns and behaviours.</p>	<p>Applies knowledge of the markets to challenge thinking and lead decisions on commissioning arrangements and contract evaluation methods.</p>
<p>Develops, applies and reviews defined, comprehensive and proportionate management information reporting practices</p>	<p>Advises on, and evaluates, management information practices to ensure reporting supports achievement of organisational objectives.</p>
<p>Takes proactive view of contract end dates, overlaying potential re-procurement or termination timescales.</p>	<p>Analyses data to inform future resource planning and mitigate organisational risk.</p>
<p>Assesses a wide range of complex evidence and data to identify trends; evaluate costs, benefits, risks and potential responses.</p>	<p>Reviews and presents conclusions from a wide range of complex evidence and data; identifies and resolves problems, making decisions when there is insufficient data.</p>
<p>Supports the achievement of value for money, developing market knowledge, financial awareness and understanding of stakeholder requirements.</p>	<p>Leads on applying the concept of value for money, using market insight and financial awareness to advise on successful return on investment for commissioned services.</p>
<p>Seeks specialist advice to inform decisions and approach; applies the agreed solution, sharing insight with colleagues.</p>	<p>Understands when to seek specialist advice to inform decisions and approach; collaborates across commissioning activity to identify and share solutions.</p>



## STANDARD 2: STAKEHOLDER AND RELATIONSHIP MANAGEMENT

### Key activities:

- Resilience
- Assertiveness
- Building relationships
- Identification and management of stakeholder relationships
- Improving capability
- Management of supplier relationships
- Political Insight

<b>Practitioner</b>	<b>Expert</b>
Demonstrates resilience and uses influencing, escalation and relationship management techniques to obtain desired outcomes.	Leads stakeholder engagement, communicating with impact to shape internal decisions and leads discussions with suppliers; demonstrates resilience in stakeholder interactions, representing the council's position.
Navigates complex environments successfully, encouraging and supporting stakeholders to do the same.	Presents technical issues and resolutions to senior stakeholders; provides colleagues with insight on engagement approaches to achieve outcomes.
Builds relationships and collaborates with a diverse range of stakeholders to deliver business outcomes.	Builds and shares a diverse network with stakeholders, identifying new opportunities for collaboration to deliver business outcomes.
Identifies and builds productive relationships with stakeholders, adapting approach to audience to achieve planned outcomes.	Identifies and builds productive relationships with key stakeholders across the organisation; uses insight on their motivations and behaviours to advise on optimal approach to achieve planned outcomes.
Analyses and articulates requirements, benefits, progress and risks to stakeholders, responding effectively to challenge.	Leads in the communication of requirements, benefits, progress and risks to stakeholders; responds effectively to senior challenge and advises on the organisation's response.
Schedules and manages regular stakeholder meetings.	Leads in designing an effective governance structure and managing regular stakeholder meetings.
Manages gathering of user feedback and its distribution to relevant stakeholders; develops and implements recommendations.	Draws on best practice to design new processes and ways of working through analysis of user feedback.
Obtains insights from wider networks and from supplier relationships, sharing with colleagues.	Identifies colleagues to share supplier insight with, and establishes knowledge-sharing forums.
Engages with stakeholders to assess benefits and costs of contracted provisions being discontinued, brought in-house or re-procured.	Provides direction on whether contracted provisions should be discontinued, brought in-house or re-procured.

### STANDARD 3: PROCUREMENT AND MOBILISATION

*Key activities:*

- *Planning and process management*
- *Support of procurement function*

<b>Practitioner</b>	<b>Expert</b>
<p>Prepares contract management plan. Establishes and adopts contract tools and structured plans to manage risks and stages of contract lifecycle.</p> <p>Manages structured transition between contract award and service delivery, communicating with stakeholders.</p> <p>Proposes and implements updates to contract management systems. Reports on financial performance of contracts.</p> <p>Identifies and incorporates benchmarks to measure performance and savings.</p> <p>Provides technical input and applies experience to influence the procurement process.</p>	<p>Prepares contract management plan, sets requirements for contract tools and structured plans to manage risks and stages of contract lifecycle.</p> <p>Oversees structured transition between contract award and service delivery, leading stakeholder communication.</p> <p>Sets direction of contract management systems and oversees implementation. Manages resources through ensuring adherence to financial controls, including transparency requirements.</p> <p>Reviews performance, ensuring adherence to performance and savings.</p> <p>Provides strategic input into procurement process. Uses strategic thinking to analyse and manage impact of future changes to the market.</p>

## STANDARD 4: MANAGING CONTRACT DELIVERY

### Key activities:

- *Benefits realisation*
- *Use of performance management levers*
- *Exit management*

<b>Practitioner</b>	<b>Expert</b>
Quality assures and responds to supplier-provided data on performance.	Leads identification and use of methods to quality assure and respond to supplier provided data on performance.
Analyses data to measure performance, conducting trend analysis and audits to inform decisions.	Reviews data analysis and audits across multiple contracts to measure performance. Shares trend analysis with stakeholders to support performance improvement.
Uses knowledge of mechanisms to deliver contract outcomes within budget, improve performance and prevent uncontrolled changes to scope.	Designs and ensures adoption of mechanisms which deliver contract outcomes within budget, improve performance and prevent uncontrolled changes to scope.
Identifies emerging risks and issues, and implements mitigation measures.	Evaluates data and uses market knowledge to identify emerging risks. Shares insight and advises on mitigation measures.
Maintains knowledge of and can apply dispute resolution options.	Uses experience to suggest and apply optimal dispute resolution options; leads and provides expertise during formal negotiation and stakeholder communication processes.
Uses knowledge of requirements to set up contract exit plan and support its delivery.	Draws on expertise to review the contract exit plan, including during the life of the contract, and ensure its delivery.
Identifies new opportunities within contracts and implements actions to realise benefits.	Identifies growth opportunities and oversees implementation to realise benefits.
Uses management information to highlight areas of poor performance by suppliers and implement corrective action.	Defines management information to identify areas of poor performance by suppliers and corrective action.
Manages stakeholder engagement and review of contract and programme objectives to ensure benefit realisation.	Provides strategic oversight by assessing contracts against organisational objectives to ensure benefit realisation.

## STANDARD 5: RISK MANAGEMENT

### Key activities:

- Risk planning
- Compliance and risk monitoring

Practitioner	Expert
Manages identification and documentation of operational key risk indicators; develops, challenges and implements appropriate mitigation, contingency and recovery measures.	Oversees the identification and documentation of operational key risk indicators; draws on expertise to review proposed mitigation, contingency and recovery measures.
Ensures contingency plans with proposed remedies are in place, using knowledge to inform approach.	Oversees the development of contingency plans with proposed remedies; uses expertise to devise solutions and provide advice to colleagues.
Ensures visibility and mitigation of risk through reviewing and maintaining risk register, sharing relevant risks and mitigation strategies with stakeholders	Provides expert advice on mitigation strategies for risks identified in the risk register.
Ensures effective business continuity plans are in place.	Provides insight into the development of business continuity plans through evaluation and challenge.
Assesses and proposes responses to strategic risks considering organisational objectives and risk appetite, supplier relationships and political landscape.	Evaluates and provides guidance on managing strategic risks considering organisational objectives and risk appetite, supplier relationships and political landscape.
Communicates and works collaboratively with stakeholders to identify risks and opportunities, contributing to recommendations.	Forms a cross-functional network, recognising when to involve the right stakeholders and using their knowledge to make recommendations and decisions on risks and opportunities.

## STANDARD 6: CHANGE CONTROL

### Key activities:

- Managing change process
- Change impact and analysis

Practitioner	Expert
Implements change process to obtain maximum value from the contract. Engages with stakeholders to apply and communicate change-related adjustments.	Leads change process, including the communication approach, to obtain maximum value from the contract and/or reduce risk.
Ensures implemented changes to the contract are reflected in contractual documentation, risk register, business case and financial model.	Ensures implemented changes to the contract are reflected in contractual documentation, risk register, business case and financial model.
Analyses impact of changes.	Influences senior decision making based on the evaluation of the impact of changes in the context of council strategy.
Seeks opportunities to create further value under contract, which may include additional cost savings.	Uses expertise to identify and share opportunities to create further value under the contract, which may include further cost savings.

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Report Title:	Schools Condition Allocation 2020-21
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Stuart Carroll, Lead Member for Adult Social Care, Children's Services, Health and Mental Health
Meeting and Date:	Cabinet – 19 December 2019
Responsible Officer(s):	Kevin McDaniel, Director of Children's Services
Wards affected:	All

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## REPORT SUMMARY

1. This report seeks provisional approval of Children's Services' bids to the 2020/21 capital programme, to be funded by the School Condition Allocation (SCA). Approval is sought ahead of the wider capital programme budget setting in February 2020. This will allow planning and tendering of SCA schemes in time for delivery over the summer in 2020, before schools restart in September.
2. The Local Authority receives the SCA grant from the Department of Education (DfE) to help maintain and improve the condition of school buildings and grounds. This funding is for community and voluntary controlled schools only. Voluntary aided and academy schools (including free schools) receive funding for this via a different route.
3. In recent years the level of grant has been announced in spring, at the start of the financial year to which it applies. At the time of reporting, therefore, the level of SCA is subject to confirmation.
4. This reports sets out the schemes in schools to be funded through the Schools Condition Allocation grant for 2020/21, see Appendix A.

