

Public Document Pack

NOTICE OF MEETING

CABINET

will meet on

THURSDAY, 28TH MAY, 2020

At 6.15 pm

in the

VIRTUAL MEETING - ONLINE ACCESS, RBWM [YOUTUBE](#)

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: Tuesday, 19 May 2020

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

The Part I (public) section of this virtual meeting will be streamed live and recorded via Zoom. By participating in the meeting by audio and/or video you are giving consent to being recorded and acknowledge that the recording will be in the public domain.

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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	5 - 6
3.	<u>MINUTES</u> To consider the minutes of the meeting held on 30 April 2020. To consider the minutes of the meeting held on 21 May 2020 (To Follow).	7 - 14
4.	<u>APPOINTMENTS</u>	-
5.	<u>FORWARD PLAN</u> To consider the Forward Plan for the period June 2020 to September 2020.	15 - 22
6.	<u>CABINET MEMBERS' REPORTS</u> Environmental Services, Climate Change, Sustainability, Parks and Countryside	-
	i. Climate Strategy Finance and Ascot	23 - 50
	ii. Outturn Report for 2019-20 Transport and Infrastructure	51 - 92
	iii. Highways and Transport Investment Programme 2020-21	93 - 108
7.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> 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 – PRIVATE MEETING

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p data-bbox="261 443 743 472"><u>CABINET MEMBERS' REPORTS</u></p> <p data-bbox="261 555 1161 618">Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property</p> <p data-bbox="261 658 715 687">i. Maidenhead Golf Course</p> <p data-bbox="261 728 1267 799"><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> <p data-bbox="261 840 1139 943">Details of representations received on reports listed above for discussion in the Private Meeting: None received</p>	109 - 170

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, 30 APRIL 2020

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

Also in attendance: Councillors Werner, Price, Baldwin, Brar, Del Campo, Davies, Hassler, Hill, Tisi, Taylor, Bhangra, Sharpe, Jones, Bateson and Bowden.

Officers: Duncan Sharkey, Russell O'Keefe, Kevin McDaniel, Louisa Dean, Adel Taylor, Nikki Craig, Hilary Hall, Mark Beeley and David Cook.

APOLOGIES FOR ABSENCE

There were no apologies received.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 27 February 2020 were approved.

APPOINTMENTS

None

FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes made since last published including the following amendments:

- Highways Transport and Investment Programme to be added to May 2020 Cabinet.
- The Asset Management Plan and Homeliness Strategy Action Plan Update both move from May 202 to June 2020 Cabinet.

CABINET MEMBERS' REPORTS

A) CHILDREN'S CENTRES CONSULTATION RESULTS - FAMILY HUBS

Cabinet considered the report regarding the remodelling of the early help services - Children's Centre, Youth services and Family Resilience Teams into a integrated Family Hub model.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health informed that it was important to be able to bring this paper for full discussion at Cabinet for transparency and that he had also attended a Members briefing session at the request of the Chairman of the Adults, Children and Health Overview & Scrutiny Panel.

Cabinet were informed that the purpose of the report was the remodelling of the services to focus resources to work with the most vulnerable children, young people and families in

RBWM who most need the help, thus strengthening families and reducing demand for statutory services.

The recommendations being proposed in the report were in line with the government's Life Chances agenda and All Party Parliamentary Group report on the future of Children's Centres. There had also been a 12 week consultation period with the vast majority of residents supporting one to one support. The report sets out the proposed changes in light of the consultation results to deliver integrated family hubs.

The Lead Member for Housing, Communications and Youth Engagement informed Cabinet that there had been an extensive social media campaign during the consultation period to encourage people to take part. There had been 501 respondents to the consultation, which compared well to Buckinghamshire that was a much larger population and had 752 responses to their consultation. There had also been a number of staff workshops to enable the staff to feedback. He confirmed that both Lead Members had also visited the hubs and youth centres.

The Lead Member for Housing, Communications and Youth Engagement also informed that the briefing session held for Members earlier this week had also been very useful and he made reference to comments made by Cllr Story regarding the provision of services in South Ascot, as concerns had been raised amongst some residents there that they may find it difficult to access services because the nearest hub would be in Windsor, his comments would be taken on board and it was noted that the health visiting service would remain in Ascot as well as home visits. Attention was also brought to the useful comments made by Cllr C Da Costa about remote and digital working as well as the importance of being service focused and not building focused.

The Lead Member for Housing, Communications and Youth Engagement also mentioned the importance of having targeted services with the paper also showing how a number of organisations would be working together.

The Director of Children's Services addressed Cabinet and reiterated the importance of the consultation results that were summarised with the report and contained as appendix 2. Consultation had been undertaken online, 10% of results from paper respondents and focus groups had been held. The majority said that the focus should be on one to one support focusing on families in crises. With over two thirds of respondents not having any strong views against the proposals this gave us a strong mandate.

The Director informed that the Health Visiting Service continued to remain a critically essential service and thus the offer of 5 visits for new-born to 2 years old for family visits would remain in place. It was proposed to have two family hubs, one in Windsor and the other in Maidenhead that would help deliver outreach services. The current national lockdown had shown how delivering services to people's homes on request had been effective. This also demonstrated how we could make a difference in a time of need to those who need help the most. Section three of the report talked about how the proposals would enable us to focus our provision on the families that need the support the most and respond more quickly. The proposals would also release funding from buildings as well as giving an opportunity to transform the role of officers to create better resilience, more flexibility and higher skilled roles.

The recent C-19 crisis had demonstrated how strong our community groups were. The proposals would allow greater support to such groups with staff being able to go on location to help and train.

The Chairman thanked the Lead Members and officers for their work on this report and for their innovative approach. He opened questioned / comments to Cabinet followed by other Members in attendance.

The Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor said that this was a very strong report and the current

national situation showed the importance of being able to help those who need it in our society. We need to be more agile to be there to support our young people. She asked what were the services doing whilst the centres were closed and that it was important that we retained the Poppies Children's Centre as it was an asset in supporting army personnel.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health replied that he agreed that Poppies was an important centre that he had visited, it was important to retain an excellent relationship with our armed forces. The Director also responded that with regards to C-19 some resources had been realigned to the Health Services for specific help, made videos to provide support, helped parents who were at home and Baby Bank items had been delivered by staff just to name a few activities staff had undertaken.

The Lead Member for Finance and Ascot reported that and that the briefing to Members had been valuable as was the equalities impact assessment that he had also read. Similar models had successfully been introduced by other authorities and during C-19 staff had been able to respond on a one to one basis with those in need. There had been no waiting lists and targeted support had been provided. He asked about the 50% reduction in parenting services with no loss of staff and was informed that this would be a 50% reduction in universal services but with an increase in targeted support.

The Lead Member for Environmental Services, Climate Change, Sustainability, Parks and Countryside said that when you have a new born child it can affect your self-esteem and you may not be up to going to a universal setting so being able to be seen at home could be beneficial. With regards to those who had responded via hard copies it was important to bear them in mind when communicating with the public, we need to make sure we reach those in need.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health replied that he had given thought to how to communicate with those who did not have access to digital means. There had also been a need to re-focus how we communicated with residents during the current lockdown period.

Cllr Del Campo referred to the all parliamentary reports, which this report was based upon, and said there were some contradictions such as maintaining universal provision wherever possible, that direct support could stigmatise families as failing and that universal provision often allowed staff to identify more complex issues at an early stage such as mental health that did not discriminate against wealth or location.

She went on to say that there was also alcohol and substance misuse as well as domestic abuse that did not discriminate. Heard about focusing on families in crises but this report talks about early intervention this linked back to providing universal services. There were many hidden challenges that families faced that they did not always ask for help and could go undetected without universal support. She was worried about people falling through the gaps. Liberal Democrats participating in the all-party report would not have supported the closure of children centres or making people redundant, they would have rather enhanced services at centres. At the briefing meeting she said they were told of the need to make savings of £600,000, this was not the aim of the all-party group to support cuts. How did the all-party report map what was proposed tonight.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health replied that the reason why there was a savings target mentioned was that they had looked at what the service would look like and out of that there were savings. The first time this remodelling was looked at was around 2018/2019 following the children's commissioners advice and all party report. It was incorrect to say we were doing this to save money it was to provide targeted support. The £600,000 saving was mentioned at the start of the briefing session but this was as a result of the re-design. With regards to the all-party report it was correct to say that it had many different layers and it was important to use evidence based

decisions such as the public consultation. It was not proposed to cut all universal services as areas such as health care visits remained. He also made reference to other areas that were commissioned such as DASH that should not be forgotten when protecting the vulnerable residents.

The Director for Children's Services informed that if we look at the statistics of the referrals we get into early help at the moment the vast majority of them come through schools and nursery settings. We get very few from universal services run via children's services. Community groups would also be trained into spotting any issues and we also had our health visitors. Proportional universal provision was important but it was not to be supplied just by the council and we did support community groups. It was also important to maintain our health service and support services protecting people from domestic abuse and mental health. We could monitor referrals from the different groups to see if we were successful.

Cllr Del Campo mentioned that with regards to the health visitor visits she had only received one and thus can we guarantee five visits. In response she was informed that over the last two years, after health visitors had come under the council, 100% of those families that we were aware of were offered visits. About three out of ten families declined visits as they felt they were not needed. It was also important to triangulate those that we are worried about with other services to try and make sure they are supported.

The Lead Member for Housing, Communications and Youth Engagement wanted to address the question of what came first the savings target or the transformation of the service. The Lead Member had requested and cabinet agreed to postpone any paper to make sure that service provision was in line with the key principles mentioned at the front of the report and what was wanted. Subsequently it became apparent that savings were what we see in the paper today. Savings were not set first but we look at transformation to deliver services in a targeted way and savings come out of this.

Cllr Werner mentioned that the savings first appeared two years ago in plans for transforming Children's Services. He raised concern that the proposals would adversely impact on young people and new residents. When looking at savings the impact on our residents is forgotten. He mentioned that when he was a new parent the universal services provided were very important and that removing these to waiting until families were in crises was not an approach he could support.

Cllr Werner also raised concern about the location of the proposed changes, there was no evidence of a review of walking routes, bus routes or why there should be a north south location in Maidenhead or an east west location of centres. He asked why it was proposed to close the Pinkneys Green Youth Centre when it was the second most popular centre and had been there since the estate had opened, he felt that attendance had dropped as services provided had been reduced.

Cllr Werner also said he had visited a youth centre and had received negative comments from staff about the proposals, he felt universal services should be kept and youth centres should be kept open. He made reference to the group Theresa May called JAMS (just about managing) as they could be impacted.

The Lead Member for Housing, Communications and Youth Engagement said that Pinkneys Green services could be accessed at the Riverside Centre and that both centre were close by. He reiterated the point made by Cllr C Da Costa at the briefing session that we should be looking at targeted services and not buildings. He also mentioned that at the Pinkneys Green Youth Centre the average weekly attendance was zero to three residents therefore the building was no longer required. After being part of the focus group he did not believe staff were afraid to give their views.

The Director said that with regards to the Pinkneys Green Youth Centre looking back a year there were about five to ten young people each week this had fallen to zero to three even

though there was exactly the same offer. With regards to staff he said there would naturally be some concern about any changes but he had an open door policy if staff wished to raise anything with him.

Cllr Price said that there were two areas she wished to comment on; the Equality impact assessment and the consultation. She was concerned that the report had been presented without comments from the head of law especially as there was currently a judicial review against the council. With regards to the equality impact assessment she felt that the format was more detailed than previously presented and was produced by Achieving For Children, which nevertheless should follow the the RBWM policy. She felt that this appeared to more of a poverty impact assessment rather than an equality one, which is a legal requirement. She mentioned that under nearly every one of the protected characteristics it says there was no data and assumptions were made, and asked if it would not have been more prudent to collect such data before proceeding with the assessment, and that the final decision was to be taken by the Council, whilst it appeared to be taken by Cabinet. She highlighted two of the characteristics, age and gender; one was the impact that young people would no longer access the services when centres were closed which was shown as a positive where logically this should be a negative. The second was that under gender it said that the changes would have a bigger impact on females and again this was said to be a positive which again seemed wrong. She was also not clear if this was a full stage two assessment (referring to the RBWM 2018 approved policy on assessment and compliance) and said it should have been submitted to law and governance for review and advice. If it was had they confirmed legal obligations had been met. If it was a stage one assessment she asked what changes had been made due to the assessment. She was concerned if the correct legal process had been followed.

With regards to consultation Cllr Price said she had attended one of the focus groups and was informed that they had to save £600,000 and this consultation was about finding the best way of doing this. They were also informed that some staff had left the authority as they were expecting redundancies and after leaving the positions were not filled, and thus the current service was already being scaled back. . It was also not clear if groups, such as the Disability Access Forum, had been actively approached. Do we know of the fifteen stakeholders who had responded, who they were and if they were representative of the diverse groups in the borough. She also feared that with the C-19 situation how realistic it was to have other groups providing support when they would be affected by the crises. Is it wise to proceed with this scale of cuts when the number of young people in need may increase. She mentioned the map had been useful and wanted to know that areas such as Horton, as an area of multiple deprivation, would be supported. The Director said the Cllr Price was correct that the assessment had been undertaken by AFC and said that it had been reviewed by their legal services. It had been circulated to RBWM colleagues late last week to enable this meeting to take place, comments had been received and that he would look at them and come back to her about the areas she had raised. It was hard to provide data on universal services that had been provided as these had not always been recorded so they looked at the consultation results.

The Director said the Cllr Price was correct that the assessment had been undertaken by AFC and said that it had been reviewed by their legal services. It had been circulated to RBWM colleagues late last week to enable this meeting to take place, comments had been received and that he would look at them and come back to her about the areas she had raised. It was hard to provide data on universal services that had been provided as these had not always been recorded so they looked at the consultation results.

Cllr Baldwin was concerned about the lawfulness of the consultation in section five the reports say gunning selectively and leaves out more telling guidance. The report says the consultation should be taken an the formative stages. But we know that proposals were first considered in 2016 and that Cllr Carroll although not then the Lead Member had been present. It could be seen that the consultation had been taken after the decision had already been made. Cllr Baldwin quoted statutory guidance that said all those who could be affected should be consulted. He raised concern that only 32% were in favour of the proposals and

this was not, as mentioned earlier a strong mandate. The Director corrected and said that 32% had said they were against it and this gave the strong mandate.

The Lead Member for Housing, Communications and Youth Engagement reiterated to the opposition what he had previously said about the paper being delayed to review service provision and it was out of this that savings were identified.