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) **approves the Children's Services 2020/21 capital bids for schemes to be funded by the School Condition Allocation, and includes them in the overall 2020/21 capital programme. This is subject to any changes that may be required to the list of schemes set out in Appendix A following confirmation of the level of grant and consideration of the overall capital programme by Council.**
- ii) **approves the listed schemes being put out to tender.**
- iii) **delegates any variation of the list of schemes set out at Appendix A to the Lead Member for Adult Social Care, Children's Services, Health and Mental Health and Director of Children's Services.**

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

### Background

- 2.1 The Department for Education (DfE) allocates funding to help maintain and improve the condition of school buildings and grounds. This funding consists of:
- **Devolved Formula Capital (DFC)**, which goes to individual schools of all types, including academy, community, free, voluntary aided and voluntary controlled schools. The DFC is intended to allow schools to cover the cost of day to day maintenance and small capital works.
  - **School Condition Allocations (SCA)**, given to eligible bodies responsible for maintaining an estate of school buildings. Eligible bodies include local authorities and large Multi-Academy Trusts (MATs). The SCA is intended to allow eligible bodies to fund larger schemes, which individual schools could not generally fund through their DFC.
  - **Condition Improvement Fund (CIF)**, held by the Education, Skills and Funding Agency, and to which single academies and smaller multi-academy trusts can bid (as they do not have access to funding via the SCA).
- 2.2 This report is focused on the SCA allocation to the Royal Borough of Windsor and Maidenhead for the 2020/21 financial year.
- Early consideration of the School Condition Allocation schemes
- 2.3 Many school improvement projects happen over the six week summer holiday, in order to minimise disruption to teaching and learning.
- 2.4 The Royal Borough's capital programme for 2020/21, which includes the SCA schemes, will be considered by Council in February 2020 (which is the normal timetable). This leaves a relatively short period in which to procure schemes for delivery next summer.
- 2.5 This report seeks, therefore, provisional approval of the prioritised list of SCA schemes (attached at Appendix A). This will enable officers to proceed with the planning and design of projects in time to allow delivery in summer 2020.
- 2.6 It will also make it easier to achieve better prices from contractors. As many schools, MATs and local authorities will be carrying out maintenance and improvement works over the summer, late tendering can lead to higher contract prices. Contractors can also reach capacity very quickly once decisions about the summer programme start to get made. Getting provisional approval of the programme now means that the procurement process can start in good time, maximising the likelihood of tenders attracting more competitive bids from good contractors.
- Late confirmation of School Condition Allocation
- 2.7 The level of grant allocated to the Royal Borough via the SCA is not usually announced until after the start of the financial year to which it applies – the 2019/20 SCA announcement was in April 2019. This means that the level of SCA funding for 2020/21 won't be known until after Council has considered the 2020/21 capital programme.



- 2.8 With this level of uncertainty, no contracts will be signed until the level of grant is confirmed. Provisional approval of the schemes will nevertheless ensure that procurement has advanced as far as possible by this point.

#### Using the School Condition Allocation

- 2.9 The SCA for the Royal Borough is intended to cover any works at community and voluntary controlled schools related to repairs to and maintenance of the fabric of the buildings and grounds. This may include replacements and upgrades to parts of the building. Schemes may, therefore, include works to:

- boilers, radiators and pipework
- doors and windows
- external areas such as playgrounds, paths and roads
- floors
- internal and external walls
- kitchens
- roofs, gutters and soffits
- utilities

- 2.10 The SCA is not intended for use on new school places, as this is covered by the Basic Need grant, as set out to Cabinet on 28<sup>th</sup> November 2019 in the *Demand for school places* report.

#### Provisional schemes for the 2020/21 School Condition Allocation

- 2.11 The Royal Borough's SCA for the 2019/20 financial year was £765,392.20. The level of grant is based on the number of pupils attending the borough's community and voluntary controlled schools, with different weightings according to the age of those pupils. As no more schools have become academies, it is expected that the 2020/21 SCA will remain roughly the same.
- 2.12 Appendix A provides the list of schemes for 2020/21. It includes a number of school specific schemes where, if provisional approval is given, the planning and design works will begin immediately. These schemes have been identified through school requests, use of the DfE school condition surveys and site visits by Shared Building Services.
- 2.13 The list also includes some more generic lines, which will fund improvement projects as the need arises or in response to the outcome of specific investigations. These are:
- kitchen safety works (implementation of recommendations following investigations).
  - roof works (projects funded as need arises).
  - urgent school safety works (projects funded as need arises).
  - window and door replacements (projects funded as need arises).
  - feasibility works (to fund various investigative and feasibility works).
- 2.14 Finally, the list includes a line for fire safety compliance works. This is a borough programme ensuring that the council's estate, including school buildings at community and voluntary controlled schools, is compliant with regulations. The level of funding for this line is currently notional, as schemes are assessed in line with the conditions of the SCA.

Managing the 2020/21 School Condition Allocation

- 2.15 The total cost of the schemes included in Appendix A is £1.087m which is significantly above the £765k SCA expected. This is not unusual – the initial bid for the 2019/20 programme sought £934k, well over the then expected £720k grant. This approach is possible, without overspending, because (i) not all of the funding allocated to the generic lines necessarily gets spent (e.g. if there are no roofing issues, there won't be any spend under that line); and (ii) it is not always possible to deliver planned schemes within the financial year (e.g. due to lack of capacity with contractors and/or project managers. This is a particular risk with schemes that would disrupt teaching and learning, and so have to be completed over the summer holiday). This gives officers the opportunity to manage the programme to ensure that it stays within the overall SCA.
- 2.16 As a result of these factors, it is currently expected that there will be some savings in the 2019/20 programme, although some urgent works are more likely to materialise during the winter months (e.g. failing boilers, leaking roofs, issues with gutters and so on). These savings will then be added to the available grant to help fund the 2020/21 programme.
- 2.17 If the SCA is less than the £765k expected, then the schemes will need to be tailored according to overall affordability and priority. It is likely that schemes slipping below the affordable budget line will then be included in the 2021/22 programme.

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

<b>Option</b>	<b>Comments</b>
Approves the Children's Services 2020/21 capital bids for schemes to be funded by the School Condition Allocation, and includes them in the overall 2020/21 capital programme. This is subject to any changes that may be required to the list of schemes set out in Appendix A following confirmation of the level of grant and consideration of the overall capital programme by Council. <b>Recommended option</b>	Will allow the borough to begin the planning and design of schemes early, making it more likely that they can be delivered next Summer. This should also help keep costs down. If this is not approved, design and tendering will be delayed until after February 2020, making delivery over the summer much less likely, and increasing costs.
Approves the listed schemes being put out to tender. <b>Recommended option</b>	This will allow officers to put the schemes listed in Appendix A out to tender without having to return subsequently to Cabinet for approval.
Delegated any variation of the list of schemes set out at Appendix A to the Lead Member for Adult Social Care, Children's Services, Health and Mental Health and the Director of Children's Services. <b>Recommended option</b>	This will allow for changes to be made to the schemes listed in Appendix A, particularly in response to any changes in the level of SCA (due to be announced in April 2020).

### 3. KEY IMPLICATIONS

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Agreed schemes delivered by	01/4/2021	31/8/2020	01/5/2020 to 31/8/2020	30/4/2020	31/3/2021
Programme budget (under) / overspend	>+0.5%	+0.5% to -2%	-2% to -6%	< -6%	31/3/2021

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The 2020/21 School Condition Allocation (DfE grant) is estimated to be approximately £765k. This is expected to be confirmed in April 2020.
- 4.2 There are likely to be some savings from the 2019/20 SCA, although this will not be known until the end of the financial year (emergency works may still be required over this winter, for example).
- 4.3 Although the cost of the schemes listed in Appendix A is, at £1.087m, above the £765k + any expected carry forward, the programme will be managed so that the 2020/21 spend does not exceed the available grant.

**Table 3: Financial Impact of report's recommendations**

REVENUE COSTS	2019/20	2020/21	2021/22
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

CAPITAL COSTS	2018/19	2020/21	2021/22
Additional total	£0	est. £765,000	£0
Reduction	£0	£0	£0
Net Impact	£0	est. £765,000	£0

### 5. LEGAL IMPLICATIONS

- 5.1 The Council is required to produce a balanced budget that provides Service Directors with sufficient resource to meet their own statutory requirements.

### 6. RISK MANAGEMENT

- 6.1 None.

### 7. POTENTIAL IMPACTS

- 7.1 None

## 8. CONSULTATION

8.1 None.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 It is proposed that the design, planning and procurement works on the schemes listed at Appendix A begin immediately. Projects will then be delivered over the 2020/21 financial year.

## 10. APPENDICES

10.1 Appendix A – Provisional schemes for School Condition Allocation spending in 2020/21.

## 11. BACKGROUND DOCUMENTS

## 12. CONSULTATION (MANDATORY) REPORT HISTORY

Name of consultee	Post held	Date sent	Commented & returned
Cllr S Carroll	Lead Member/ Principal Member/Deputy Lead Member		
Duncan Sharkey	Managing Director		
Kevin McDaniel	Director of Children's Services	21/11/2019	
Russell O'Keefe	Strategic Director		
Andy Jeffs	Strategic Director		
Terry Neaves	Section 151 Officer		
Nikki Craig	Head of HR and Corporate Projects		
Louisa Dean	Communications		
	Other e.g. external		

<b>Decision type:</b> Key decision; entered into Forward Plan 30/08/2019	<b>Urgency item?</b> No	<b>To Follow item?</b>

## Children's Capital Programme 2020/21

Scheme Name	Directorate	Description	Scheme Cost £'000k	S106 £'000	Grant £'000	Other £'000	NET £'000
Alexander School Kitchen Refurbishment	C&YP	Kitchen Feasibility and commencement of works. The floor in the kitchen is uneven and is a trip hazard. Some of the equipment is inadequate. The kitchen needs to be remodelled to improve operations and refurbished and some of the equipment replaced.	100	-	100	-	-
School kitchen safety works	C&YP	The school kitchens need upgrading to meet current safety standards: Filters, CO2 detection systems and access for cleaning ducting. Programme of investigation and implementation of recommendations from the reports.	50	-	50	-	-
School Boiler upgrade works: Boyne Hill school	C&YP	Old boiler is in need of replacement and conversion of heating system from oil to gas.	100	-	100	-	-
School water pipework: Oakfield school and The Lawns Nursery	C&YP	School has rotten pipework, with underground leaks and high costs. The project will replace pipework.	40	-	40	-	-
School boiler upgrade: Wraysbury	C&YP	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	87	-	87	-	-
School boiler upgrade: Maidenhead Nursery	C&YP	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	30	-	30	-	-
Roof Works in schools 2020-21:	C&YP	School roof repairs and replacements	110	-	110	-	-
Internal upgrade: Wessex Nursery	C&YP	The nursery lighting, ceiling and general ambiance of this building is now very out-dated and unsuitable for teaching young nursery children. It needs considerable improvement. This project would investigate options to upgrade the building and begin works to improve the learning environment.	60	-	60	-	-
Urgent school safety works	C&YP	To respond to emergency works required and not yet identified.	50	-	50	-	-
School window and door replacements	C&YP	Continuing programme of window replacements	90	-	90	-	-
School Feasibility / Survey works	C&YP	Preparatory and investigative works for schemes and projects in the capital programme.	180	-	180	-	-
Structural Works / building fabric: Homer school		The screed under the hall flooring has perished and the floor needs replacing / repairing.	40	-	40	-	-
Fire Safety Compliance/Health and Safety works	C&YP	Works relating to fire safety compliance, and health/safety works at community and voluntary controlled schools.	150	-	150	-	-
<b>Total</b>			<b>1,087</b>	<b>-</b>	<b>1,087</b>	<b>-</b>	<b>-</b>

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Report Title:	<b>Financial Update</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Cabinet – 19 December 2019
Responsible Officer(s):	Terry Neaves, Section 151 Officer
Wards affected:	All

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## REPORT SUMMARY

- 1 This report sets out the Council's forecast outturn for 2019/20 based on spending and commitments at the end of October 2019, month seven of the financial year. An in-year overspend of £3,742,000 is projected, an increased underspend of £132,000 compared to the projection based on spending to the end of September.
- 2 If the service pressures are not addressed in 2019/20 they will continue into future years and will have an impact on the Council's medium term financial planning assumptions, requiring further savings to be identified and delivered.
- 3 The council's net budget is £92,773,000. If the overspend is not reduced general fund reserves would reduce to £6,426,000, which is above the minimum level set at Council of £5,810,000 (6.26% of net budget) in February 2019. Any reduction below the minimum level of reserves would need to be replenished in future years.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and endorses the actions proposed:

- i) The council's projected outturn position for 2019/20 and the mitigations proposed;
- ii) The budget movements since the previous month;
- iii) The projected spend on the capital programme; and
- iv) The projected borrowing for the remainder of the financial year.
- v) Approves Capital programme slippage and variances as detailed in Appendix E.
- vi) Approves the change in scope to the capital scheme for the Revenues & Benefits Document Management System to include HR modules.
- vii) Approves additional capital budget of £194,000 from the Education and Skills Funding Agency for further enabling works for Forest Bridge School.
- viii) Approves an additional fully funded capital budget of £289,398 for the provision of squash courts.

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

2.1 Cabinet are required to note the council's financial position.

## 3. KEY IMPLICATIONS

**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	<£5,810,000	£5,810,000 to £6,000,000	£6,000,001 to £16,900,000	> 16,900,000	31 May 2020

3.1. Given the projected overspend, officers will be identifying further mitigations to reduce the overspend.

## 4. FINANCIAL DETAILS / VALUE FOR MONEY

### Council projected outturn 2019/20

4.1. The Council is projecting an over-spend of £3,742,000 on service budgets at the end of the financial year as set out in the table below:

**Table 2: Estimated Outturn position**

<b>Directorate</b>	<b>Net budget</b>	<b>Projected Variance</b>
	£000	£000
<b>Managing Director</b>		
Adult Social Care	33,924	678
Childrens Services	21,980	1,568
Commissioning – Communities	12,373	685
Net cost of MD other services	6,712	279
<b>Sub-Total</b>	<b>74,989</b>	<b>3,210</b>
<b>Executive Director – Communities</b>	<b>7,284</b>	<b>551</b>
<b>Executive Director – Place</b>	<b>105</b>	<b>(19)</b>
<b>Total Service Expenditure</b>	<b>82,378</b>	<b>3,742</b>
Non service expenditure	12,097	0
<b>Total</b>	<b>94,475</b>	<b>3,742</b>

**A full breakdown of variances against each service area is attached at appendix A.**

### **Managing Director's Directorate Projected Variance £3,210,000 overspend**

4.2. The Managing Director's Directorate includes a significant number of demand led services, notably adult social care, children's services and parking. Increasing demand and rising costs associated with both adult and children's services are also being reported by authorities across the country and the need for sustainable funding



regimes, particularly for adult social care, has been recognised by Government for some time. Appendix H and I attached give detailed breakdowns of the figures reported.

### Adult Social Care £678,000 overspend

- 4.3. Adult social care services are delivered to residents through Optalis, a jointly owned company with Wokingham Borough Council. There are currently just over 2,000 people receiving services in the borough; the majority are older people and those with physical disabilities, and include 320 people who have learning disabilities and difficulties and 250 people with mental health challenges. Whilst the number of older people being supported in residential and nursing care has stayed broadly similar over the last 12 months, the number of people being supported to live at home has increased. As people are living longer the cost of placements and the associated complexity of need is adding to the pressure on the budget.
- 4.4. For people with learning disabilities and those with mental health problems pressures have arisen from the lack of suitable accommodation, particularly supported living accommodation which results in the placement of people in more expensive residential accommodation.
- 4.5. The main areas of pressure, domiciliary care and placements, both have recovery plans that were put in place in July. There is evidence that these are having an impact and over recent months the net cost of providing care to older people has levelled off. The recovery plan includes providing more support from occupational therapists, increasing the use of equipment to enable people to be more independent, ensuring that all people who have the potential to become more independent receive a re-ablement service and commissioning a meals-at-home service.
- 4.6. Work continues with Optalis to address all areas of the budget, and to determine the impact of current service provision and forecast demand on the budget requirement for future years.

#### 4.7 Major Variances

	£'000	£'000
Care for Older People at home	669	
Care for Older People in Residential & Nursing Homes	1,091	
Care for people with a learning disability	697	
Care for people with mental health problems	257	
Direct cost of care services sub-total		2,714
Increase in income from contributions towards cost		(1,147)
Net additional direct cost		1,567
Care Team staffing, preventative & other services		(514)
<b>Net Adult Social Care service</b>		<b>1,053</b>
Additional Income from Better Care Fund	(675)	
Provision for additional cost from review of continuing health care review	300	
<b>Forecast variance for year</b>		<b>(375)</b>
		<b>678</b>

## **Continuing Healthcare and Better Care Fund**

- 4.7. The impact of CHC applications and reviews on both the Adult and Children's social care budget is significant. Costs in caring for people with high health and social care needs often exceed £2,000 per week and can exceed £4,000. Social care authorities may apply for CHC funding, which if granted will reduce the costs they incur. The Clinical Commissioning Group (CCG) can also review current recipients of CHC funding which if agreed will add to the costs of social care authorities.
- 4.8. Due to delays in undertaking reviews there are currently a relatively high number of reviews underway. Given this and the high costs of care means a broad range of financial outcomes that may impact upon the council. In recognition of the difficulties that arise from such uncertainty the CCG has agreed to fund transitional arrangements to offset some of the additional cost incurred by the Council in this financial year. These transitional arrangements include a sum of £300,000 which is currently held in the jointly controlled Better Care Fund. Additional CHC costs this year are forecast to be contained within the transitional funding available.
- 4.9. An additional £675,000 has been allocated from the Better Care Fund to contribute towards the costs of Adult Social Care, this includes the £300,000 allocated to offset the impact of the CHC reviews noted above.