Cllr Bhangra agreed that this was a good report and asked if the schools in Boyne Hill would be used. He was informed that the Lead Member had held discussions with the two schools and that as a whole schools were supportive of the proposals.

Cllr Tisi asked how the redundancies were made up and that she had heard that 20 health care visitors would be losing their jobs and that health visitors were picking up the slack with early intervention. The Director replied that there were no redundancies for health visitors, the service was crucial to the provision discussed at this meeting. There would be a review of positions as part of the process undertaken by AFC. There would be 11 FTE redundancies and it was hoped that they could be relocated within AFC or the Council.

Cllr Jones reiterated that saving proposals had been identified 2 years ago. She asked how we would monitor that we were serving the same number of people coming through the system especially from pre-school settings if there is reduced universal provision. How would we monitor we are getting referrals through. In reply she was informed that we would have a single referral system and thus a clearer view of those being referred. It would be harder to pick up those families that receive smaller interventions, such as a 10 minute conversation that are happening with other groups.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health said that in terms of the savings put down we must be clear that when he became Lead Member in 2019 the decision was taken to defer process of bring through any kind of saving target at all as he wanted to be clear about the area. The point of the paper is targeting the most vulnerable, how we can better connect and use our resources.

As the meeting was taking part virtually the clerk asked each Cabinet Member to confirm that they had heard the debate and had no connectivity problems and then to state if they were for, against or wished to abstain. All Cabinet Members confirmed that they had heard the debate and that they supported the recommendations.

Resolved unanimously: that Cabinet notes the report and:

i) Agrees to a remodelling of Family Resilience Services, Children's Centres and Youth Services to a "Family Hub" model (see appendix 1-diagram of the proposed Integrated Family Hub model).

ii) Agrees to the prioritising of services for children, young people and families most in need as set out in 3.3 and 3.4.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public were excluded from the remainder of the meeting whilst discussion took place on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of part I of Schedule 12A of the Act.

RESOLVED UNANIMOUSLY: That the Part II minutes of the meeting held on 27 February 2020 were approved.

The meeting, which began at 5.35 pm, finished at 7.40 pm

CHAIRMAN.....

DATE.....

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Agenda Item 5

CABINET

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	SCHEDULED CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Maidenhead Vision Charter	April 2020	June 2020	Delayed due C-19
Parking Enforcement Policy - Refresh	April 2020	N/A	Decision not currently required.
Treasury Management Strategy	N/A	June 2020	New Item
Designation of the Cookham Neighbourhood Area	N/A	June 2020	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 Asset Management Review & Action Plan	Fully exempt - 3	To review the plan.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal consultation	Cabinet 25 Jun 2020	
Homeless Strategy Action Plan Update	Open -	Approval of an updated action plan for the Council's homeless strategy.	Yes	Lead Member for Housing, Communications and Youth Engagement (Councillor Ross McWilliams)	Russell O'Keefe	Internal process	Cabinet 25 Jun 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)
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 Countryside (Councillor Donna Stimson)	David Scott	Internal Process	Cabinet 25 Jun 2020	
Leisure centres	Fully exempt - 3	TBC	Yes	Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor (Councillor Samantha Rayner)	Russell O'Keefe	Internal process	Cabinet 25 Jun 2020	
Appointments to Outside Bodies	Open -	To make appointments of council representatives on outside and associated bodies.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Duncan Sharkey	Internal process	Cabinet 25 Jun 2020	
Annual Performance Report	Open -	Report detailing performance of the Council against the corporate scorecard for Q3 and 4 2020/21	No	Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor (Councillor Samantha Rayner)	Hilary Hall	Internal process	Cabinet 25 Jun 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 Education Needs	Open -	Review the outcome of the consultation and evaluation of options.	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal Process	Cabinet 25 Jun 2020	
18 Treasury Outturn Report 2019/20	Open -	To update on the delivery of the Treasury Management Strategy approved by Council on 26th February 2019 and confirm the treasury outturn position as at 31st March 2020.	Yes	Lead Member for Finance and Ascot (Councillor David Hilton)	Adel Taylor	Internal process	Cabinet 25 Jun 2020	
Maidenhead Vision Charter	Open -	Charter document to give vision & guidance on the future development of Maidenhead.	No	Planning and Maidenhead (Councillor David Coppinger)	Russell O'Keefe	Evidence of public consultation contained within the Vision Charter.	Cabinet 25 Jun 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 Neighbourhood planning designation for Cookham	Open -	Cabinet is requested to approve the application by Cookham Parish Council for designation as a neighbourhood planning area for the purposes of preparing a neighbourhood Plan. The NP area proposed is the whole of the land within the parish boundary.	Yes	Planning and Maidenhead (Councillor David Coppinger)	Russell O'Keefe	Internal process	Cabinet 25 Jun 2020	
Finance Update	Open -	To receive the latest financial update.	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Adel Taylor	Internal process	Cabinet 30 Jul 2020	
Financial Update	Open -	To consider the latest financial update.	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Adel Taylor	Internal process	Cabinet 24 Sep 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)
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DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6 20	<p>Information which reveals that the authority proposes</p> <p>(a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</p> <p>(b) to make an order or direction under any enactment.</p>
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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Report Title:	Climate Strategy
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Stimson, Lead Member - Environmental Services, Climate Change, Sustainability, Parks and Countryside
Meeting and Date:	Cabinet - 28th May 2020
Responsible Officer(s):	Russell O’Keefe Executive Director Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
Wards affected:	All

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REPORT SUMMARY

1. The council declared an environmental and climate emergency in June 2019. As part of the motion at Full Council, the Royal Borough made a commitment to form a cross party working group to develop a climate strategy to be approved at full Council by June 2020.
2. The cross-party working group has developed a draft strategy and action plan in partnership with key stakeholders and communities across the borough, setting out the approach to tackling the climate emergency.
3. This report is seeking approval to the draft strategy and action plan to be taken forward to Full Council in June to allow the document to be published for public consultation at the appropriate time.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approve the strategy for public consultation and refer the strategy to Full Council for endorsement.**

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

Options

Table 1: Options arising from this report

Option	Comments
Approve the draft strategy document to be referred to full Council for endorsement as per the recommendation This is the recommended option	The strategy sets out a framework to tackling the climate emergency to support the UK’s commitment to reaching net zero in 2050 as well as a series of actions in the short term to begin that journey in partnership with businesses, community groups and residents.
Delay consideration of the strategy in light of the current Covid-19 crisis. This is not recommended	The evidence shows that early action is needed to tackle the climate emergency. Any delay in

Option	Comments
	adopting the strategy is likely to have a negative impact on achieving the UK's objective of being net zero by 2050 and complying with the Paris Agreement.
Do not adopt the strategy and pursue an alternative approach to meeting our obligations This is not recommended	The strategy has been developed in consultation with key stakeholders and our community. It is based on best practice and policy guidance at a local and national level.

Background

- 2.1 Climate change is a global challenge. The consequences of not taking action are well understood and the climate movement is gaining momentum in communities, national and local levels of Government across the world. The UN 'Paris Agreement' seeks to limit global average temperature rises to 1.5°C above the pre-industrial period. We could see 1.5°C of unnatural heating as early as 2035 unless there is a rapid fall in emissions.
- 2.2 In May 2019, the Committee on Climate Change set out the actions needed to reach net zero carbon by 2050. The recommendations included the need to legislate for the 2050 target, the need for strategies across all sectors of the economy (including international shipping and aviation) as well as the need to meet any targets through domestic effort rather than through international credits.
- 2.3 The Environment Bill 2020 brings into UK law the target of reaching net zero carbon by 2050. It also creates a wider framework for environmental governance, including a new direction for resource and waste management, embeds the principle of biodiversity net gain and improving air quality. It sets into law the principles of the Government's 25-year environment strategy that was published in 2018.
- 2.4 In June 2019, the Royal Borough of Windsor and Maidenhead declared a climate emergency. As part of that commitment it was agreed the Council would:
- Declare an environmental and climate emergency; whilst noting the council's achievements in reducing its environmental impacts including reducing its energy consumption by 21% and the ambitious ongoing targets to further reduce energy consumption by 10% within four years, adopted in the Energy and Water Strategy 2019-2023;
 - Welcome the Government's commitment to net zero carbon emissions by 2050 and call on them to provide additional powers and resources to ensure the Royal Borough of Windsor and Maidenhead can help deliver on national targets; and
 - Establish a Cross-Party Working Group to undertake an in-depth review of the council's current carbon footprint and to formulate, consult and agree on a net Zero Carbon Royal Borough of Windsor and Maidenhead by 2050 Strategy in consultation with local stakeholders and partners with a draft strategy to be brought before Full Council within 12 months.

Developing the strategy

- 2.5 The development of the strategy has been overseen by a Cross-Party Steering Group of members, working with officers from across the council and co-ordinated by the recently formed sustainability team in the Council's Place Directorate.
- 2.6 A series of public meetings between November 2019 and February 2020 were organised to seek the views of key stakeholders and communities. This has played a substantive role in the development of the strategy and the more detailed five-year action plan. The intention is that the strategy has been developed and will be delivered in partnership with our community and residents.
- 2.7 The strategy has been developed in four stages, with each stage of the approach being reviewed and agreed with the Cross-Party Steering Group. This has allowed the strategy to incorporate stakeholder input as well as ensuring it is aligned with policy at a local and national level as well as best practice from other local authorities:

<p>Stage 1: Analysis and review</p> <ul style="list-style-type: none"> • Establish baselines • Review existing policies, actions and activities • Assess resources and capabilities • Bring together wider policy context (national and local) • Identity key stakeholders and contributors • Explore and gather best practice from elsewhere 	August – November 2019
<p>Stage 2: Identify strategic options informed by engagement</p> <ul style="list-style-type: none"> • Assess opportunities and options • Test options • Evaluate and prioritise options 	December 2019 – January 2020
<p>Stage 3: Develop draft local strategy, action plan and monitoring framework</p> <ul style="list-style-type: none"> • Formulate first draft of strategy, action plan and monitoring framework • Test drafts through engagement and refine • Carry out consultation on updated draft 	February – May 2020
<p>Stage 4: Approval, implementation and review</p> <ul style="list-style-type: none"> • Cabinet and Council approval • Embedded within plans and approach of Council and partners • Regular review, monitoring and refinement 	June 2020 and ongoing

Key elements of the strategy

- 2.8 Whilst this is the Council’s strategy, to reach net zero will require action from everyone including central Government, Local Authorities, businesses, community groups and private individuals. The strategy is intended to set out the actions we will take as a council to support this effort.
- 2.9 The strategy sets out the carbon emission baselines for the council’s own activity and operation as well as for Borough-wide emissions. This will allow performance of the strategy to be monitored on an ongoing basis and inform changes to our action plans over time.
- 2.10 The council’s carbon emissions inventory has been developed in accordance with the World Resources Institute GHG Protocol, the internationally recognised and established methodology for calculating organisational carbon footprints. Borough wide emissions will be assessed using central Government data provided through the Department for Business, Energy and Industrial Strategy (BEIS).
- 2.11 The strategic framework has been based on focussing our action around four key themes. For each theme there is an overall aim and three objectives. The purpose of this framework is to guide development of the actions we are taking to tackle climate change and reach net zero by 2050.

THEME 1: CIRCULAR ECONOMY	
‘Reduce waste and increase repair, re-use and recycling in the borough’	
Objectives	Increase reuse opportunities across the Borough
	Improve recycling rates
	Promoting more sustainable food choices
THEME 2: RENEWABLE ENERGY	
‘Reduce energy consumption and decarbonise supply’	
Objectives	Reduce energy demand
	Decarbonise supply
	Increase renewables generation
THEME 3: NATURAL CAPITAL	
‘Improve the natural environment and establish the principle of net gain’	
Objectives	Protect and enhance our natural environment
	Green our towns and urban areas
	Increase awareness of biodiversity
THEME 4: SUSTAINABLE MOBILITY	
‘Enable sustainable transport choices’	
Objectives	Improve health and wellbeing through transport
	Enable the transition to more sustainable vehicle use
	Support innovative smart mobility solutions

- 2.12 The strategy is supported by a series of practical actions that the council will take in the next five years to support the delivery of our strategic objectives. Each action has a target against which we can measure our success, which can then be tracked. In each of the four themes we have identified a key action, which is likely to require more significant resources. These projects are likely to require external funding or will form the first step in achieving a larger aim.

2.13 An annual monitoring report will be prepared setting out the council’s annual carbon emissions and the most recent data for the borough’s carbon emissions. The report will also set out progress against our individual objectives and actions. We will seek to review the strategy on a five-yearly basis with a new action plan and targets.

3. KEY IMPLICATIONS

3.1 Implementation of the strategy will require delivery from across the different cabinet portfolios and council departments. It will need to be delivered with our communities and partners and therefore will require buy-in from across the organisation.

3.2 It is also likely to influence future approach to policy development in a number of service areas. The intention is that the council’s sustainability team will be able to support other services in policy development that support our commitments in relation to climate change. It is also likely to impact future prioritisation of capital funding.

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The financial and economic impact of not tackling climate change is likely to be far greater than the costs of implementing measures. We have recognised there will be a role for the UK Government in funding larger projects. We will continue to lobby for funding pots to be made available to deliver those projects.

4.2 In many areas, such as energy efficiency and reducing energy demand there will be positive financial impacts. The strategy has been designed to make use of existing budgets and to support community led initiatives to deliver change. Where funding for a project is required, it will follow the normal capital funding process to ensure the proposals represent good value for money and based on sound evidence.

5. LEGAL IMPLICATIONS

5.1 No significant legal implications have been identified.

6. RISK MANAGEMENT

Table 2: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Stakeholders have a key role in supporting and delivering the strategy without this support the delivery is at risk.	MEDIUM	The strategy has been developed in consultation with stakeholders and the team will continue to engage through delivery	LOW

Risks	Uncontrolled risk	Controls	Controlled risk
Elements of the strategy will require external funding from central Government to meet the target of net zero by 2050	HIGH	We have made clear in the strategy and action plan that key elements will require funding from government. We will continue to lobby and apply for relevant funding when available.	MEDIUM

7. POTENTIAL IMPACTS

- 7.1 **Equalities.** the adverse impact of climate change on society is likely to fall unequally and reinforce existing inequalities. The strategy can be used to tackle issues such as fuel poverty and improving accessibility for those without access to a car. An EQIA is not required at this stage.
- 7.2 **Climate change/sustainability.** The purpose of the strategy is to set out an approach to support the UK Governments net zero target by 2050.
- 7.3 **Data Protection/GDPR.** Adopting the strategy will not have any associated data protection issues.

8. CONSULTATION

- 8.1 The strategy has been developed in consultation with key stakeholders and communities throughout the process. The intention is to hold a formal public consultation following agreement to the draft strategy by Cabinet and full Council.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The intention is to take the strategy to full Council for approval in June 2020 and progress to implementation of the action plan.

10. APPENDICES

- 10.1 This report is supported by one appendix
- The Draft Strategy Document

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Duncan Sharkey	Managing Director	30/04/20	02/05/20
Cllr Donna Stimson	Lead Member - Environmental Services, Climate Change, Sustainability, Parks and Countryside and Climate Steering Group Chair	30/04/20	03/05/20
Cllr Gerry Clark	Lead Member Infrastructure and Transport	30/04/20	30/04/20
Cllr Julian Sharpe	Climate Steering Group Member	30/04/20	
Cllr Karen Davies	Climate Steering Group Vice Chair	30/04/20	30/04/20
Cllr Wisdom Da Costa	Climate Steering Group Vice Chair	30/04/20	
Russell O'Keefe	Executive Director	29/04/20	30/04/20
Adele Taylor	S151 officer	30/04/20	
Elaine Browne	Head of Law	30/04/20	06/05/20
Mary Severin	Monitoring Officer	30/04/20	30/04/20
Nikki Craig	Head of HR, Corporate Projects and ICT	30/04/20	02/05/20
Louisa Dean	Communications	30/04/20	
Kevin McDaniel	Director of Children's Services	30/04/20	
Hilary Hall	Director Adults, Health and Commissioning	30/4/20	30/04/20
Karen Shepherd	Head of Governance	30/4/20	30/04/20

REPORT HISTORY

Decision type: Key decision: Included in the forward plan in March 2020	Urgency item? No	To Follow item? No
Report Author: Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth		



Royal Borough Windsor and Maidenhead

Climate Strategy

DRAFT

May 2020

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FOREWORD

One year ago the Council declared an Environment and Climate Emergency. The issues driving this decision were, and remain, some of the most challenging ever faced by mankind. We recognised the possibility that, within a few decades at most, our planet could warm to an extent that would make life difficult for many and impossible for some – and that could drive the life of many species up to and beyond the point of extinction. We are all now aware of this but we are also confident that, if we take action and use our human ingenuity, we can turn back this tide.

The past 12 months have allowed us to develop the report that follows. It has involved the work of Councillors and Council officers and staff, as well as people across our community. It is not yet a detailed plan and our next step, if we receive the Council's endorsement, is to take it out to our community for their comments and commitment, and to further develop the specific programmes that will turn our plans into actions.

The commitment we made as a Council in June last year was to achieve a target of net zero carbon output in the Borough by 2050, in line with the Government policy. We are aware that this is our minimum commitment and that, to be sure of addressing the challenges facing us, we need to try to bring the net carbon date forward if possible.

Our experience through the current COVID-19 lockdown has inevitably impacted some of the work on this report, notably the planned public consultation on our strategy. It is also teaching us valuable lessons. We have shown how a society and individual communities can adapt, surprisingly rapidly, to new pressures; how our energies, enterprise and community spirit can achieve what previously seemed impossible.

In adopting this report the Council in its entirety will be demonstrating that this challenge is of paramount importance to us. We must communicate this commitment to our community across the Borough and show, through our actions and the urgency with which we apply them, that we mean business.

We are proud to present this document. It will drive the decisions, resources and actions we make across all of our activities. If we do this we can look forward to a borough that is a healthier, happier, more community-focussed place to live, play and work, and that is showing real leadership in tackling these major challenges. We look forward to delivering each of these promises alongside you.

Cllr Donna Stimson, Cabinet Member for Environmental Services, Climate Change, Sustainability, Parks and Countryside and Chair of the Steering Group

Cllr Karen Davies Councillor for Clewer East and Vice Chair of the Steering Group

Cllr Wisdom Da Costa Councillor for Clewer and Dedworth West and Vice Chair of the Steering Group

Cllr Gerry Clark Cabinet Member for Transport and Infrastructure and Steering Group Member

Cllr Julian Sharpe Councillor for Ascot and Sunninghill and Steering Group Member

Executive summary

Our vision is to be a Borough where the community collectively works together to achieve a sustainable future, protecting and enhancing our natural environment and achieving net zero carbon emissions by 2050.

We have structured our strategy around four key themes. Each theme has an overarching aim with three objectives. The strategic framework provides the basis for our ongoing activity and investment in the climate strategy.

THEME 1: CIRCULAR ECONOMY	
‘Reduce waste and increase repair, re-use and recycling in the borough’	
Objectives	Increase reuse opportunities across the Borough
	Improve recycling rates
	Promoting more sustainable food choices
THEME 2: RENEWABLE ENERGY	
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Objectives	Protect and enhance our natural environment
	Green our towns and urban areas
	Increase awareness of biodiversity
THEME 4: SUSTAINABLE MOBILITY	
‘Enable sustainable transport choices’	
Objectives	Improve health and wellbeing through transport
	Enable the transition to more sustainable vehicle use
	Support innovative smart mobility solutions

Whilst this is the Council’s strategy and we take responsibility for leading on its delivery, it will only be successful through collaboration. It will take the combined efforts of business, industry, residents and community groups to make this a reality.

The strategy will be delivered through services across the council, co-ordinated through our sustainability team. An annual monitoring report will be prepared setting out progress against our objectives and actions.

The council will utilise a range of internal funding sources to develop and deliver its programme of activity. A challenge of this scale will require funding from central Government. We will also continue to lobby Government to make available specific funding for local authorities to tackle the climate crisis.

Our strategy can only be delivered in partnership with all stakeholders to make net zero by 2050 a reality.

1 Context

- 1.1 Climate change is a global challenge. The consequences of not taking action are well understood and the climate movement is gaining momentum in communities, national and local levels of Government across the world. The UN 'Paris Agreement' seeks to limit global average temperature rises to 1.5°C above the pre-industrial period. We could see 1.5°C of unnatural heating as early as 2035 unless there is a rapid fall in emissions.
- 1.2 In June 2019, the Royal Borough of Windsor and Maidenhead declared a climate emergency. As part of that commitment it was agreed the Council would:
- Declare an environmental and climate emergency; whilst noting the council's achievements in reducing its environmental impacts including reducing its energy consumption by 21% and the ambitious ongoing targets to further reduce energy consumption by 10% within four years, adopted in the Energy and Water Strategy 2019-2023;
 - Welcome the Government's commitment to net zero carbon emissions by 2050 and call on them to provide additional powers and resources to ensure the Royal Borough of Windsor and Maidenhead can help deliver on national targets; and
 - Establish a Cross-Party Working Group to undertake an in-depth review of the council's current carbon footprint and to formulate, consult and agree on a net Zero Carbon Royal Borough of Windsor and Maidenhead by 2050 Strategy in consultation with local stakeholders and partners with a draft strategy to be brought before Full Council within 12 months.
- 1.3 The Council has also declared motions to support the principles of the Plastic-Free Communities scheme and to support biodiversity in the borough through its maintenance and planting approaches. These have been important in the development of the strategy.
- 1.4 We all have a role to play in achieving this aim and this strategy seeks to set out the actions we will take as the Council. It also sets out how we will work with our partners and communities to deliver our commitment to be carbon neutral by 2050.

Policy context

- 1.5 In 2015, an historic international agreement on climate change was reached. Known as the 'Paris Agreement' countries committed to:
- Keep a global temperature rise this century well below 2°C above pre-industrial levels

- Pursue efforts to limit the temperature increase even further to 1.5°C.
 - All countries work together to bring greenhouse gas emissions to zero within the second half of the 21st century
- 1.6 In May 2019, the Committee on Climate Change set out the actions needed to reach net zero carbon by 2050. The recommendations included the need to legislate for the 2050 target, the need for strategies across all sectors of the economy (including international shipping and aviation) as well as the need to meet any targets through domestic effort rather than through international credits.
- 1.7 The accompanying technical report set out the key actions the UK needs to take to deliver on its target. This includes accelerated action in the 2020's to largely decarbonise the electricity grid and phase out coal for renewables, to ramp up the electric vehicle market and make decisions in relation to HGVs transition to zero carbon technology. Development of heat networks and efficiency programmes for buildings as well as the need for reducing waste and banning landfill.
- 1.8 The Environment Bill 2020 brings into UK law the target of reaching net zero carbon by 2050. It also creates a wider framework for environmental governance, including a new direction for resource and waste management, embeds the principle of biodiversity net gain and improving air quality. It sets into law the principles of the Governments 25-year environment strategy that was published in 2018.
- 1.9 The climate strategy also needs to be considered in relation to the wider industrial strategy. The Industrial Strategy White Paper published in 2017 sets out the principles of the Governments approach. Many of the actions required to support the five foundations of productivity (ideas, people, infrastructure, business environment and places), will also support action on climate change. Transition to a low carbon economy will help to maintain quality of life and create prosperity and growth for business. Two of the four grand challenges: Clean growth and the future of mobility are also critical to a low carbon future.
- 1.10 There is a locally approved industrial strategy, developed by the Thames Valley Berkshire Local Enterprise Partnership. This has been a collaborative process with all the relevant local authorities and sets out our commitment to responsible economic growth. It embeds the importance of the climate emergency as well as the value of place to the ongoing success of the local economy. This means that valuing our natural environment and quality of life of residents will be central to plans to continue to grow the economy.

- 1.11 The Council already has a number of strategies and policies in place to support a reduction in carbon emissions. The energy and water strategy will deliver a 10% reduction in energy related carbon emissions and 5% reduction in water use by 2023. The Local Transport Plan and Cycling Action Plan already set out proposals to help reduce emissions from transport and grow the number of cyclists by 50% by 2028. The submission version of the Borough Local Plan also sets out key objectives and policies on climate change to guide new development as well as a supporting Green and Blue Infrastructure Study.
- 1.12 This strategy will have an influence across every part of the council. It will require officers and members to work together to review policy to ensure that our plans support delivery of reductions in carbon emissions. Our strategies will need to be reviewed in light of our commitments on climate change to support our overall commitment to net zero by 2050. The actions set out in this strategy will support those changes and set policy direction for any new or emerging strategies.

Developing the strategy

- 1.13 We have prepared the strategy through engagement and involvement of the community. This has involved several public workshops and meetings to seek views and develop ideas and actions for our approach. This included four public workshops and one specific event for school children. We have also sought best practice from other local authorities and other organisations to ensure we learn the lessons.
- 1.14 The strategy has been developed through a cross-party working group of members. The group has been supported by officers from across the council, from various services and with different specialisms.
- 1.15 Delivery of our strategy will be contingent on working in partnership with a wide range of stakeholders and our community. It will require support and action from central Government to drive forward changes across the whole country. It will also require local action from individual residents, community groups and partners to enable change.

2 Baseline carbon dioxide emissions

- 2.1 The council has calculated current carbon emissions using the latest available data to understand where emissions come from and what activities they relate to. This information is key to understanding what actions RBWM can take to reduce emissions, and the part it can play to ensure the Royal Borough can achieve the target of net-zero emissions by 2050. Emissions as they currently stand constitute the baseline against which future performance will be measured.
- 2.2 The council will monitor two sets of emissions; those arising from our own estate and operations, and those arising from activities carried out in the Royal Borough i.e. emissions generated from domestic dwellings and business premises, as well as from travelling within the borough.
- 2.3 Our approach is to make best use of available data in a simple and transparent way that will allow us to focus on the actions we need to take. We will use the data to track progress towards our net zero target and to inform the actions we need to take as we progress the strategy.

The council's carbon emissions

- 2.4 Our carbon emissions inventory has been developed in accordance with the World Resources Institute GHG Protocol, the internationally recognised and established methodology for calculating organisational carbon footprints. RBWM has taken an operational control approach to calculating its emissions.
- 2.5 Emissions represented include: direct emissions from sources controlled by RBWM i.e. fuels consumed at council owned premises and from owned vehicles; emissions from purchased energy produced off site i.e. electricity; and other emissions produced indirectly i.e. mileage undertaken by staff travelling on business.
- 2.6 We commit to expanding the scope of our carbon footprint to include emissions produced indirectly as a consequence of our activities e.g. waste arising from council premises.
- 2.7 Electricity, gas and oil emissions arise from the following operations:
- Street lighting
 - Corporate buildings
 - Car parks
 - Libraries
 - Schools

- Parks, cemeteries and pumping station supplies
- Day care and community centres

2.8 Transport emissions arise from:

- The council fleet of pool cars;
- Mileage undertaken by staff travelling on business

2.9 Due to the fact they fall outside of our operational control, we will not be including the following:

- Leisure centres operated by a third party;
- Investment properties where we have no control over what activities that are undertaken in the buildings;
- Emissions from contractors as they will be responsible for monitoring and managing their own emissions.

2.10 Whilst these are considered out of scope for the council's own direct emissions, it should be noted that they are captured within the borough-wide emissions and therefore can be monitored as part of our commitment

2.11 Carbon emissions calculated most recently represent the Council's carbon baseline, against which future performance will be compared. They are set out here below.

Source	Emissions
Gas	1,415 tCO ₂ e
Oil	278 tCO ₂ e
Transport	74 tCO ₂ e
Electricity	2,818 tCO ₂ e
Total	4,585 tCO₂e

Data here has been calculated using 2018/19 consumption data provided by suppliers. Emissions factors are produced by the Department for Business, Energy and Industrial Strategy and are available here: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/847121/Conversion-Factors-2019-Condensed-set-for-most-users.xls

Borough-wide carbon emissions

2.12 Borough-wide carbon emissions comprise of those deemed under Local Authorities' scope of influence by The Department of Business, Energy & Industrial Strategy (BEIS). They have produced carbon dioxide (CO₂) emission estimates for every local authority-controlled area in the UK. These comprise of:

- CO₂ emissions produced in the commercial, industrial and agricultural sectors from the usage of electricity, gas, and other fuels
- CO₂ emissions produced in the domestic sector from the usage of electricity, gas and other fuels
- CO₂ emissions produced from road transport

2.13 CO₂ emissions from large industrial sites, railways, motorways, land-use and waste are deemed out-with the scope of Local Authority influence.