### **Provision of adult social care, £1,867,000 pressure**

- There is a £669,000 pressure due to supporting an additional 40 older people at home.
- Nursing placements, particularly for nursing dementia, are increasing significantly as people are living longer but with greater frailty and complexity of need. The forecast overspend to year end is £992,000.
- £99,000 pressure on residential and nursing care block contracts has resulted from additional costs of care due to provider price rises above that assumed
- An increase in the number of placements for adults with a learning disability, together with an associated increased costs, has resulted in additional expenditure. This is largely due to the lack of supported living accommodation within the borough resulting in increased use of out of borough placements. Taking into account estimated future demand the projected costs to the end of the year are £697,000.
- Increased support costs for adults with mental health problems has resulted in additional costs. Again, this is largely due to lack of appropriate accommodation provision within the borough resulting in costly spot placements out of borough. The forecast overspend to year end is £257,000

- A number of the additional people receiving care contribute to the cost. This is projected to achieve an additional £1,147,000 of income which will be used to offset the costs of care identified above.

#### **Mitigations £1,189,000:**

- A total of £374,000 from reductions in staffing costs and savings on contracts. Further savings include a new contractual arrangement for providing some additional services to people with a learning disability in supported living accommodation that will reduce costs by an estimated £50,000, a saving of £30,000 from the equipment contract and £60,000 from the re-ablement service provided by Optalis.
- The council will receive an additional £375,000 from the Better Care Fund due to an increased allocation from the NHS and will receive a further £300,000 to mitigate the impact of continuing healthcare reviews in the current year, £675,000 in total.

#### **Children's Services £1,568,000 adverse variance**

4.10. The Children's Services adverse variance has increased by £147,000 to the previously reported position. The material movements include continued use of interim staff for case management and OFSTED readiness; increased legal service costs based on the data for quarters 1 & 2; partly offset by reduced Future Demand for Children in Care; additional grant and reduced Home to School costs following the autumn intake.

4.11. The table below sets out the material variances.

	£000	£000
Increased costs for placements	110	
Interim staff for operational and OFSTED readiness	153	
Continued reliance on interim social workers	297	
Under achieved youth service income	50	
Increased central AfC Business Support	118	
Legal costs arising from complex court cases	199	
Risks relating to the ongoing funding from Continuing Health Care	50	
Future Demand for Children in Care	214	
Home To School Transport	(50)	
Others	9	
<b>Identified Pressures</b>		<b>1,150</b>
Transformation of Early Years and Youth Services delayed	320	
Shortfall in planned saving in the placement budget	360	
RBWM Telephony saving	60	
<b>Non-Delivery of Savings Plans</b>		<b>740</b>

Reduction in the Intensive Family Support Grant	78	
In-house Fostering Backdated payment	30	
Joint Legal Team	28	
School Improvement Grant	(92)	
Others	(6)	
<b>Retained Services</b>		<b><u>38</u></b>
<b>Demographic growth approved</b>		<b>(300)</b>
<b>Telephony Saving transferred back to AfC</b>		<b>(60)</b>
<b>Net Overspend</b>		<b>1,568</b>

### Identified Pressures £1,150,000

- Increased costs for placements, in particular relating to the requirement to place one young person in secure accommodation at a weekly cost of £7,400. Based on the latest indicative timescales the projected incremental cost for 2019/20 being £92,000; total pressure on the placements budget is £110,000.
- The incremental cost of interim staff employed for operational management to deal with increased caseloads and OFSTED readiness for the inspection anticipated before the end of the financial year; £153,000.
- Continued reliance on interim social workers £297,000. The service has taken management action to reduce the current level of interim social workers, which has already been factored into the forecast.
- Under achieved youth service income due to reduced opportunities for rental of 4 Marlow road, £50,000.
- Increased central AfC Business Support and overhead costs to deliver the contract with the Council, £118,000.
- Legal costs arising from complex court cases which was expected to reduce after quarter one. However, the latest indication is that activity levels have remained constant leading to a forecast £199,000 overspend for the year.
- There are potential risks relating to the ongoing funding from Continuing Health Care the impact is an estimated reduction in funding for 2019/20 of £50,000.
- Future Demand for the remainder of the financial year has been estimated at £214,000.
- Home to School Transport has seen a reduction in the number of pupils meeting the eligibility criteria for transport resulting in reduced costs of (£50,000).

## **Non-Delivery of Savings Plans £740,000**

- The planned transformation of Early Years and Youth Services to provide a first 1,000 days service and youth offer has been delayed. The implementation of a new delivery model is now being planned for full delivery in 2020/21 this has led to not achieving budgeted savings of £320,000 in 2019/20.
- Commissioning - improved financial management of placements, planned saving £460,000, 6% of the total placement budget. The ability to deliver improved management of existing care placements to reduce the cost and scale of packages for young people already in the care of the Borough has been limited; projected saving to be delivered £100,000, resulting in a projected savings shortfall of £360,000.
- RBWM telephony savings not materialising following the transfer from analogue to digital lines £60,000

4.12. The £300,000 for demographic growth for Children's Services approved as part of the 2019/20 Commissioning budget has now been added to the AfC contract to cover the additional costs. In addition the non-achieved Telephony saving of £60,000 is to be met from RBWM. The variances below represent growth beyond this amount.

4.13. The overall net reported position being an adverse variance of **£1,568,000**.

### **4.14. Children's Services – Retained £38,000**

Material variances are set out below:

- Reduction in the Intensive Family Support Grant due to lower numbers of eligible families being identified as "turned around" than the full, 100%, national target £78,000.
- In-house Fostering backdated payment £30,000.
- Joint Legal Team materially higher cost in final period of 2018/19 not assumed in providing for 2018/19 liabilities £28,000.
- Receipt of unbudgeted School Improvement Grant (£92,000).

### **4.15. Dedicated Schools Grant**

4.16. The Dedicated Schools Grant underspend has remained unchanged to the previously reported position of £26,000.

### **4.17. AfC Contract – Dedicated Schools Grant - £26,000 underspend**

There are no material variances.

### **4.18. Dedicated Schools Grant – Retained - £5,000 overspend**

Material variances are set out below:

- Early Years Block Private, Voluntary & Independent Nurseries clawback settlement 2018/19 (£435,000).
- High Needs Block £426,000 including pupil Top Up funding £300,000, Outreach Services £76,000 and additional place funding of £40,000 reflecting indicative pupil numbers.
- Others net £14,000.

#### 4.19. Dedicated Schools Grant Risks

There are potential risks relating to the Dedicated Schools Grant including those set out below:

- High Needs Block savings net target of £700,000 is built into the budget. In previous years cost saving strategies towards delivering against this target included: holding 0% inflation increases on providers, successful negotiation of rates for new high cost placements, developing a more robust tribunal process and the continuous implementation of a more collaborative and inclusive approach within schools to retain pupils with special educational needs. These strategies will continue into 2019/20 and currently are expected to deliver similar savings to previous years. Potential risk identified £200,000. The expectation is these risks will be mitigated within the Dedicated Schools Grant 2019/20.

#### 4.20. Grant Income

The grant income has reduced by £21,000 to match the favourable movement within the AfC Contract - Dedicated Schools Grant & Dedicated Schools Grant Retained. The net underspend will be a credit against the Dedicated Schools Grant reserve.

The Council will be working with Achieving for Children to help them to put their savings plans back on track and identifying mitigating savings. Progress will be reported to Cabinet as part of the monthly financial update.

### Commissioning - Communities £685,000

	£000	£000
Under achievement of parking fees and penalty charge income	400	
Property costs for Hines Meadow car park	76	
Operational costs across the parking estate	14	
Reduction in burial income	60	
Increased energy costs	213	
One-off savings in the waste budget	(78)	
<b>Net Overspend</b>		<b>685</b>

4.21. The remit for this service area includes a wide range of customer facing services, namely highways; waste; parking; flooding; transport; parks and countryside. In addition to operational delivery, the service is responsible for the delivery contracts with VolkerHighways (highways maintenance), Project Centre (highways design), Tivoli (grounds maintenance) and NSL (parking enforcement). The forecast overspends in this area relate to:

- Parking £400,000 relating to under achievement of parking fees and penalty charge notice income,
- £76,000 relates to property costs for Hines Meadow car park which were not forecast
- £14,000 for operational costs across the parking estate.
- Parks & Open spaces. There has been a recent trend towards people preferring cremation options over burials resulting in a potential reduction in income of £60,000.
- Although the LED programme for street lighting has been delivered, the overall saving expected has not yet been achieved due to changes in fixed and variable costs applied by the energy market resulting in an estimated £213,000 of budget pressure at year end.
- In terms of mitigations, one-off savings of £78,000 in the waste budget will reduce the overall pressure back to £685,000. Additional efficiencies across all contracts are being sought with partners.