2.14 The most recent figures provided by BEIS state emissions arising from the Borough total 670.8kt CO₂ (Figure 1). This is made up of 190.5kt CO₂ from industry, commercial and agricultural sectors, 257.3kt CO₂ from domestic premises and 223.1kt CO₂ from transport. Domestic emissions make up the largest portion of emissions (38%) closely followed by transport emissions which make up 33%. Industrial, commercial and agricultural emissions make up the final 28%. These emissions will be used as a baseline against which the Royal Borough's future performance will be compared.

2.15 As Figure 1 demonstrates, significant emission savings have been realised in both the domestic sector and industrial & commercial sector. This is broadly a reflection of UK wide trends driven mainly by reductions in emissions from power stations and the decarbonisation of the electricity grid. It is worth noting the transport sector has seen little change and tackling emissions in this area remains a robust challenge. The steps we are taking to address the transport emission challenge, as well as the challenge of reducing emissions in other areas are outlined in the following chapters.

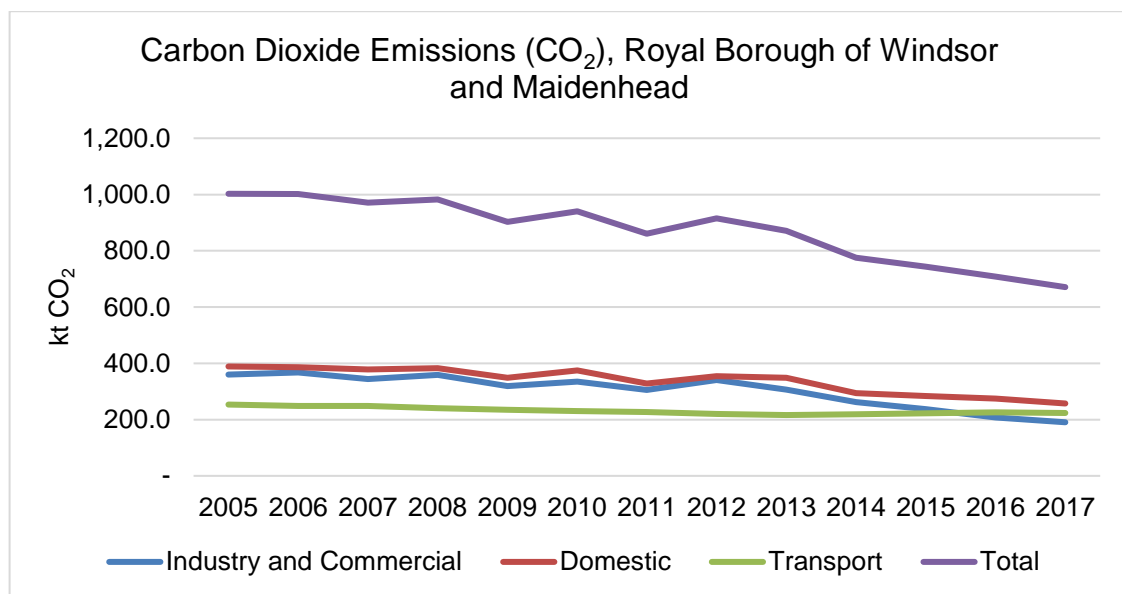


Figure 1

3 Vision, aims and objectives

- 3.1 Our vision is to be a Borough where the community collectively works together to achieve a sustainable future, protecting and enhancing our natural environment and achieving net zero carbon emissions by 2050.
- 3.2 Our strategy has not been prepared to simply deliver carbon emission reductions. It is important that it supports our communities to provide a better quality of life for residents across the borough as well as a thriving economy to support jobs and businesses of the future. It provides the opportunity to support better health and wellbeing outcomes as well as guiding the borough towards the wider government objectives of clean growth.
- 3.3 We have structured our strategy around four key themes. The strategic framework provides the basis for our ongoing activity and investment in the climate strategy.

Theme 1 - Circular Economy

- 3.4 The efficient and sustainable use of resource is critical to establishing a low carbon future. This theme is focussed on reducing waste, increasing recycling and supporting less resource intensive lifestyles. There are opportunities to support local suppliers, innovation and sustainable approaches to food production.
- 3.5 To achieve net zero we need to reduce consumption, and increase the amount we re-use, recycle or compost. In the Royal Borough, we currently re-use, recycle or compost around 44% of our household waste. This compares to 63% achieved in other similar local authorities.

Theme 2 – Renewable energy

- 3.6 The Committee on Climate Change, the Government's independent advisory committee on climate change, have reported decarbonising the UK's energy supply and building decentralised heat networks are essential steps to the UK achieving net zero carbon by 2050.
- 3.7 Currently the Royal Borough produces 13,142MWh renewable energy per year. The best similar local authority areas produce 10 times more than this. We will also focus on reducing energy demand, which will be critical to meeting peaks in demand through renewable sources. This also provides the opportunity to tackle important issues such as fuel poverty and improving the energy efficiency of domestic and commercial buildings across the borough.

Theme 3 – Natural capital

- 3.8 Changes to our climate will have a significant impact on our environment. Quality of life and the role of the natural environment in creating great places is a critical part of the success of the Thames Valley economy and to our residents' health and wellbeing. Helping our residents to be able to access green spaces and support their local environment will have a positive impact on mental health. Taking actions to protect and enhance our natural assets will help protect against the effects of climate change too.
- 3.9 The Royal Borough has substantial natural assets with almost 16,000Ha of green and blue space which makes up around 80% of the land within the borough. There are opportunities to protect and enhance these spaces, deliver biodiversity net gain and build partnerships within the community to support these critical assets.

Theme 4 – Sustainable mobility

- 3.10 The transport sector has proved to be the most challenging area to reduce carbon emissions to date. Good connectivity is critical to the economy, whether this is physical infrastructure, transport services or digital. We are committed to finding ways to deliver good connectivity compatible with our commitment to net-zero emissions.
- 3.11 In Windsor and Maidenhead only 12% of people commute by public transport, 3% cycle, and 10% walk. There are opportunities to support the way in which people travel to increase the ability of our residents to walk and cycle with the associated benefits of active travel. These include improved health and wellbeing, better air quality, economic benefits and reducing inequality.
- 3.12 We will also seek to improve public transport, with opportunities to explore the best approach to delivering 'shared mobility'. This may be through improvements to traditional bus and coach services, working with operators to improve rail services or to investigate and introduce new and innovative forms of transport. Where the only alternative is the car we will support the transition to low emission vehicles through the provision of electric vehicle charging.

Aims and objectives

- 3.13 For each theme we have identified an over-arching aim and three objectives. These have guided the action plan for the first five years and will provide the strategic framework for the development of future action plans.

THEME 1: CIRCULAR ECONOMY	
'Reduce waste and increase repair, re-use and recycling in the borough'	
Objectives	Increase reuse opportunities across the Borough
	Improve recycling rates
	Promoting more sustainable food choices
THEME 2: RENEWABLE ENERGY	
'Reduce energy consumption and decarbonise supply'	
Objectives	Reduce energy demand
	Decarbonise supply
	Increase renewables generation
THEME 3: NATURAL CAPITAL	
'Improve the natural environment and establish the principle of net gain'	
Objectives	Protect and enhance our natural environment
	Green our towns and urban areas
	Increase awareness of biodiversity
THEME 4: SUSTAINABLE MOBILITY	
'Enable sustainable transport choices'	
Objectives	Improve health and wellbeing through transport
	Enable the transition to more sustainable vehicle use
	Support innovative smart mobility solutions

Trajectory to net zero

- 3.14 The council has a key role in reducing the Borough-wide emissions. Communicating the progress made in tackling emissions and setting out a vision for the trajectory of emission reductions is an example of our commitment to leadership. There is currently no recommended pathway to net-zero issued from the UK government. We have therefore set interim targets for a trajectory to net zero by 2050:

Year	Emissions (ktCO ₂)			
	Total	Industry & Commercial	Domestic	Transport
2020	671	191	257	223
2025	559	159	214	186
2030	447	127	172	149
2035	335	95	129	112
2040	224	64	86	74
2045	112	32	43	37
2050	0	0	0	0

3.15 We commit to reviewing expert guidance produced by the Committee on Climate Change (the UK Government independent advisory body on climate change) and other experts to inform our pathway to net zero. We commit to publishing an updated trajectory within 6 months of the climate strategy being approved by Full Council.

4 Action plan

- 4.1 In the following section we set out actions identified to support the realisation of our vision, aims and objectives. The actions were identified by stakeholders during workshops, and expert opinion. The community that collectively makes up the Royal Borough has to work together to identify the most cost-effective course of action.
- 4.2 We as the council commit to taking the actions below in an effort to support the Borough to decarbonise in the quickest and most effective way possible. To ensure this approach remains compatible with the commitment to reach net zero, emissions will be monitored on an annual basis and actions will be evaluated against their capacity for decarbonisation versus the resources required to deliver them. Each action has a measure of success which will be subject to regular reporting. Further details are set out in the chapter on monitoring.
- 4.3 To ensure the actions taken best protect the Royal Borough residents, we will carry out a climate risk assessment to map out the likely impacts the Borough will face. We will do this in collaboration with experts such as the Environment Agency, Water and Energy Utilities, Infrastructure Operators and Businesses to leverage work already carried out in this area. We will then prioritise actions that mitigate the risks identified.
- 4.4 Actions have been assigned to each of our four themes. Each of the four themes contains a key action. This is a project which is likely to require external funding or will form the first step in achieving a larger aim.

Circular Economy

- 4.5 The key focus of our circular economy workstream will be a programme of activity focussed on reducing waste and increasing recycling rates in the borough. We will investigate the potential for reducing waste collections as a means of increasing recycling in the borough, supported by a series of campaigns to support recycling. Our proposed actions are as follows:

Objectives	Action	Measure of success
KEY ACTION: To review household waste collection regime to deliver reductions in waste		To prepare a review of the benefits of recent changes to waste collections and make recommendations on future provision.
Increase reuse opportunities across the Borough	Hold repair cafes for residents to attend	Implement at least one community trial of 3 events in 2020/21 with the ambition to spread across the Royal Borough
	Open and support plastic free refillable shops	Promotion in resident communications. Pop up space provided in communities
	Reduce single use plastic usage	Review, update and adopt a single-use plastics strategy based on the draft being developed by Plastic Free Maidenhead and Plastic Free Windsor.
	Holding clothing swap shops in schools	Pilot sale to be held in 3 schools
	Investigate the feasibility of a reuse shop associated with the household recycling and waste site.	Prepare a feasibility study and business case.
Improve recycling rates	Calculate emissions produced from household waste	Develop a waste baseline and metrics for the Royal Borough by 2020
	Improve education about what can be recycled	Continue to Support WAM Gets Recycling
	Increase availability of specialist recycling facilities	Maidenhead Library to house mini specialist recycling centre as trial
Promoting more sustainable food choices	Encourage more plant-based food and promote buying local and seasonally	New campaign of promotion and including a food section in resident communications and newsletters.
	Provide opportunities for people to grow their own	Review of existing land and allotments policy to look for opportunities to increase availability
	Help reduce food waste	Promote food waste facilities
	Partner with local suppliers to promote sustainable food production and education	Identify a partner to work with to develop a programme of education

Renewable energy

- 4.6 Both decarbonising the energy supply and reducing energy demand are required to meet a net zero target. A key focus will be to review our current energy consumption within the council estate and identify opportunities to reduce it. Our proposed actions are as follows:

Objectives	Action	Measure of success
KEY ACTION: Review options to reduce energy demand from the Council's estate		To reduce energy demand from council sources by 10% by 2023 and agree a new stretch target to 2025.
Reduce energy demand	Improve energy efficiency of domestic premises	Year on year improvement in uptake of ECO funding achieved Enforce minimum energy efficiency standards in the private rented sector through the use of EPCs Support energy companies to target fuel poor or vulnerable households with insulation Increased take-up of Flexible Home Improvement Loans
	Develop a heat and energy efficiency strategy for the Royal Borough	Funding application for strategy development through Local Energy Partnerships (LEPs) and/or Heat Network Delivery Unit produced
	Reduce energy and water demand in new build	Prepare a new SPD based on best practice to support new targets for the Local Plan.
Decarbonising Supply	Encourage renewable energy uptake amongst council staff and Royal Borough residents	Encourage switching of domestic energy tariffs to green supplies. Achieve 100 switches annually.
	Work with housing associations to agree a programme of retrofitting with low carbon heating	Monitoring framework to be included in the Councils annual monitoring report.
	Moving oil heated homes to renewable heat alternatives	Host an outreach workshop and provide information to off grid homes on alternatives to encourage adoption
	Encourage businesses and industry to decarbonise their energy supply to reduce emissions	Engage with the Chamber of Commerce and set up a forum for collaboration
Increase renewables generation	Increase council building capacity for renewable generation	Feasibility study of all council properties completed by end of 2022.
	Scope heat network potential across the Borough	Feasibility study of opportunities completed by end of 2023.
	Support community led renewable projects	Work with MaidEnergy and others to install 5 new renewable systems a year
	Increase requirement for renewables generation in new build	Prepare new guidance through an SPD based on best practice.

Natural Capital

- 4.7 Our key action is to develop, establish and deliver a Natural Capital Programme. This will require close collaboration with key landowners and others stakeholders such as the National Trust, Crown Estate, farming businesses and Thames Water. It will build on the recommendations of the Green and Blue Infrastructure Study and the work of community groups to promote local biodiversity action plans. Our proposed actions are as follows:

Objectives	Action	Measure of success
KEY ACTION Implement a new Natural Capital programme to deliver biodiversity net gain		To have an action plan by June 2021 including borough-wide biodiversity action plans.
Protect and enhance our natural environment	Work with partners to establish a Nature Recovery Network	Prepare a funding bid by December 2020 to seek funding
	Engage community groups to enable a rewilding programme	To have launched the programme and agreed targets by December 2020
	Implement a tree planting scheme	To have planted 15,000 new trees by 2025
Green our towns and urban areas	Work with developers to provide green infrastructure in new town centre developments	Ensure all new town centre development provides some form of green infrastructure in any public realm
	Increase tree cover in the Royal Borough	Seek funding for tree planting
	To investigate the benefits of 'greening' infrastructure through ideas such as living lamp posts, green walls and/or 'city trees'	Implement one new pilot by 2021
Increase awareness of biodiversity	Provide biodiversity training to planning officers	Ensure planning officers have been provided with biodiversity training by 2021
	Set up biodiversity and climate education sessions at Braywick Nature reserve	Run training sessions for local businesses and education sessions for local schools
	Offer a volunteering programme and awareness training for Council employees and partners	Set up a scheme by December 2020
	To develop a biodiversity baseline and metrics for the borough based on the work already undertaken by the local 'Wild Groups'	To have agreed baseline measures and metrics by June 2021
	Encourage wildlife friendly gardening	Set up a community competition by 2020

Sustainable mobility

4.8 Transport is a key contributor to carbon emissions across the UK and within the borough. Whilst other areas of the economy have seen levels of emissions steadily falling, transport emissions have seen limited reductions. To support delivery of our net zero target by 2050, we will need to produce a new Local Transport Plan with clear carbon reduction targets. This will focus on opportunities to decarbonise the transport fleet, creating a better environment for walkers and cyclists and creating new opportunities for shared mobility and public transport.

4.9 Our proposed actions are as follows:

Objectives	Action	Measure of success
KEY ACTION: To prepare a new Local Transport Plan to support carbon reduction targets		To prepare a new Draft Local Transport Plan, which supports the objectives and actions set out below, for consultation by June 2021.
Improve health and wellbeing through transport	Remove barriers to walking and cycling through delivery of cycle action plan	Delivery of the cycling action plan routes. Identify a new process to request 20mph zones by August 2020.
	As part of development planning, identify opportunities for people to walking and cycle more in new 'growth areas'	To ensure site promoters have developed additional walking and cycling plans for Ascot, South West Maidenhead and Maidenhead Town Centre.
	Reduce transport emissions at sensitive locations	No idling' zones outside schools investigated by April 2021
Enable a transition to more sustainable vehicles use	Set new emissions standards for taxis and buses	Considered as part of the new Transport Plan
	Increase electric vehicle charging capability in RBWM	Identify a partner and funding model to deliver sufficient charging points to meet demand, monitored through the council's annual monitoring report. Parking SPD to be adopted setting out standards for electric vehicle charging in new developments.
	Lower emissions of council owned transport	Replace council pool cars with low emission alternatives when contract is renewed
	Launch a car sharing scheme for RBWM.	Provide a recommendation for a borough-wide scheme by December 2022
Support innovative smart mobility solutions	Investigate options for demand responsive transport in the borough and implement a trial through external funding.	To have prepared a funding bid to Government in the next available bus funding opportunity.
	Facilitate roll out of digital infrastructure in the borough to enable flexible working.	Identify partners to provide 5G and superfast broadband.
	Trial Smart City concepts in RBWM.	To have implemented a trial by December 2023

5 Implementation

- 5.1 Our strategy has been developed in partnership with a range of stakeholders and we will continue to work with all stakeholders to make net zero emissions by 2050 a reality.
- 5.2 Whilst this is the Council's strategy and we take responsibility for leading on its delivery, it will only be successful through collaboration. It will take the combined efforts of business, industry, residents and community groups to make this a reality. There is also a substantive role for central Government and regional organisations such as the Local Enterprise Partnership.
- 5.3 The strategy will be delivered through services across the council, co-ordinated through our sustainability team. Responsibility for delivery will be split across council members portfolios. A delivery plan will be prepared that sets out the programme for delivery of the action plan, with funding streams and key delivery partners identified.

Monitoring

- 5.4 An annual monitoring report will be prepared setting out the council's annual carbon emissions and the most recent BEIS data for the Royal Borough's carbon emissions. The report will also set out progress against our objectives and actions. This tool can be used collectively by the community that makes up the Royal Borough to understand performance against target.
- 5.5 Performance will also be assessed against a carbon reduction trajectory to 2050, which will be published 6 months after this strategy has been approved by full council. It is expected the trajectory will comprise of emission reduction targets from 2025 to 2050 in 5-year increments.
- 5.6 We will seek to review the strategy on a five-yearly basis with a new action plan and targets. We will also review the scope of emissions included in the target based on latest government guidance.

Governance

- 5.7 The intention is that the Cross-Party Climate Steering Group will continue to oversee the development and delivery of the strategy. Delivery of projects will be integrated into existing governance structures such as our capital funding processes.
- 5.8 The steering group will be supported by a new Stakeholder Advisory Board that will meet on a six-monthly basis to support monitoring and delivery of the action plans. The board will be made up of key community stakeholders covering each of the four strategic themes. This will provide the opportunity to challenge and review the action plans and make recommendations on changes to the action plans.

Funding

- 5.9 A challenge of this scale will require funding from central Government. The Council will seek to make maximum use of any opportunities to bid for funding. We will also continue to lobby Government to make available specific funding for local authorities to tackle the climate crisis.
- 5.10 The council will utilise a range of internal funding sources to develop and deliver its programme of activity where appropriate. This will include individual service revenue budgets, our capital programme and developer funding such as S106 funding and the community infrastructure levy.

Report Title:	Outturn report for 2019-20
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Cabinet – 28 th of May 2020
Responsible Officer(s):	Adele Taylor , Section 151 Officer
Wards affected:	All

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REPORT SUMMARY

- 1 This report sets out the final outturn position for revenue and capital expenditure against budget for the financial year 2019/20. The allocation of financial resources needs to match the objectives agreed by the council and the outturn reports shows how these resources have been used in the year and the level of reserves that the council holds.
- 2 The council's approved net Revenue budget of £94,475,000 for 2019-20 has been overspent by £4,224,000. £1,827,000 of the overspend is directly related to COVID19 pressures incurred since March 2020 but this is covered in its entirety by the first tranche of funding allocated by MHCLG in March 2020. The remaining overspend of £2,397,000 is funded by use of general fund reserves.
- 3 Tranche 1 funding allocated by MHCLG which was received in 2019/20 was £2,983,637. The remainder of this funding totals £1,156,637 after funding the 2019-20 COVID19 pressures and has been carried forward into 2020-21. A second tranche of funding has been allocated, of £4,149,176 which will be received in 2020/21. The projected impact of COVID19 and the lockdown continues and we continue to assess the impact on the Council's medium term financial planning assumptions. This will be reported on during our budget monitoring in 2020/21. It is likely that we will require further savings to be identified and delivered if additional grant funding towards the COVID19 pressures is not received.
- 4 Capital expenditure for the financial year is £68,884,000 funded by £12,286,000 of external income. Slippage for the year is £32,558,000 net.
- 5 The general fund reserve balance of £8,231,000 is above the minimum level set at Council of £5,810,000 (6.15% of net budget) in February 2019 when setting the budget for 2019/20. .

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) Notes the council's projected outturn position for 2019-20.**
- ii) Notes the budget movements since the January 2020 reported as part of the budget setting process in February 2020.;**
- iii) Approves Capital programme slippage and variances as detailed in Appendix D.**

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

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
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

4. FINANCIAL DETAILS / VALUE FOR MONEY

Council revenue outturn position 2019/20

- 4.1 **The outturn position for the council is an overspend of £4,224,000 in 2019/20 including costs for COVID-19 of £1,827,000 up until the end of March 2020, this results in a pre covid overspend of £2,397,000 and a general fund reserve outturn of £8,231,000.**
- 4.2 The service budgets of £82,499,000 are overspent by £5,349,000 including COVID19 costs of £1,827,000 resulting in a pre covid overspend on services of £3,522,000.
- 4.3 Non service budgets of £11,976,000 are underspent by £2,952,000 this includes £1,827,000 of COVID19 grant resulting in a favourable variance on non-services of £1,125,000, the non-service variances include income from the Berkshire Business rates pool which funded one-off service expenditure of £1,333,000 as previously reported. The balance of the business rates variance of £2,178,000 is as a result of prior year collection fund adjustments.
- 4.4 There is a requirement to increase the corporate bad debt provision of £382,000 and a saving on capital financing and interest receipts of £414,000 as a result of a change in calculation method for the minimum revenue provision and capitalising interest on projects.
- 4.5 A provision for future business rates deficit in the collection fund has been created of £2,421,000, this will offset the deficit reported on the NNDR1 form for 2020-21.
- 4.6 A full breakdown of variances against each service area is attached at **appendix A** and the reconciliation of the projected variance to that included in the Budget Reports 2020/21 that went to council on 25th February 2020 is set out in the table below:

Table 2: Final Outturn position

Directorate	Business as Usual				COVID 19	Total
	Budget	Actual Outturn	Actual Variance	Projected Variance Jan.20	Costs 2019 /20	Actual Outturn
	£000	£000	£000	£000	£000	£000
Managing Director						
Adult Social Care	33,894	33,883	(11)	1,079	157	34,040
Children's Services	21,978	23,918	1,940	1,632	14	23,932
Commissioning-Communities	10,352	11,332	980	1,008	562	11,894
Commissioning, support & Central Services	8,787	8,857	70	571	330	9,187
Sub-Total	75,011	77,990	2,979	4,290	1,063	79,053
Executive Director – Communities	7,299	7,848	549	761	681	8,529
Executive Director – Place	189	183	(6)	121	83	266
Total Service Expenditure	82,499	86,021	3,522	5,172	1,827	87,848
Non service expenditure	11,976	10,851	(1,125)	(1,530)	(1,827)	9,024
Net Requirements	94,475	96,872	2,397	3,642	0	96,872
Less Special Expenses	(1,094)	(1,094)	0		0	(1,094)
Transfer to / (from) balances	(608)	(3,005)	(2397)	(3,642)	0	(3,005)
Net Revenue Budget	92,773	92,773	0	0	0	92,773

Managing Director's Directorate

5. This Directorate covers the main demand led services provided by the council including Adult Social Care, Children's Services and Parking. Services are considered under the headings listed below.

Adult Social Care

- Optalis Contract
- Block contracts
- Charges and other income
- Public Health
- Better Care Fund

Children's Services

- Retained services
- DSG funded services (not retained)
- DSG funded retained services
- Achieve for Children (AfC) contract services

Commissioning & Communities

- Commissioning & support staff team
- Highways & street cleansing
- Parking
- Traffic & road safety
- Highways licensing & management
- Waste collection & disposal
- Parks & countryside

Commissioning, support & central services.

- 5.1 The Directorates budget of £75,011,000 was overspent by **£4,042,000** in the year, **£1,063,000 of this overspend was due to Covid 19 costs, leaving a pre covid overspend of £2,979,000 as shown in Table 2.** The budget, costs and variances for each service is set out in detail in **appendix A**. Significant variances are described within the service commentaries. Significant movements from the projected overspend of £4,290,000 reported in the January position are explained under individual service heading The financial impact of Covid 19 on the 2019/20 budget are also described under individual service headings..

6. Adult Social Care

Movements post January 2020

- 6.1 The budget monitoring statement that went to Council in February 2020 set out the projected budget variances for the year as at January 2020. The projected outturn in respect of adult social care budgets at that time was an overspend of £1,079,000. The final outturn, excluding costs related to COVID 19 was £11,000 underspend, a movement of £1,090,000.

There were a number of significant factors that impacted on the adult social care budget over this period, these are listed in the following table:

Table 3: Adult Social Care movements excluding Covid 19 costs

	£'000
Additional income from leased back block contract beds	(222)
Repayment of homecare invoices incorrectly charged	(48)
Equipment recharges from Joint Arrangement below budget	(120)
Reversal of accruals made in previous years	(245)
Reduction in provision for costs related to Lady Elizabeth House	(80)
Reduction in bad debt provision after detailed review	(100)
Better care fund underspend on Short Term Support and Re-ablement team (STS&R) allocated to fund homecare	(210)
Additional Clinical Commissioning Group (CCG) contribution towards Mental Health costs	(54)
Better Care Fund (BCF) inflation allocation to fund homecare services	(166)
Homecare invoicing adjustments	(100)
Increase in allocation for central management recharge.	298
Additional income from service user charges	(43)
Total movement	(1,090)

- Vacancies arose in block contracts which were sold back to the provider, this reduced voids and created additional income of £222,000.
- A periodic review of homecare invoices evidenced that the council had been overcharged for a small number of service users. The sum of £48,000 was recovered from the care provider.
- Demand for equipment ordered through the Berkshire combined equipment store (BCES) joint arrangement was £120,000 below budget.
- A review of accruals made at the end of the previous financial year evidenced that £245,000 provided for potential payments were no longer required.
- Estimates made early in the year of the cost of early release from contractual obligations at Lady Elizabeth house were reduced by £80,000 following negotiations.
- A periodic review of the bad debt provision supported a reduction of £100,000 from the previous quarters evaluation.
- Underspends of £210,000 on the Better Care funded STS&R were released for allocation towards the cost of homecare services.
- The Clinical Commissioning Group (CCG) accepted responsibility for funding £54,000 of costs relating to people with mental health problems.
- The annual inflationary uplift of funds allocated to the Better Care Fund delivered an additional £166,000 contribution towards the cost of services commissioned by the council.
- Targeting key staff at a backlog of assessments and billing for social care services resulted in an increase in billing of £100,000 above that anticipated earlier in the year.
- Following a review of Optalis central management costs an increase of £298,000 is provided for.
- An increase in care provided to service users at the end of the financial year supported an increase income from contributions towards the cost of care provided of £43,000.

6.2 Variances over the Year

The demand for social care for older people over the year significantly exceeded that funded by the budget. Demand for services for people with a learning disability and those with mental health problems also exceeded expectations. Thus spend by Optalis in delivering services exceeded budget by £1,565,000, and spend on homecare block contracts held by RBWM exceeded the budget by £561,000. As a result of the increased

activity, income from service users as a contribution towards the cost of their care also exceeded budget by £1,150,000.

Additional income and savings from a number of sources arose during the year which mitigated the impact of the overspends. These included staff vacancy savings, additional income from the CCG, and one-off savings from a review of prior year contingencies.

Table 4: Significant Annual Variances within Adult Social Care Budgets excluding COVID 19 costs

Major variances	£'000	£'000
Block purchases of Nursing Home places for older people	(92)	
Disability related equipment	(96)	
Release of accruals for previous years costs in Mental Health & Learning Disability	(245)	
Increase in hours of homecare commissioned for older people	561	
Other net variances within Block purchase budget	19	
Total variance for Block Purchase budget		147
Additional management recharge.	298	
Underspends on short term support & reablement team and other schemes funded through the Better Care Fund (BCF)	(247)	
BCF income not received due to schemes underspend, (see above)	247	
Residential & nursing care placements for older people	1,123	
Staff vacancies in disability teams and older persons day services.	(154)	
Learning Disability services	307	
Mental Health services	139	
Other net Optalis contract variances	(148)	
Total variance for Optalis budget		1,565
Contributions towards cost of personal budgets by older people & physically disabled	(246)	
Contributions towards cost of residential & nursing care	(904)	
Additional income from Better Care Fund	(573)	
Total variance for Income budget		(1,723)
Total Adult Social Care Variance		(11)

6.3 Adult Social Care – Block Purchases

- £92,000 saving following favourable outcome of contract negotiations from block contract provider.
- Purchase and installation of disability related equipment delivered saving of £96,000 over the year..
- Provision of £245,000 had been made in previous years for potential additional contract costs for relating to placements for people with learning disabilities and people with mental health problems, these are no longer required.
- Due to higher than anticipated demand for homecare service provision to older people there was an overspend on the homecare budget of £561,000. This is 15% on the base budget and represents 77 hours per day.