4.22. **Other MD Services £227,000**

	£000	£000
Non-achievement of the tourism saving	61	
Communications and Marketing	127	
Shortfall in Land Charges income	50	
Audit fees	23	
Minor variances totalling	18	
<b>Net Overspend</b>		<b>279</b>

Material variances are set out below:

- £61,000 has already been declared in terms of overspend relating to the non-achievement of the tourism saving assumed in the budget.
- There is a further £127,000 pressure in Communications and Marketing as a result of correcting the historical treatment of accruals in tourism, the potential underachievement of income for the Guildhall and non-achievement of staffing reductions in the communications team. Actions are in place to mitigate the pressure, particularly in relation to the Guildhall and tourism; however, these actions are unlikely to mitigate the full amount.

- A shortfall of £50,000 in Land Charges income is being reported due to an increase in personal searches in place of official searches, and the decrease in volume of property sales within the borough.
- £23,000 overspend on audit fees due to the auditors carrying out more work than initially planned.
- Other minor variances totalling (£18,000).

#### 4.23. Communities Directorate projected overspend £551,000

	£000	£000
Revenues and Benefits	150	
Communities, Enforcement and Partnerships	167	
Library & Resident Services	8	
IT	<u>226</u>	
<b>Net Overspend</b>		<b>551</b>

4.24. The estimated overspend of £551,000 is unchanged on that previously reported to Cabinet in September. A breakdown of the projected overspends are detailed below:

4.25. Revenues and Benefits – an estimated overspend of £150,000 is being reported as a result of a reduction in outstanding Housing Benefit Overpayments, and therefore Housing Benefit Overpayment debtors. This is an improvement of £50,000 on what was previously reported and is due to continued work by the Benefits team on minimise the remaining overspend.

4.26. Communities, Enforcement and Partnerships – An estimated net overspend of £167,000 is being reported, a net of £338,000 of pressures and £171,000 of mitigations. This is an increase of £8,000 on what was previously reported to Cabinet.

This includes the following pressures:

	£000	£000
Annual cost of BT networks for CCTV, and control room staffing cost,	85	
Historic savings targets which cannot be met and which were not written out in the 2019/20 budget build,	126	
Staffing costs relating to implementation of structural changes	17	
Community Safety Partnership	28	
Unachievable fixed penalty income	5	
Reduced income from taxi licensing	30	
Costs of burial of the dead under our statutory duty	10	
Income from reduced levels of printing re-charges	15	
One-off additional cost for the secure disposal of confidential waste	8	
Unachievable income for Licensing	12	



Fees on Flexible Home Improvement Loans	2	
<b>Total Pressures</b>		<b>338</b>

4.27. These pressures are mitigated by the following underspends:

	£000	£000
Environmental Protection Salaries	(13)	
Community Safety salaries	(31)	
Community Warden salaries	(17)	
Spend relating to contaminated land	(5)	
Lower out of hours professional fees	(2)	
Lower salaries for Trading Standards	(17)	
Lower salaries for Commercial & Residential Services	(55)	
Recovery of Housing Standards legal fees	(19)	
Recharges for Energy & Efficiency	(4)	
Reduced spend in Food & Hygiene safety	(3)	
Reduced spend in Head of Communities, Enforcement & Partnerships	(5)	
Total Mitigations		(171)
<b>Net Overspend Communities Enforcement</b>		<b>167</b>

4.28. Library & Resident Services – An estimated overspend of £8,000 is now being reported. This is made up of a net £3,000 pressure in libraries, a £5,000 underspend in Museums, Arts and Local Studies, and an estimated overspend in Registrars of £10,000 due to unachievable income due to a change in legislation.

4.29. IT – An estimated overspend of £226,000 is now being reported. This is an increase of £116,000 on that reported on in October 2019. This additional pressure is made up of software licence, support charges and cloud hosting charges which have historically been incorrectly charged to capital.

#### **Place Directorate projected underspend £19,000**

4.30. This underspend relates to a number of minor underspends but does not take account of the potential cost of a planning appeal that has been upgraded from a hearing to an inquiry and dates imposed on us by the Inspectorate for October 2019. The pressure will be confirmed when the total costs are known.

#### **One-off income and pressures for 2019-20**

4.31. One-off income and pressures are as described below, these amounts are for 2019-20 only and are not shown in Appendix A.

One-off Business rate pilot income of £1,530,000 is projected.

One-off costs offset by this income are as below:

	£000
Net cost of CIPFA consultants which are partly funded by £95,000 from vacant DASS post.	113
Itrent/Payroll System upgrade	36
Senior Management posts recruitment.	41
Removal of long term records from Waldeck House.	11
Credits on debtors accounts that will need to be remised or refunded	560
Credits on debtors accounts that will need to be remised or refunded	300
Interim S151 post costs	60
Additional costs of the Deloitte audit.	52
Historic invoices to the Business rates business location company.	210
Reversal of capitalised revenue in Place directorate.	110
Qualification entries for the Housing benefit subsidy claim.	8
In year Operation bridge costs.	29
<b>Total</b>	<b>1530</b>

### **Council Tax and Business rates Collection Performance**

- 4.32. The majority of Council spending relies on collecting Council Tax and Business Rates, the Council's budgeted share of these two precepts is £88m in 2019/20. Collection rates are therefore closely monitored and are both above the targets set for this point in the year.
- 4.33. At the end of October 2019 68.53% of Council Tax had been collected and the target collection of 67.5%. Business rate collection was 66.36% against a target of 66.7%. The overall target for 2019/20 is 98.3%.

### **Revenue budget movements**

- 4.34. Any movements to the revenue budget are monitored and reported to Cabinet each month, a full analysis is set out in appendix B of this report.

**Table 3: Revenue budget movement**

<b>Approved Service expenditure budget reported to October 2019 cabinet</b>	<b>£82,351,000</b>
Severance	£27,000
<b>Service expenditure budget this month</b>	<b>£82,378,000</b>

- 4.35. Since the budget was approved the total movements are £1,223,000, some of which are ongoing, £608,000 has been transferred from the General Fund Reserve.

### **Revenue Reserve**

- 4.36. At 31.03.19 the Council had general reserves of £7,778,000 and earmarked reserves of £5,825,000 those set aside for a specific purpose. Together, as a proportion of the Council's net revenue budget these are a measure of the Council's financial resilience. Its ability to withstand unforeseen events. In comparison to other Unitary Council's the Royal Borough's overall level of reserves is one of the lowest.

- 4.37. Given the level of uncertainty over future funding and increasing pressures other Councils have been increasing reserve levels and this Council was planning to do this in 2019/20 by increasing its reserves by £3,458,000 to £11,236,000 using the estimated surplus from business rates in 2018/19 c/fwd.
- 4.38. If the current £3,742,000 overspend is not addressed, together with £605,000 transfers agreed by Cabinet for one-off items in-year and a £460,000 provision for redundancy it is projected the general fund reserve will reduce to £6,426,000, £616,000 above the minimum level approved by Council.

#### **General Fund Reserve Projection at 31.03.20**

	£000
Opening Balance 01.04.19	7,778
One-Off contribution to reserves	<u>3,458</u>
	11,236
Approved transfers from General Reserve in year	(608)
Projected Year-End Deficit at Month seven	(3,742)
Year-End Redundancy Provision	<u>(460)</u>
Current Projected Balance at 31.03.20	<u>6,426</u>

#### **Medium Term Financial Strategy**

- 4.39. The Council has a medium term financial strategy (MTFP) to 2022/23 when it had assumed that if £4,155,000 of savings required in 2020/21 were achieved no further reductions would be required in the period if Council tax increased by 2.99% each year.
- 4.40. The MTFP assumptions will be reviewed over the next few months but given the pressures identified in this report it is likely that additional, ongoing savings, will be required in 2020/21.

#### **Borrowing projection**

- 4.41. Throughout the year the Council's borrowing levels are updated based on cash-flow and spending on the capital programme. Currently the Council is borrowing temporarily pending anticipated capital receipts in future years and short-term interest rates remaining low currently total borrowing is anticipated to increase to £183,209,000 in September 2020, the increased borrowing costs have been factored into the MTFP. A full breakdown of the estimated is set out in Appendix C.

#### **Capital Programme**

- 4.42. The approved 2019-20 capital estimate is £82,876,000, see table 4. The projected outturn for the financial year is £72,332,000, see table 5 for capital programme status, with further information in Appendices D - G. No further budget has been added to the capital programme this month. Cabinet is recommended to approve the variances and slippage as detailed in Appendix E.

In February 2019 Council approved £170,000 capital budget for the procurement of a Revenue & Benefits data management system. Since then a requirement has arisen for HR to update their data management system as the current system used no

longer meets operational or technical requirements. A solution has been reached to procure both systems within existing budget using the same supplier. Cabinet are requested to approve the change in scope of the original scheme. No additional budget is required.

- 4.43. The Council have secured additional funding of £194,000 from the Education and Skills Funding Agency for further enabling works for Forest Bridge School. The grant is to be used to construct netball courts and tennis courts adjacent to the site and is for joint school and public use. Cabinet is requested to add a fully funded capital budget of £194k to the existing scheme for Braywick School Enabling works that was approved by Cabinet in June 2018.
- 4.44. The Council have secured £289,398 of s106 funding for the provision of squash courts in the Borough. Cabinet are requested to add the fully funded capital budget to the existing scheme for squash courts.