6.4 Adult Social Care –Optalis

- Following a review of support service and management charges for the year an increased apportionment was considered appropriate.
- The Optalis contract covers a number of services that receive a contribution from the Better Care Fund (BCF). Where such a scheme underspends there is an equal reduction in the funding received from the BCF. This underspend of £247,000 was largely due to the short term support and re-ablement service (STS&R).
- Spend on residential care and nursing care spot placements for older people exceeded budget by £1,123,000 representing 8% on the base budget for the year.
- A number of vacancies occurred over the year in staff teams including day services saving £154,000.
- Services for people with a learning disability spent £307,000 above budget in respect of the provision of direct payments and of supported living services
- Service for people with mental health problems exceeded budget by £139,000 arising from additional supported living costs.
- Other net variances aggregated to £148,000 arises from mainly from vacancies in support service teams offset by a small overspend on transport for those with a physical disability.

6.5 Adult Social Care - Income budgets

- With the increase in spend on care provided in peoples' homes there was an increase in the income arising from contributions towards the cost of this service of £246,000.
- With the increase in placements of older people in residential and nursing care, and an increase in respite care placements, there was an increase in income from contributions towards the cost of these services of £904,000.
- Additional income of £573,000 was received from the BCF due to the annual uplift for inflation and due to the re-allocation of income arising from underspends within the Optalis contract.

6.6 Public Health

Public Health services are funded by a ring-fenced Public Health (PH) grant. Should the PH grant not be spent in full in the year the balance must be carried forward in a reserve and used to fund PH services in future years. There was an underspend of £243,600 in the year arising mainly from a £62,000 underspend in drug and alcohol services, £56,000 underspend in out of area sexual health services, and £126,000 from staff vacancies.

6.7 Better Care Fund

The Better Care Fund is a pooled budget to which RBWM and East Berkshire Clinical Commissioning Group (CCG) contributes into. This fund includes the disabled facilities grant allocation, the winter pressures grant and the improved Better Care Fund grant (iBCF) totalling close to £14 million in 2019/20. Funding is allocated to a portfolio of projects designed to support the health and social care of the RBWM resident. Underspends in the BCF are carried forward for use in subsequent year. The underspend in 2019/20 was £1,074,000.

6.8. Impact of Covid 19 in 2019/20

The impact of supporting care providers following the outbreak of COVID 19 is shown under the Commissioning & Support budget later on in this report. The impact on social care budgets was not significant in 2019/20 other than a review of the provision for bad debt that took place at the end of the year. Due to the increasingly challenging economic climate this provision was increased by £157,000. As a result of this increased provision the underspend of £11,000 from BAU was replaced by a £146,000 overspend .

7. Children's Services

7.1. Before COVID costs, the Children's Services adverse variance of £1,940,000 has increased by £311,000 to the previously reported position. The material movements are set out in the table below:

Table 5: Children's Services material movements

	£000
Review of capital items that meant some needed to be accounted for as revenue	158
Increased cost of Legal services during the second half of the year	91
Underachieved telephony savings retained within AfC Contract	60
increased staffing costs	49
Increased scrutiny of historic bad debts resulting in a total write off	38
Additional underspend within Home to School Transport	(31)
Others	(54)
Total Material Movements	311

Table 6: Children's Services material variances including COVID19.

	£000	£000
Increased costs for placements	328	
Interim staff for operational and OFSTED readiness	153	
Continued reliance on interim social workers	386	
Under achieved youth service income	101	
Increased central AfC Business Support & operational costs	261	
Legal costs arising from complex court cases	290	
Home To School Transport reduced number of pupils meeting eligibility criteria	(114)	
Others	(34)	
Overspends and underspends		1,371
Transformation of Early Years and Youth Services delayed	320	
Shortfall in planned saving in the placement budget	388	
RBWM Telephony saving	60	
Non-Delivery of Savings Plans		768
Change in accounting treatment of expenditure	158	
Reduction in the Intensive Family Support Grant	117	
Increased bad debt provision	38	
In-house Fostering one-off backdated payment	30	
Cox Green Community Centre (non Children's Services)	28	
Increased grant income relating to Unaccompanied Asylum Seeker Children	(134)	
School Improvement Grant	(126)	
Other	4	

	£000	£000
Retained Services (not included within AfC Contract)		115
Demographic Growth Funding (RBWM held budget)		(300)
COVID Costs		(14)
Net Overspend		1,940

Identified Pressures £1,371,000

- Increased costs for placements, in particular relating to the requirement to place one young person in secure accommodation at a weekly cost of £6,900 and a second in a complex therapeutic care at a weekly cost of £5,500 with in-year costs of £187,000 and £131,000 respectively. Increased expenditure relating to Unaccompanied Asylum Seeker Children matched by income in Children's Retained £134,000. Receipt of Continuing Healthcare funding for most complex cases (£212,000); total pressure on the placements budget £328,000.
- 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 £386,000. The service has taken management action to reduce the current level of interim social workers. Across March & April five permanent social workers have been appointed with start dates in quarter two of 2020/21.
- Under achieved youth service income due to reduced opportunities for rental during 2019/20 of 4 Marlow Road as sites increasingly occupied by staff resulting in less opportunity for external income generation; in addition impact of COVID 19 on lettings and outdoor activities total underachievement £101,000.
- Increased central AfC Business Support and overhead costs to deliver the contract with the Council including provision and compliance with Freedom of Information, Subject Access Requests and General Data Protection Regulations £261,000.
- Legal costs arising from complex court cases and no significant change in activity levels £290,000.
- Home to School Transport has seen a reduction in the number of pupils meeting the eligibility criteria for transport resulting in reduced costs of (£114,000).

Non-Delivery of Savings Plans £768,000

- 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. This saving forms part of the Transformation of the Community Services being implemented in 2020/21.

- 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 due to reduced strategic direction within the Commissioning Service whilst the Directors post was vacant for most of 2019/20 and a lack of clarity over which care plans could be reviewed resulting in a reduction in costs. For 2020/21 there is confidence in delivering the savings due to the appointment of a new Director of Commissioning and the existence of a detailed delivery plan which is regularly reviewed across AfC and RBWM. The projected saving to be delivered in 2019/20 are £72,000, resulting in a savings shortfall of £388,000.
- RBWM telephony savings not materialising following the transfer from analogue to digital lines £60,000.

7.2. 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. The non-achieved telephony saving of £60,000 will be a charge on RBWM reserves.

7.3. Children's Services – Retained (not included within AfC Contract) £115,000

The material variances are set out below:

- Change in accounting treatment of some items previously reported as capital expenditure now charged to revenue £158,000 relating to preparation of Schools Infrastructure Development Plan in support of the Borough Local Plan following a detailed review of items,
- Reduction in the Intensive Family Support Grant due to lower numbers of families meeting eligibility criteria for funding £117,000.
- Increased scrutiny of historic bad debts resulting in a total write off of £38,000.
- In-house Fostering one-off backdated payment £30,000.
- Cox Green Community Centre operational running costs £28,000.
- Increased grant income relating to Unaccompanied Asylum Seeker Children matched by expenditure in the AfC Contract (£134,000).
- Receipt of School Improvement Grant matched by expenditure in the AfC Contract (£126,000).

7.4. The overall Children's Services net reported position being an adverse variance of £1,940,000. Including COVID costs below the total adverse variance is £1,954,000.

7.5. Impact of COVID 19 has been on the income from the hire of halls, lettings and other activities estimated at £14,000 during 2019/20. This loss of income is reported within the under achieved youth service income.

7.6. Dedicated Schools Grant £245,000 adverse variance

- The Dedicated Schools Grant variance has increased by an adverse £362,000 to the previously reported position. The material movements are shown in the table below.

Table 7: Dedicated Schools grant material movements

	£000
High Needs Block changes in responsibility for most complex pupil provision	295
Release in full of the budgeted savings challenge	200
Additional Pupil Top Up funding in the spring term	100
School rate revaluations	39
Schools Growth Fund	(275)
Others	3
Total Material Movements	362

7.7. AfC Contract – Dedicated Schools Grant - £517,000 overspend

The material variances are set out below:

- High Needs Block Post 16 Further Education and Independent Special school provision detailed review and agreement with the Education and Skills Funding Agency of funding responsibilities in respect of complex support packages for vulnerable pupils £295,000.
- High Needs Block budgeted savings challenge delivered £500,000 out of a target saving of £700,000 resulting in a net overspend of £200,000.
- Increased Schools Direct costs matched to increased income within Dedicated Schools Grant Retained £76,000.

7.8. Dedicated Schools Grant – Retained - £272,000 underspend

Material variances are set out below:

- Early Years Block Private, Voluntary & Independent Nurseries clawback settlement 2018/19 after in year block recalculation (£435,000).
- Schools Growth Fund underspend due to lower levels of pupil growth in RBWM schools than funded (£275,000).
- Increased Schools Direct grant matched to increased expenditure within AfC Dedicated Schools Grant (£76,000).
- High Needs Block £526,000 including pupil Top Up funding £450,000 and Outreach Services £76,000.

- 7.9.** The overall Dedicated Schools Grant net reported position being an adverse variance of £245,000.

Grant Income

7.10. To match the adverse variance within the AfC Contract - Dedicated Schools Grant & Dedicated Schools Grant Retained the grant income has increased by £245,000 to an estimated deficit carry forward as at 31st March 2020 of £1,028,000 representing a cumulative deficit of 0.9% The overspend is a debit against the Dedicated Schools Grant reserve.

7.11. Local authorities that have a cumulative Dedicated Schools Grant deficit of 1.0% or more at the end of a financial year are required to submit a recovery plan outlining how they will bring their deficit back into balance in a three-year time frame. As we are not at that deficit, this does not have to be completed.

8. Commissioning & Communities

8.1. This budget covers the following services:

- Commissioning & support staff team
- Highways and street cleansing
- Parking
- Traffic & Road safety
- Waste collection & disposal
- Parks & Countryside

Movements post January 2020

The budget monitoring statement to Council in February set out the projected budget variances for the year as at January 2020. The projected outturn in respect of Commissioning & Communities budgets at that time was an overspend of £1,008,000. The final outturn variance, excluding costs related to COVID 19 was a £1,003,000 overspend, a net reduction of £5,000.

There were a number of offsetting factors that impacted on this budget over this period, these are listed in the following table.

Table 8: Commissioning & Communities - post January movements, excluding COVID 19 costs

Major variances	£000	£000
Parking Income shortfall	110	
Highways	328	
Waste collection & disposal savings	(396)	
Other savings	(47)	
Total movements		(5)

- Weekly income from car parks fell below budget over the Christmas period and continued below budget for the remainder of the year, increasing the shortfall by £110,000 before COVID 19 began to take effect in March.
- A reduction in income and increased costs totalling £328,000 from Highways services due to fewer licenses for scaffolding, skips, and streetworks, additional costs of planning applications, bus subsidies, and fly tipping costs.
- The new waste collection contract commenced in October 2019. Savings of £76,000 arose as transition costs were below expected. Waste tonnages were below forecast delivering savings of £114,000. Operational costs under the new contract were below estimates by £206,000.
- Other net savings, and reductions in overspends, of £47,000 were realised, including savings from staff vacancies £50,000.

Commissioning & Communities variances over the Year

The fall of car park income below that anticipated within the budget based on prior year activity, was significant. Excluding the impact of COVID 19 this gave rise to a £900,000 overspend on the annual budget. Significant under-recovery of highway income due to market activity of £228,000, and increased costs of £352,000 were realised from street lighting energy and fly tipping. These were offset by savings on the introduction and operation of the new waste contract and the impact of lower than forecast tonnages which mitigated the impact of the overspends, totalling £579,000.

Table 9: Significant Annual Variances within commissioning & communities budgets excluding COVID 19 costs

Major variances	£'000	£'000
Parking income shortfall in latter part of year	900	
Highways – licensing income	228	
Highways - Subsidising bus routes	94	
Highways costs relating to planning applications	89	
Highways - Street lighting energy	206	
Highways – costs of fly tipping	146	
Highways – capitalisation of traffic lights and other savings	(134)	
Waste collection & disposal	(579)	
Parks & Countryside and other variances	53	
Total Annual variance for Commissioning & Communities		1,003

- Weekly income from car parks fell below budget over the Christmas period and continued below budget for the remainder of the year. The annual shortfall was estimated in December at £400,000, however income over the holiday period fell further below expectations and this was revised to £700,000 in January, with the final position excluding COVID being £810,000 under budget. Increased costs of £90,000 resulted in an overall £900,000 budget shortfall.

- A reduction in income and increased costs of £629,000 in Highways services due a number of issues including fewer licenses for scaffolding, skips, and streetworks £228,000, additional costs due to the volume & scale of planning applications £89,000, bus subsidies £94,000, and £146,000 for fly tipping.
- The new waste collection contract commenced in October 2019. Savings of £76,000 arose as transition costs were below expected. Waste tonnages were below forecast delivering savings of £114,000. Operational costs under the new contract were below estimates by £389,000.
- Other net costs of £53,000 included a reduction of income from burial fees of £49,000.

8.2. Impact of COVID 19

There are two major impacts on the commissioning & communities services arising from COVID 19. These are both expected to have a significant impact in the current financial year.

- A further fall in parking income was experienced in the latter part of March and an additional shortfall against budget of £422,000 was recorded. Thus the total budget shortfall for parking income for the year was £1,232,000 on a total budget of £7,029,000.
- A shortfall in income of £140,000 arose from the smaller volume of collections of bulky waste and the loss of income from licences.

9. MD Commissioning, Support & Central Services

- 9.1.** The services under this heading are Commissioning & support, concessionary Fares, Management, Communications & Marketing, Human Resources, Law & Governance and Finance.
- 9.2.** The budget for these services of £8,787,000 was overspent by £377,000 in the year, £330,000 of this overspend was due to COVID 19 costs. Thus the business as usual variance was a £47,000 overspend. The budget, costs and variances for each service is set out in detail in appendix A. Significant annual variances and movements from the projected overspend of £571,000 reported in the January position are described below. The final paragraph in this section sets out the financial impact of COVID 19 on this budget in 2019/20.

Movements post January 2020

- 9.3.** The change between the predicted and actual outturn of £524,000 is shown in the table and explanations below:

Table 10: Commissioning support & Central Services post January movements, excluding COVID 19 costs

Major variances	£000	£000
<u>Commissioning & Support</u>		
Coroners service	65	
Concessionary Fares	(53)	
Commissioning team managed joint arrangements & other budgets	26	
		38
<u>Central Services:</u>		
Balance sheet housekeeping	(430)	
Consultancy – funding from transformation fund	(50)	
Land charges income	(36)	
Human Resources	(50)	
Others net	4	
		(562)
Overall Change		(524)

- An overspend of £65,000 on the coroners service was reported towards the end of the year.
- Concessionary fares expenditure supports bus operators, payments are made on receipt of quarterly claims. Claims for the 3rd quarter had not been received when the January position was reported. The 4th quarter position was estimated on receipt of the 3rd quarter data, resulting in the reported £53,000 underspend.
- There were a number of minor variances within budgets mainly controlled by the Commissioning & support team. The aggregate increase by £26,000, over the period was due in most part to an increase in the cost of the Out of Hours emergency duty team run by Bracknell Forest borough council as a joint arrangement.
- Finance – as a result a specific project to review legacy balances on the balance sheet and release through revenue as appropriate, net credit balances of £430,000 were transferred to a corporate cost centre in finance.
- Management (Corporate) – reduction in anticipated corporate CIPFA consultancy costs charged to revenue as transformation funding available to cover the costs within the capital programme - £50,000
- Land charges, an adverse variance on income predicted to be £50,000, was reduced to £14,000 by the year end. This is a demand led budget which is difficult to predict.
- Recruitment costs relating to senior staff were not as high as expected and other small savings in HR and pensions reduced the overspend by £50,000

MD Commissioning Support & Central Service Variances over the Year

- The total overspend for the year was £47,000, after adding COVID 19 of £330,000 the final outturn was £377,000 across these service areas. Outturns for the year and explanations of major variances are shown in the following table:

Table 11: MD Commissioning support & Central Services major variances

Variances by service (excluding COVID 19)	£000	£000
<u>Commissioning & Support</u>		
Coroners service	65	
Concessionary Fares	(53)	
Other C&S managed services	28	
		40
<u>Central Services:</u>		
Management (Corporate) – CIPFA Consultants		63
<u>Communications & Marketing</u>		
Tourism	139	
Communications and Public relations	50	
Guildhall	53	
		242
<u>Finance</u>		
Balance sheet housekeeping	(430)	
External audit fees	69	
Interim Staff Costs	43	
Other	(16)	
		(334)
<u>Others</u>		
Human Resources		15
Law & Governance		18
Grants		3
Outturn Variance (Before COVID 19)		47

- An overspend of £65,000 on the coroners service was reported.
- Concessionary Fares Supports for bus operators is paid according to the number of journeys undertaken by those with bus passes. The number of journeys for the year was below expectation and a saving of £53,000 was made on a budget of £1,386,000.
- A number of minor budgets are managed or recorded under Commissioning & Support, these reported a net overspend of £28,000. This was due in the main to an increase in the cost of the Out of Hours emergency duty team run by Bracknell Forest borough council as a joint arrangement.
- Management – Overspend of £63,000, one-off corporate consultancy costs.

- Communications & Marketing - overspend of £243,000. Budgets within this service have been under pressure all year.

In tourism an overspend of £139,000 was the result of a change in strategy during the year leading to savings built into the budget in 2019/20 becoming unachievable in year, a change to the accounting treatment of income in advance also produced a one-off pressure.

Demands on the corporate communications service meant built in savings were difficult to achieve and mitigation during the year was not able to cover off the in year pressures. An income budget of £25,000 became unachievable at the end of the year which added to the service overspend of £50,000.

- Human Resources - £15,000 overspend, one-off senior recruitment costs had been estimated at £41,000.
- Law & Governance – overspend of £18,000, one-off costs for operation bridge £29,000.
- Finance - underspend of £334,000. Credit balances released to revenue as part of the balance sheet housekeeping project amounted to £430,000. There were also one-off costs in the year of £112,000 for interim staff and additional audit fees £69,000 relating to the 18/19 audit.

9.4. Impact of COVID 19

The financial impact of COVID 19 became apparent midway through March 2020. On advice from the Department of Health the council committed to fund some additional costs incurred by care providers. Not all care providers have claimed re-imburement of their costs from the council and therefore the impact in 2019/20 is an estimate at this stage. It is estimated that £300,000 will be spent in 2019/20 to meet these costs. A further sum of £5,000 has been spent on equipment to support working from home. Due to the changing financial environment the status of debts owed to the council in respect of adult social care was reviewed. An additional sum of £157,000 was provided for due to this review.

The council committed £25,000 in corporate grant funding to foodbanks and other voluntary groups in March to help support the most vulnerable people.

10. Communities Directorate

10.1. The Communities Directorate includes Communities, Enforcement and Partnerships, Revenue and Benefits, Library and Residents services and IT.

10.2. The Directorates budget of £7,299,000 was **overspent by £1,230,000 in the year, £681,000 of this overspend was due to Covid 19 costs, leaving a pre covid overspend of £549,000 as shown in Table 2.** The budget, costs and variances for each service is set out in detail in appendix A. Significant variances are described within the service commentaries. Significant movements from the projected overspend of £761,000 reported in the January position are explained under individual service heading The financial impact of Covid 19 on the 2019/20 budget are also described under individual service headings.

10.3. The change between the predicted and actual outturn of £(212,000) is shown in the table and explanations below:

Table 12: Communities Directorate movements

Major variances	£000
Revenues & Benefits	(116)
Libraries	(48)
Others net	(48)
Overall Change	(212)

- Revenues & Benefits - £116,000, costs relating to business rates recovery fees were less than anticipated
- Libraries - £48,000, anticipated IT costs were lower than expected and there were some additional staff savings that further mitigated the position.

10.4. The total overspend, before COVID costs for the year is £549,000 across five service areas. Their individual outturns for the year is shown in the table and explanations of major variances follow the table:

Table 13: Communities Directorate variances

Variances by service (excluding COVID)	£000	£000
Executive Director of Communities		(30)
Revenue and Benefits		
- Housing Benefits – allowances and subsidy	278	
- Assessments and Processing	109	
- Other	4	
		391
Communities, Enforcement & Partnerships		8
Library and Residents Services		38
IT		142
Outturn Variance (Before COVID)		549

- **Executive Director of Communities** - £30,000 underspend relating to recharges and savings on supplies and services budgets

- **Revenues & Benefits** - £391,000 overspend.

Housing Benefits – £278,000 overspend, a pressure of £100,000 in year related to non-HRA discretionary housing payments for which there was insufficient budget. The budget has been increased in 2020/21 recognising this as an ongoing pressure. An increased bad debt provision added to the overspend in HB.

Historical charges of £122,000, relating to business rate recovery fees were paid in year. These costs were identified during the year and funded from one-off NNDR receipts.

- **Communities, Enforcement & Partnerships** - £8,000 overspend included the following significant pressures and mitigating savings within the service:

Grants to voluntary organisations – £174,000, grants previously charged to a capital grants budget, approved for this purpose, were found after a service review to be revenue in nature and recharged to the revenue grants budget in year, to correct this in line with good accounting practice. This overspend has been mitigated from savings elsewhere in the service. Conditions have been strengthened around the awarding of these grants in the future to ensure that they are capital in nature.

Hackney Carriage Licence net income was down against budget by £90,000 in year, following a downward trend over a number of years post de-regulation. The income budget has been reduce in 2020/21 acknowledging this ongoing pressure.

These pressures were mitigated by savings in environmental health £145,000 mainly in staff costs, strategic partnerships £75,000 and printing £52,000 (reduced demand).

- **Library & Resident Services** - £38,000 overspend, additional IT costs and reduced registrars income were partly mitigated at year end by salary savings
- **IT** - £142,000 overspend, corporate software and hardware costs exceeded budget by £207,000, and this was partly mitigated by savings elsewhere in the IT service during the year amounting to £66,000. Budgets for corporate IT costs have been increased in 20/21 by £216,000, in recognition of the additional costs of this service going forward.

10.5. Impact of COVID 19

- **Revenues & Benefits** - closure of the courts and a non-enforcement policy directive from central government is likely to have an impact on the recoverability of council tax and NNDR arrears into 2020/21, as well as the recoverability of housing benefit overpayments. Additional staff have been required to handle NNDR grant enquires and payments as well as a range of other enquiries from concerned residents and businesses. In 2019/20 £68,000 was provided for these costs and loss of income within the Revenues and Benefits Service.

- **Communities, Partnerships and Enforcement** - impact on leisure income from the closure of leisure facilities in March 2020 amounted to £613,000 for the year 2019/20, arising from lost contributions and debt now considered to be irrecoverable. Officers are working to minimise the financial impact of this closure in 2020/21 and to re-open facilities to the public as soon as possible. The effect of continuing social distancing rules on the costs and revenues of this service are still being evaluated for 2020/21.

11. Place Directorate

11.1. This directorate includes services that relate to where we live and include, Planning, Housing, and Property.

11.2. The Directorates budget of £189,000 was **overspent by £77,000 in the year, £83,000 of this overspend was due to Covid 19 costs, leaving a pre covid underspend of £6,000 as shown in Table 2.** The budget, costs and variances for each service is set out in detail in **appendix A.** Significant variances are described within the service commentaries. Significant movements from the projected overspend of £121,000 reported in the January position are explained under individual service heading The financial impact of Covid 19 on the 2019/20 budget are also described under individual service headings.

11.3. The change between the predicted and actual outturn of £127,000 is shown in the table and explanations below:

Table 14: Place Directorate movements

Major variances	£000
Housing	162
Property	(264)
Others net	(25)
Overall Change	(127)

- **Housing** - ongoing difficulties arising from the collection of rents, has meant that the net cost of managing the Mill Place traveller site has exceeded the budget by - £28,000. Legacy contractual costs under negotiation for some time are now expected to be in the region of £150,000 for this service.
- **Property** –additional property income of £250,000 was received in the last quarter of the year. This was an additional management fee negotiated relating to a development project.

11.4. The total underspend for the year is £6,000 across four service areas. Their individual outturns for the year are outlined below:

Table 15: Place Directorate variances

Variances by service (excluding COVID)	£000	£000
Executive Director of Place		(147)
Housing		760
Planning		

Variiances by service (excluding COVID)	£000	£000
- Salary capitalisations	(266)	
- Legal Fees	150	
- Minerals & Waste	(61)	
- Other	(16)	
		(193)
Property		
- Regeneration project contributions	(330)	
- Other income from new property transactions (net)	(120)	
- Other variances	24	
		(426)
Outturn Variance (Before COVID)		(6)

- **Executive Director of Place** – underspend of £147,000 against budget. The under spend relate to the capitalisation of change costs and some revenue savings on salary costs.
- **Housing** – the overspend of £760,000 against budget includes £511,000 which is one-off relating to the debt and bad debt provision movements and legacy contractual matters. These costs were allocated one-off funding from NNDR receipts in year. Of the remaining overspend, £249,000 relates to increased accommodation costs. This is an ongoing pressure and the net budget for 20/21 has been increased in recognition of the pressure this service continues to face.
- **Planning** – underspend £193,000. This is made up of capitalisation of planning salaries £266,000 against external funding and specific capital projects.

Legal service recharges relating to planning appeals amounted to £150,000. There is no significant built in budget given the unpredictability of their occurrence and scope.

- **Property** – underspend £426,000. The under-spend relates to a range of different additional income related to property including: the one-off £250,000 contribution referred to above; £56,000 rentals from a new property acquisition and; £80,000 of developer contributions for the costs of Make Maidenhead Work. These are partially offset by some contractual and project costs.

11.5. Impact of COVID 19

There has been additional requirements placed on the housing team to house all homeless in order that the most vulnerable members of society can be protected from the COVID 19 virus. For those already in temporary accommodation, social distancing rules have meant that some clients have been rehoused. Additional costs relating to this were £21,000 in 2019/20.

The lockdown, and closure of businesses with increased risks of recession and bankruptcy has increased the risk relating to the councils commercial property income. Rents arrears and defaults, lengthier voids and associated costs are all likely to increase.

A small provision has been made in 2019/20 to reflect the increased risk of default on the council's commercial debtors (£62,000).

12. Council Tax and Business rates Collection Performance

12.1. The majority of Council spending relies on collecting Council Tax and Business Rates, the Council's budgeted share of these two precepts is £88,000,000 in 2019/20, collection rates are therefore been closely monitored.

12.2. At the end of March 2020 £90,300,000 equating to 98.29% of Council Tax had been collected against a target collection of 98.5% or £91,900,000. Business rate collection was £88,000,000 equating to 98.3% against a target collection of 98.3% or £89,600,000.

12.3. Revenue budget movements

12.4. 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 16: Revenue budget movement

Approved Service expenditure budget reported to January 2020 cabinet	£82,378,000
Severance	£121,000
Service expenditure budget at 31st March 2020	£82,499,000

12.5. Since the budget was approved the total movements are £1,344,000 as shown in **appendix B**, £608,000 has been transferred from the General Fund Reserve.

Revenue Reserve

12.6. At 31.03.2019 the Council had general fund reserves of £7,778,000 as at 31.03.20 these reserves are £8,231,000. Usable and unusable reserves as well as provisions are shown in **appendix I**. In comparison to other Unitary Council's the Royal Borough's overall level of reserves is one of the lowest.

12.7. 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 carried forward.

12.8. The current £2,397,000 overspend which includes £441,000 of redundancy provision together with £608,000 transfers agreed by Cabinet for one-off items in-year results in a general fund reserve of £8,231,000 which is £2,421,000 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)
Year-end overspend	(1,956)
Year-End Redundancy Provision	<u>(441)</u>
Current Projected Balance at 31.03.20	<u>8,231</u>

Medium Term Financial Strategy

- 12.9. The MTFP assumptions will be reviewed over the next few months particularly given the evolving impact of the global pandemic on the Council

Borrowing projection

- 12.10. 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 remain low. The borrowing levels at the end of 2019-20 are £191,049,000 and further details will be included in the Treasury management year-end report which is also going to May cabinet.