**Table 4: Capital outturn**

	<b>Exp.</b>	<b>Inc.</b>	<b>Net</b>
	£000	£000	£000
<b>Approved estimate</b>	82,876	(17,306)	65,570
Variances identified	(601)	80	(521)
Slippage to 2020-21	(9,943)	2,645	(7,298)
<b>Projected Outturn 2019-20</b>	72,332	(14,581)	57,751

**Table 5: Capital programme status**

	<b>October 2019</b>
<b>Number of schemes in programme</b>	<b>291</b>
Yet to start	15%
In progress	48%
Completed	15%
Ongoing programmes e.g. Disabled Facilities Grant	22%
Devolved formula capital grant schemes budgets devolved to schools	0%

## **5 LEGAL IMPLICATIONS**

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

## **6 RISK MANAGEMENT**

- 6.1. The increase in projected variance will require additional mitigation to reduce it during the financial year.

## **7 POTENTIAL IMPACTS**

- 7.1. Equalities – none

7.2. Climate change/sustainability – none

7.3. Data Protection/GDPR -none

## 8 CONSULTATION

8.1 None.

## 9 TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: immediately.

## 10 APPENDICES

10.1 This report is supported by six appendices:

- Appendix A Revenue Monitoring Statement
- Appendix B Revenue movement statement
- Appendix C Borrowing forecast
- Appendix D Capital budget summary
- Appendix E Capital monitoring report
- Appendix F Major capital scheme progress
- Appendix G Capital budget movements
- Appendix H Adult care variance analysis
- Appendix I Children’s variance analysis

## 11 BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Budget Report to Council February 2019.

## 12 CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date issued for comment</b>	<b>Date returned with comments</b>
Cllr Hilton	Lead Member for Finance and Ascot	20/11/2019	21/11/2019
Duncan Sharkey	Managing Director	20/11/2019	21/11/2019
Russell O’Keefe	Executive Director	20/11/2019	20/11/2019
Andy Jeffs	Executive Director	20/11/2019	21/11/2019
Terry Neaves	Interim Section 151 Officer	20/11/2019	20/11/2019
Kevin McDaniel	Director of Children’s services	20/11/2019	
Nikki Craig	Head of HR and Corporate Projects	20/11/2019	21/11/2019
Louisa Dean	Communications	20/11/2019	20/11/2019

Name of consultee	Post held	Date issued for comment	Date returned with comments
Hilary Hall	Deputy Director of Commissioning and Strategy(DASS)	20/11/2019	

## REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
For information	No	No
Report Author: Ruth Watkins, Chief Accountant and Deputy s151 officer.		

## Revenue Monitoring Statement 2019/20 for December 2019 Cabinet

Original Budget	SUMMARY	Revised Budget	Projected Variance
£000		£000	£000
398	Management	806	(10)
466	Communications & Marketing	475	188
1,293	Human Resources	1,201	0
1,898	Law & Governance	1,907	50
2,101	Commissioning & Support	2,016	28
9,826	Commissioning - Communities	10,357	685
24,526	AfC Contract - Children's Services	24,526	1,530
11,140	AfC Contract - Dedicated Schools Grant	11,140	(26)
(2,546)	Children's Services - Retained	(2,546)	38
53,293	Dedicated Schools Grant - Retained	52,718	5
29,199	Adult Social Care - Optalis Contract	29,137	1,920
16,335	Adult Social Care - Spend	16,470	280
(11,725)	Adult Social Care - Income	(11,792)	(1,522)
12,728	Better Care Fund	13,287	0
4,659	Public Health	4,659	0
(80,585)	Grant Income	(80,570)	21
1,143	Finance	1,198	23
<b>74,149</b>	<b>Total Managing Director's Directorate</b>	<b>74,989</b>	<b>3,210</b>
141	Executive Director of Communities	187	0
830	Revenues & Benefits	902	150
1,327	Communities, Enforcement & Partnerships	1,680	167
3,150	Library & Resident Services	3,195	8
1,351	ICT	1,320	226
<b>6,799</b>	<b>Total Communities Directorate</b>	<b>7,284</b>	<b>551</b>
365	Executive Director of Place	275	11
1,086	Housing	1,085	122
1,302	Planning Service	1,332	(120)
(2,546)	Property Service	(2,587)	(32)
<b>207</b>	<b>Total Place Directorate</b>	<b>105</b>	<b>(19)</b>
<b>81,155</b>	<b>TOTAL EXPENDITURE</b>	<b>82,378</b>	<b>3,742</b>

## Revenue Monitoring Statement 2019/20 for December 2019 Cabinet

Original Budget	SUMMARY	Revised Budget	Projected Variance
£000		£000	£000
<b>81,155</b>	<b>Total Service Expenditure</b>	<b>82,378</b>	<b>3,742</b>
3,458	Contribution to / (from) Reserves	3,458	0
4,017	Pensions deficit recovery	4,017	0
300	Pay reward	5	0
	Transfer from Provision for Redundancy	(320)	0
159	Environment Agency levy	159	0
	Variance on Business Rates income	0	0
4,778	Capital Financing inc Interest Receipts	4,778	0
93,867	<b>NET REQUIREMENTS</b>	94,475	3,742
(1,094)	Less - Special Expenses	(1,094)	0
0	Transfer to / (from) balances	(608)	(3,742)
92,773	<b>GROSS COUNCIL TAX REQUIREMENT</b>	92,773	0
	<b>General Fund</b>		
	Opening Balance	7,778	10,628
	Contribution to / (from) Reserves	3,458	
	Transfers to / (from) balances	(608)	(3,742)
		<u>10,628</u>	<u>6,886</u>
	Estimated year end redundancy provision		(460)
	Projected General Fund outturn		<u>6,426</u>



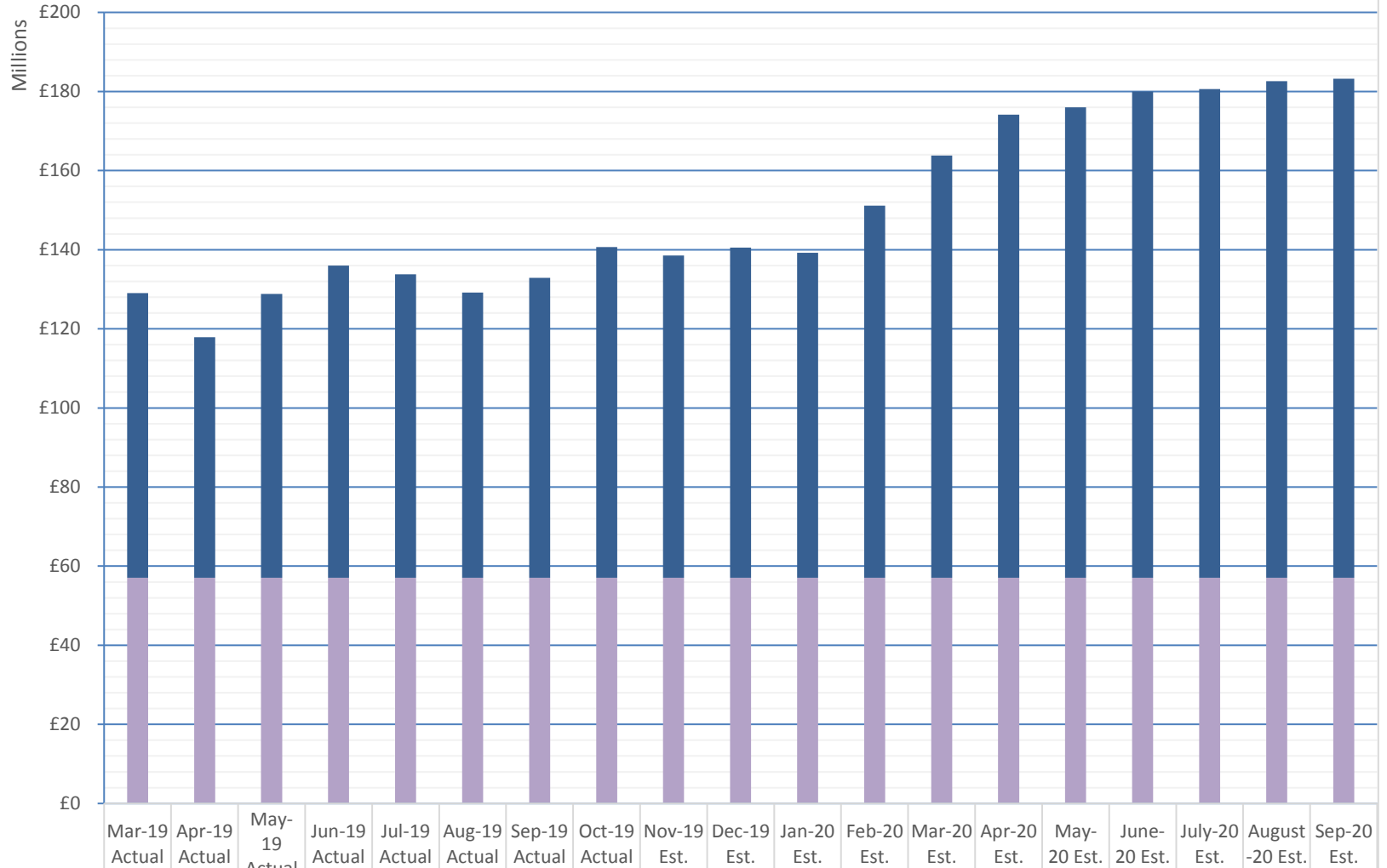
## Appendix B

Revenue Monitoring Statement 2019/20					
	Funded by the General Fund (1)	Funded by Provision (2)	Included in the original budget (3)	Total	Approval
	£'000	£'000	£'000	£'000	
<b>Original Budget</b>				<b>81,155</b>	
1 Advantage card updates	17			17	CLT 6th March 2019
2 Reading development officer	17			17	CLT 6th March 2019
3 Waste mobilisation	100			100	Feb 2019 Cabinet
4 Pay Reward			298	298	Feb 2019 Cabinet
5 Severance		203		203	March 2019 Cabinet
6 24 hour pot holes	365			365	May 2019 Cabinet
7 Heathrow Judicial Review	74			74	July 2019 Cabinet
8 Severance		90		90	March 2019 Cabinet
9 Make Maidenhead marketing strategy	32			32	June 2019 Cabinet
10 Severance		27		27	Managing Director
<b>Changes Approved</b>	<b>605</b>	<b>320</b>	<b>298</b>	<b>1,223</b>	
<b>Approved Estimate Dec 2019 Cabinet</b>				<b>82,378</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 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.

### Borrowing Forecast @ 13-11-19



■ Short term borrowing £'000	71,952	60,844	71,747	78,958	76,764	72,124	75,862	83,607	81,499	83,493	82,195	94,110	106,756	117,110	118,921	122,925	123,541	125,535	126,160
■ Long term borrowing £'000	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049
Total borrowing £'000	129,001	117,893	128,797	136,007	133,814	129,173	132,911	140,656	138,548	140,543	139,244	151,159	163,805	174,159	175,970	179,974	180,591	182,584	183,209

ital Programme 2019/20 at 30 November 2019

**Portfolio Summary**

**Communities Directorate**

Revenues & Benefits	170	0	170	69	0	69	0	0	0	239	0	239
Communities, Enforcement & Partnerships	3,649	(1,255)	2,394	3,825	(1,211)	2,614	10,292	(110)	10,182	17,766	(2,576)	15,190
ICT	506	0	506	139	0	139	0	0	0	645	0	645
Library & Resident Services	435	0	435	834	(104)	730	0	0	0	1,269	(104)	1,165

**Total Communities Directorate**

**4,760 (1,255) 3,505 4,867 (1,315) 3,552 10,292 (110) 10,182 19,919 (2,680) 17,239**

**Place Directorate**

Property	1,425	0	1,425	14,001	(159)	13,842	7,148	0	7,148	22,574	(159)	22,415
Housing	0	0	0	381	(356)	25	35	(35)	0	416	(391)	25
Planning	947	0	947	1,673	(729)	944	0	0	0	2,620	(729)	1,891

**Total Place Directorate**

**2,372 0 2,372 16,055 (1,244) 14,811 7,183 (35) 7,148 25,610 (1,279) 24,331**

**Managing Director**

Human Resources	0	0	0	15	0	15	0	0	0	15	0	15
Adult Social Care	220	(200)	20	0	0	0	0	0	0	220	(200)	20
Commissioning – Communities	17,224	(8,109)	9,115	2,391	(1,086)	1,305	1,086	(121)	965	20,701	(9,316)	11,385
Law and Governance	46	0	46	10	0	10	31	0	31	87	0	87
Green Spaces & Parks	425	(85)	340	213	(114)	99	74	(74)	0	712	(273)	439
Non Schools	787	0	787	271	(162)	109	0	0	0	1,058	(162)	896
Schools – Non Devolved	4,334	(973)	3,361	9,284	(1,487)	7,797	0	0	0	13,618	(2,460)	11,158
Schools – Devolved Capital	195	(195)	0	740	(740)	0	1	(1)	0	936	(936)	0

**Total Managing Director**

**23,231 (9,562) 13,669 12,924 (3,589) 9,335 1,192 (196) 996 37,347 (13,347) 24,000**

**Total Committed Schemes**

**30,363 (10,817) 19,546 33,846 (6,148) 27,698 18,667 (341) 18,326 82,876 (17,306) 65,570**

(£'000)

**Portfolio Total**

**30,363**

(£'000)

**82,876**

**External Funding**

Government Grants	(9,686)									(12,946)		
Developers' Contributions	(846)									(1,898)		
Other Contributions	(285)									(2,462)		

**Total External Funding Sources**

**(10,817)**

**(17,306)**

**Total Corporate Funding**

**19,546**

**65,570**

**Capital Monitoring Report - Projected Outturn 2019/20**

At 30 November 2019, the revised budget stood at £82.876m

	Exp	Inc	Net
	£'000	£'000	£'000
Revised Budget	82,876	(17,306)	65,570
Variances identified	(601)	80	(521)
Slippage to 2020/21	(9,943)	2,645	(7,298)
Projected Outturn 2019/20	72,332	(14,581)	57,751

**Overall Projected Expenditure and Slippage**

Projected outturn for the financial year is £72.332m

Variances to report are as follows.

<b>Property</b>			
CI42	Windsor Coach Park, Alexandra Gardens, Riverside-F.S.	(55)	0 (55) Budget no longer required
CI58	Maidenhead Station-Development Site Negotiations	(30)	0 (30) Budget no longer required
CX34	Cox Green CC Parking (Consultation & Design)	(20)	0 (20) Budget no longer required
CM23	54-56 Queen Street, Maidenhead	(18)	0 (18) Budget no longer required
CX20	Ross Road - repairs & redecoration 2014-15	(16)	0 (16) Budget no longer required
<b>Revenues &amp; Benefits</b>			
CN98	Delivery of Debt Enforcement	(69)	0 (69) Budget no longer required
<b>Schools - Non Devolved</b>			
CSEX	Schools - Feasibility/Survey Costs	(21)	0 (21) Budget no longer required
CSHP	Wraysbury school - Staffroom Extension	(9)	0 (9) Budget no longer required
CSJU	Wessex Primary Boiler Replacement	(39)	0 (39) Revised Business Case
<b>Human Resources</b>			
CK90	AfC Phones & Signage	(15)	0 (15) Budget no longer required
<b>Law and Governance</b>			
CC96	ICT Hardware	(20)	0 (20) Budget no longer required
<b>Library &amp; Resident Services</b>			
CC22	Del Diff - Digitisation of Historic Registers	(49)	0 (49) Budget no longer required
CLB9	Windsor Riverside Revival	(10)	0 (10) Budget no longer required
CZ95	RBWM Improvements	(3)	0 (3) Budget no longer required
CLE7	Ascot Library - Installation of Security System	(5)	0 (5) Budget no longer required
CLF2	Agents to Work From Home	(12)	0 (12) Budget no longer required
<b>Communities, Enforcement &amp; Partnerships</b>			
CY07	Challenge Prize Scheme	(3)	0 (3) Budget no longer required
CY12	Social Enterprise Grant	(36)	0 (36) Budget no longer required
CT52	Disabled Facilities Grant	(80)	80 0 Adult social care waiting lists and staff shortages has caused a lack of work to be processed by panel and housing team.
<b>Commissioning - Communities</b>			
CD78	PAVE Dedworth	(41)	0 (41) Budget no longer required
<b>Green Spaces &amp; Parks</b>			
CV30	Play Areas - Replacement Equipment	(50)	0 (50) Budget no longer required
		(601)	80 (521)

Slippage is reported as follows

<b>Communities, Enforcement &amp; Partnerships</b>			
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	(100)	100 0 Delay in Design Specification
CV43	Braywick Park-Sports Pitch Improvements	(100)	100 0 Delay in Design Specification
<b>Property</b>			
CX43	Affordable Housing schemes	(5,113)	0 (5,113) Programme of works now scheduled 2020-21 & 2021-22
<b>Commissioning - Communities</b>			
CC62	Maidenhead Missing Links (LEP Match Funded)	(1,500)	873 (627) LEP Scheme works likely to be completed in 2020/21
CC89	Elizabeth Bridge	(300)	0 (300) Elizabeth Bridge works likely to be completed in 2020/21
CD13	Bridge Assessments	(30)	0 (30) Delays in works to be completed in 2020/21
CD42	Maidenhead Station Interchange & Car Park	(1,000)	112 (888) LEP Scheme works likely to be completed in 2020/21
CF09	Maidenhead Local Plan Site Works	(1,800)	1,460 (340) LEP Scheme works likely to be completed in 2020/21
		(9,943)	2,645 (7,298)

**Overall Programme Status**

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	44	15%
In Progress	139	48%
Completed	43	15%
Ongoing Programmes e.g., Disabled Facilities Grant	64	22%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
<b>Total Schemes</b>	<b>291</b>	<b>100%</b>

Major Capital Scheme Progress																		
Project	CAPITAL SCHEME	TOTAL SCHEME VALUE	2019/20			APPROVED SLIPPAGE			TOTAL BUDGET			PROJECTIONS		PROJECT STATUS				
			APPROVED ESTIMATE			FROM PRIOR YEARS			2019/20			2019/20 Projected Variance Underspend as negative	2020/21 SLIPPAGE Projected	Yet To Start	Preliminary / Feasibility Work	Work On-site	Ongoing Annual Programme	Expected Completion
			Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate							
		£'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	(80)	0					
CZ18	Braywick Leisure Centre	36,386	10,000	0	10,000	(325)	0	(325)	9,675	0	9,675	0	0					
<b>Place Directorate</b>																		
<b>Property</b>																		
CI29	Broadway Car Park & Central House Scheme	35,313	4,664	0	4,664	0	0	0	4,664	0	4,664	0	0					
<b>Non Schools</b>																		
CT61	AFC Case Management System	460	460	0	460	0	0	0	460	0	460	0	0					
<b>Schools – Non Devolved</b>																		
CSJX	St Peters Middle	2,700	2,700	(39)	2,661	0	0	0	2,700	(39)	2,661	0	0					
CSJR	Works to explore expansions for all Schools	500	500	0	500	475	0	475	975	0	975	0	0					
<b>Commissioning – Communities</b>																		
CF05	Waste Vehicles	4,500	4,500	0	4,500	0	0	0	4,500	0	4,500	0	0					
CD42	Maidenhead Station Interchange & Car Park	4,500	3,050	(2,442)	608	280	0	280	3,330	(2,442)	888	0	1,000					
CF09	Maidenhead Local Plan Site Works	2,165	2,165	(1,765)	400	(60)	0	(60)	2,105	(1,765)	340	0	0					
CD12	Roads Resurfacing–Transport Asset & Safety	1,900	1,900	(1,750)	150	0	0	0	1,900	(1,750)	150	0	0					
CC62	Maidenhead Missing Links (LEP Match Funded)	2,151	1,418	(891)	527	610	(510)	100	2,028	(1,401)	627	0	1,500					
CC89	Elizabeth Bridge	850	850	(50)	800	0	0	0	850	(50)	800	0	300					

<b>Capital Programme Movements 2019/20</b>	<b>Expenditure £'000</b>	<b>Income £'000</b>	<b>Net £'000</b>
<b>Original Budget 2019/20</b>	30,363	(10,817)	19,546
<b>Budget changes - June Financial Update</b>			-
Slippage in from 2018/19	33,777	(6,136)	27,641
Local Highways Fund. Cabinet 31 January 2019	965	-	965
Tinkers Lane Depot - Site management updates CLT 6 March 2019	125	-	125
Victoria Street MSCP Measures to reduce incidents of overnight ASB CLT 6 March 2019	12	-	12
Brill House Additional Costs CLT 2 April 2019	35	(35)	-
<b>Budget changes - July Financial Update</b>			-
Braywick Leisure Centre budget drawdown - Council September 2017	10,000	-	10,000
Ascot United Football Pitch project release of S106 funds 3G Floodlit All Weather Pitch. CLT 9 April 2019	90	(90)	-
Pocket parks grant - Cabinet 27 June 2019	75	(75)	-
Pothole Action Fund - DfT Grant - Cabinet 27 June 2019	121	(121)	-
<b>Budget changes - August Financial Update</b>			-
Reprovision of Squash in Windsor - TVAC. CLT 19 December 2018	20	(20)	-
Additional parking for Windsor grant reconciliation adjustment	7	(7)	-
<b>Budget changes - September Financial Update</b>			-
Supplementary budget - Members Participatory Budgets for Local Projects (£750 each) Cabinet 25 July 2019	31	-	31
Final budget drawdown - Broadway Car Park £8.15m Council approval 23 September 2014	4,726	-	4,726
Supplementary budget Oaks Leisure Centre - Cabinet 27 June 2019	100	-	100
<b>Budget changes - October Financial Update</b>			-
Fire Compartmentalisation Maintained Schools - Cabinet 27 June 2019	465	-	465
Make Maidenhead Website Build - Cabinet 27 June 2019	10	-	10
Affordable Key Worker Housing - Budget Drawdown of £7.059m - Council 25 September 2018	1,955	-	1,955
<b>No further budget changes for November &amp; December financial updates</b>	-	-	-
Roundings	(1)	(5)	(6)
<b>Revised Budget 2019/20</b>	<b>82,876</b>	<b>(17,306)</b>	<b>65,570</b>

## Adult Social Care, forecast to year-end, spend against budget

Care Group / Service	Annual Budget	November Cabinet Variance	Current Variance	
	£'000	£'000	£'000	%
<b>Older People</b>				
Homecare spend	4,085	622	669	16%
Homecare income	(942)	(249)	(299)	32%
Residential & Nursing care block	7,515	99	99	1%
* Residential & Nursing care - spot	6,862	761	992	14%
Income from charges excluding homecare	(5,678)	(546)	(769)	14%
* Re-ablement service	2,148	(25)	(25)	-1%
* Care Teams & other services	5,342	(72)	(64)	-1%
Older People Total	<b>19,332</b>	<b>590</b>	<b>603</b>	3%
<b>Learning Disability</b>				
Block contracts for Residential, Nursing, & Supported Living placements.	3,484	(91)	(129)	-4%
* Residential & Nursing care – spot places	6,566	(10)	(20)	0%
* Supported Living – spot places	2,588	753	846	33%
* Care Teams & other services	4,058	8	55	1%
Income from charges	(2,021)	(62)	(74)	4%
Learning Disability Total	<b>14,675</b>	<b>598</b>	<b>678</b>	5%
<b>Other</b>				
* Mental Health Teams & services	3,458	307	257	7%
Mental Health Income	(430)	(2)	(5)	1%
Preventative Services	1,386	(304)	(359)	-26%
* Safeguarding, Quality Assurance, Management & Support	2,432	(121)	(121)	-5%
Better Care Fund Income	(6,929)	(675)	(675)	10%
Provision for Continuing Healthcare spend		300	300	
"Other" Total	<b>(83)</b>	<b>(495)</b>	<b>(603)</b>	
<b>Total Adult Social Care net budget</b>	<b>33,924</b>	<b>693</b>	<b>678</b>	2%
<b>Summary</b>				
* Optalis Contract total	33,454	1,601	1,920	6%
RBWM Expenditure budgets	16,470	626	580	4%
	49,924	2,227	2,500	5%
Income including Better Care Fund	(16,000)	(1,534)	(1,822)	11%
<b>Total Adult Social Care net budget</b>	<b>33,924</b>	<b>693</b>	<b>678</b>	2%

\* denotes budget lines that form part of the Optalis contract.

**Children's Services**

**Appendix I**

	Service	Annual Budget	November Cabinet Variance	Current Variance	Current Variance
		£'000	£'000	£'000	%
	<b>Children's Services non Dedicated Schools Grant</b>				
	<b>Social Care and Early Help</b>				
*	Employee & Operational Related Expenditure	5,359	312	680	13%
*	Legal Services	336	90	199	59%
*	Inhouse Fostering	1,237	230	221	18%
*	Residential, therapeutic & Direct Payments	3,638	208	183	5%
*	Independent Fostering Agencies	1,760	-81	-78	-4%
*	Leaving Care-Care Costs	675	136	147	22%
*	Adoption Allowances	134	0	0	0%
*	Children-in-Need Care Costs	691	-23	-59	-9%
*	Care Costs Other	87	0	0	0%
*	Children's Centre & Youth Services	1,163	370	370	32%
	<b>Total Social Care and Early Help</b>	<b>15,080</b>	<b>1,242</b>	<b>1,663</b>	<b>11%</b>
	<b>Other</b>				
*	Business Services	3,269	106	82	3%
*	Education	946	66	-24	-3%
*	Operational Strategic Management	259	0	0	0%
*	Public Health	1,725	0	-5	0%
*	Special Educational Needs and Children with Disabilities	3,246	-129	-186	-6%
	Children's Services - Retained	-2,546	136	38	1%
	<b>Total Other</b>	<b>6,899</b>	<b>179</b>	<b>-95</b>	<b>-1%</b>
	<b>Total Children's Services non Dedicated Schools Grant</b>	<b>21,979</b>	<b>1,421</b>	<b>1,568</b>	<b>7%</b>
	<b>Dedicated Schools Grant</b>				
*	AfC Contract - Dedicated Schools Grant	11,140	-26	-26	0%
	Dedicated Schools Grant - Retained	52,718	5	5	0%
	Dedicated Schools Grant Income	0	21	21	
	<b>Total Dedicated Schools Grant</b>	<b>63,858</b>	<b>0</b>	<b>0</b>	<b>0%</b>
	<b>Total Children's Services and Dedicated Schools Grant</b>	<b>85,837</b>	<b>1,421</b>	<b>1,568</b>	<b>2%</b>
		=====	=====	=====	
	<b>Summary Position</b>				
	Achieving for Children Contract	35,665	1,259	1,504	4%
	Children's Services - Retained	-2,546	136	38	1%
	Dedicated Schools Grant - Retained	52,718	26	26	0%
		=====	=====	=====	
	<b>Total Children's Services net budget</b>	<b>85,837</b>	<b>1,421</b>	<b>1,568</b>	<b>2%</b>

\* denotes budget lines that form part of the Achieving for Children contract



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

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