Capital Programme

- 13.0. The approved 2019-20 capital estimate is £109,577,000, see table 4. The final outturn for the financial year is £68,884,000, see table 5 for capital programme status, with further information in Appendices C – F Budget additions are detailed in Appendix F. Cabinet is recommended to approve the variances and slippage as detailed in Appendix E.

Table 17: Capital outturn

	Exp.	Inc.	Net
	£000	£000	£000
Approved estimate	109,577	(20,285)	89,292
Variances identified	(634)	498	(136)
Slippage to 2020-21	(40,059)	7,501	(32,558)
Outturn 2019-20	68,884	(12,286)	56,598

Table 18: Capital programme status

	March 2020
Number of schemes in programme	291
Yet to start	10%
In progress	42%
Completed	26%
Ongoing programmes e.g. Disabled Facilities Grant	22%
Devolved formula capital grant schemes budgets devolved to schools	0%

Since last reporting slippage to February 2020 Council an additional £22,218,000 has been identified by services. Major items of scheme slippage are shown in the table below.

Table 19: Capital programme major scheme slippage

Scheme	£'000	Detail
Braywick Leisure Centre	2,374	Construction of the new Braywick Leisure centre is now expected to complete in September 2020
Vicus Way Car Park	2,985	Re-profiling of Maidenhead Regeneration scheme expenditure
Broadway Car Park	4,234	Re-profiling of Maidenhead Regeneration scheme expenditure
Affordable Housing Works	2,766	Awaiting Planning approval and will progress during 2020/21
St Peters Middle School	1,699	Progressing on-site. Slippage is expected to be utilised during the first quarter of 2020/21

Further detail of newly identified slippage is listed in Appendix E.

14. LEGAL IMPLICATIONS

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

15 RISK MANAGEMENT

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

16 POTENTIAL IMPACTS

- 16.1 Equalities – none
- 16.2 Climate change/sustainability – none
- 16.3 Data Protection/GDPR -none

17 CONSULTATION

17.1 None.

18 TIMETABLE FOR IMPLEMENTATION

18.1 Implementation date if not called in: immediately.

19 APPENDICES

19.1 This report is supported by nine appendices:

- Appendix A Revenue Monitoring Statement
- Appendix B Revenue movement statement
- Appendix C Capital budget summary
- Appendix D Capital monitoring report
- Appendix E Major capital scheme progress
- Appendix F Capital budget movements
- Appendix G Variance analysis except Children's services
- Appendix H Children's variance analysis
- Appendix I Reserve and provisions

20 BACKGROUND DOCUMENTS

20.1 This report is supported by one background document:

- Budget Report to Council February 2019.

21 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Hilton	Lead Member for Finance and Ascot	6/5/20	6/5/20
Duncan Sharkey	Managing Director	6/5/20	7/5/20
Russell O'Keefe	Executive Director	6/5/20	7/5/20
Adele Taylor	Executive Director and Section 151 Officer	30/04/20	30/04/20
Kevin McDaniel	Director of Children's services	6/5/20	
Nikki Craig	Head of HR and Corporate Projects	6/05/20	6/05/20
Louisa Dean	Communications	6/5/20	
Hilary Hall	Deputy Director of Commissioning and Strategy(DASS)	6/5/20	6/5/20

REPORT HISTORY

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

Outturn Statement 2019/20 as at March 2020

Original Budget	SUMMARY	Revised Budget	Actual Outturn including COVID19 costs	Actual Variance including COVID19 costs	Total COVID19 costs included in Actuals
£000		£000	£000	£000	£000
398	Management	687	750	63	0
466	Communications & Marketing	475	717	242	0
1,293	Human Resources	1,218	1,233	15	0
1,898	Law & Governance	1,907	1,925	18	0
2,101	Commissioning & Support	2,048	2,392	344	305
9,826	Commissioning - Communities	10,352	11,917	1,565	562
24,526	AfC Contract - Children's Services	24,524	26,363	1,839	14
11,140	AfC Contract - Dedicated Schools Grant	11,139	11,656	517	0
(2,546)	Children's Services - Retained	(2,546)	(2,431)	115	0
53,293	Dedicated Schools Grant - Retained	52,776	52,504	(272)	0
29,199	Adult Social Care - Optalis Contract	30,081	31,646	1,565	0
16,335	Adult Social Care - Spend	15,770	15,917	147	0
(11,725)	Adult Social Care - Income	(11,957)	(13,524)	(1,567)	157
12,728	Better Care Fund	13,292	14,110	818	0
4,659	Public Health	4,656	4,656	0	0
(80,585)	Grant Income	(80,633)	(81,693)	(1,060)	0
1,143	Finance	1,222	915	(307)	25
					0
74,149	Total Managing Director's Directorate	75,011	79,053	4,042	1,063
141	Executive Director of Communities	203	173	(30)	0
830	Revenues & Benefits	902	1,361	459	68
1,327	Communities, Enforcement & Partnerships	1,679	2,300	621	613
3,150	Library & Resident Services	3,195	3,233	38	0
1,351	ICT	1,320	1,462	142	0
					0
6,799	Total Communities Directorate	7,299	8,529	1,230	681
365	Executive Director of Place	359	212	(147)	0
1,086	Housing	1,085	1,866	781	21
1,302	Planning Service	1,332	1,139	(193)	0
(2,546)	Property Service	(2,587)	(2,951)	(364)	62
					0
207	Total Place Directorate	189	266	77	83
81,155	TOTAL EXPENDITURE	82,499	87,848	5,349	1,827

Original Budget	SUMMARY	Revised Budget	Actual Outturn including COVID19 costs	Actual Variance including COVID19 costs	Total COVID19 costs included in Actuals
£000		£000	£000	£000	£000
81,155	Total Service Expenditure	82,499	87,848	5,349	
3,458	Contribution to / (from) Reserves	3,458	3,458	0	
4,017	Pensions deficit recovery	4,017	4,017	0	
300	Pay reward	5	5	0	
	Transfer from Provision for Redundancy	(441)	(441)	0	
	Provision for Business rates deficit	0	2,421	2,421	
	Increase / (Decrease) to provision for bad debt	0	382	382	
	COVID19 Grant	0	(1,827)	(1,827)	(1,827)
	Release of historic capital grant	0	0	0	
159	Environment Agency levy	159	156	(3)	
	Variance on Business Rates income	0	(3,511)	(3,511)	
4,778	Capital Financing inc Interest Receipts	4,778	4,364	(414)	
93,867	NET REQUIREMENTS	94,475	96,872	2,397	
(1,094)	Less - Special Expenses	(1,094)	(1,094)	0	
0	Transfer to / (from) balances	(608)	(3,005)	(2,397)	
92,773	GROSS COUNCIL TAX REQUIREMENT	92,773	92,773	0	
	General Fund				
	Opening Balance	7,778		10,628	
	Contribution to / (from) Reserves	3,458		0	
	Budget Transfers (from) Balances	(608)		(2,397)	
		<u>10,628</u>		<u>8,231</u>	
	Transfers (from) Balances, Variance	(2,397)			
	Budget General Fund Outturn	<u>8,231</u>			

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	
Original Budget				81,155	
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
11 Severance		121		121	Managing Director
12					
Changes Approved Service Expenditure	605	441	298	1,344	
Approved Outturn Service Expenditure March 2020				82,499	
Non Service Expenditure	3			3	
Approved Outturn Expenditure March 2020	608			82,502	

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 Transactions in column 2 are redundancy costs funded by the provision for redundancy. Redundancy costs for 20/21 will be funded from the new Capital Transformation budget, so as a result the revenue redundancy provision has not been topped up in 19/20.
- 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.

	2019/20 Original Budget Approved at Council February 2019 A			Unspent budget from Schemes Approved in Prior Years per May 2019 cabinet B			Approved schemes where additional budget added In-year C			Revised Budget 2019/20 A+B+C		
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's
Portfolio Summary												
Communities Directorate												
Revenues & Benefits	170	0	170	0	0	0	0	0	0	170	0	170
Communities, Enforcement & Partnerships	3,649	(1,255)	2,394	3,864	(1,304)	2,560	26,523	(490)	26,033	34,036	(3,049)	30,987
ICT	506	0	506	139	0	139	545	0	545	1,190	0	1,190
Library & Resident Services	435	0	435	775	(104)	671	(17)	0	(17)	1,193	(104)	1,089
Total Communities Directorate	4,760	(1,255)	3,505	4,778	(1,408)	3,370	27,051	(490)	26,561	36,589	(3,153)	33,436
Place Directorate												
Property	1,425	0	1,425	13,882	(159)	13,723	17,687	(2,600)	15,087	32,994	(2,759)	30,235
Housing	0	0	0	381	(356)	25	85	(85)	0	466	(441)	25
Planning	947	0	947	1,438	(494)	944	100	(100)	0	2,485	(594)	1,891
Total Place Directorate	2,372	0	2,372	15,701	(1,009)	14,692	17,872	(2,785)	15,087	35,945	(3,794)	32,151
Managing Director												
Finance	0	0	0	0	0	0	491	0	491	491	0	491
Human Resources	0	0	0	0	0	0	0	0	0	0	0	0
Adult Social Care	220	(200)	20	0	0	0	0	0	0	220	(200)	20
Commissioning – Communities	17,224	(8,109)	9,115	2,310	(1,086)	1,224	1,086	(121)	965	20,620	(9,316)	11,304
Law and Governance	46	0	46	10	0	10	11	0	11	67	0	67
Green Spaces & Parks	425	(85)	340	162	(22)	140	24	(74)	(50)	611	(181)	430
Non Schools	787	0	787	271	(162)	109	0	0	0	1,058	(162)	896
Schools – Non Devolved	4,334	(973)	3,361	8,981	(1,256)	7,725	(275)	(314)	(589)	13,040	(2,543)	10,497
Schools – Devolved Capital	195	(195)	0	740	(740)	0	1	(1)	0	936	(936)	0
Total Managing Director	23,231	(9,562)	13,669	12,474	(3,266)	9,208	1,338	(510)	828	37,043	(13,338)	23,705
Total Committed Schemes	30,363	(10,817)	19,546	32,953	(5,683)	27,270	46,261	(3,785)	42,476	109,577	(20,285)	89,292

Portfolio Total	(£'000)	30,363	(£'000)	109,577
External Funding				
Government Grants		(9,686)		(12,750)
Developers' Contributions		(846)		(5,078)
Other Contributions		(285)		(2,457)
Total External Funding Sources		(10,817)		(20,285)
Total Corporate Funding		19,546		89,292

Capital Monitoring Report - Outturn 2019/20

At 31 March 2020, the revised budget stood at £109.577m

	Exp	Inc	Net
	£'000	£'000	£'000
Revised Budget	109,577	(20,285)	89,292
Variances identified	(634)	498	(136)
Slippage to 2020/21	(40,059)	7,501	(32,558)
Final Outturn 2019/20	68,884	(12,286)	56,598

Overall Projected Expenditure and Slippage

Capital expenditure for the financial year is £68.884m

Variances for the year are as follows.

	Exp	Inc	Net
Communities, Enforcement & Partnerships			
CV21 New Power Points-High Street Events	(6)	0	(6) Scheme complete
CV37 4, Marlow Road-Essential Annual Maintenance	(3)	0	(3) Scheme complete
CC60 Hostile Vehicle Mitigation Measures for Windsor	(158)	158	0 Income unavailable - budget reduced.
CE08 Air Quality Monitoring	(1)	0	(1) Scheme complete
CT52 Disabled Facilities Grant	42	(42)	0 DFG overspend funded by grant 19-20
CY17 Adopt a Highway Scheme / Street Scheme	(7)	0	(7) Scheme complete
Library & Resident Services			
CC15 Del Diff - Imp and Intro of SS at Datchet Library	(10)	0	(10) Scheme complete
CC22 Del Diff - Digitisation of Historic Registers	(1)	0	(1) Scheme complete
CC36 CSC Telephony Upgrade	37	0	37 Scheme complete
CC65 Refurbishment MHead, Windsor, Ascot , Eton Libs	(5)	0	(5) Scheme complete
CC98 Datchet Lib - External Signage and Internal Decor	15	0	15 Scheme complete
CZ96 Archive Exhibitions	1	(1)	0 Scheme complete
Housing			
CT29 Low Cost Housing (S106 Funding)	(91)	91	0 Scheme complete
CT51 Key Worker DIYSO	(59)	59	0 Scheme complete
Adult Social Care			
CT36 Boyn Grove - Air Conditioning	(6)	0	(6) Scheme complete
CT59 Paris Module	(5)	0	(5) Scheme complete
Commissioning - Communities			
CC25 M4 Smart Motorway	(19)	0	(19) Costs lower than projected
CC42 Replacement Entry / Exit Systems at Boulters Lock	2	0	2 Final invoice higher than expected.
CC43 Additional CCTV at 3 MS Car Parks	8	0	8 Final invoice higher than expected.
CC49 Courthouse Rd/SI Marks Rd Junction and Pedestrian	7	0	7 Final invoice higher than expected.
CC57 Goswell Hill Refurbishment Programme	6	0	6 Final invoice higher than expected.
CC59 Highways Tree Surgery Works from Inspections	36	0	36 Increase safety works due to the high winds / storms (winter 2019/20)
CC61 Local Flood Risk Management Strategy Review	1	(1)	0 final invoice higher than expected.
CC62 Maidenhead Missing Links (LEP Match Funded)	1	(1)	0 final invoice higher than expected.
CC86 VMS Support and Maintenance	1	(1)	0 final invoice higher than expected.
			Increase cost for additional traffic management and extended programme due to
CC88 Junction works -Dedworth Rd/Hatch Ln/Pasonage Ln	22	0	22 consultation / approval process
CC91 Fly Tipping Reduction Measures	(18)	0	(18) decision was made to carryout enforcement rather than install physical measures.
CC93 Bridge Scour Risk Assessments	(6)	0	(6) Assessment complete
CD07 Road Marking-Safety Programme	11	0	11 Final invoice higher than expected.
CD18 Highway Drainage Schemes	17	0	17 Increase in schemes responding to localised flooding (winter 2019/20)
CD22 Safer Routes to School	(26)	0	(26) Programme complete
CD23 Local Safety Schemes	(6)	0	(6) Programme complete
CD28 School Cycle / Scooter Parking	(25)	0	(25) Programme complete
CD34 Winter Service Community Facilities	17	0	17 Additional gritting runs due to winter weather 2019/20
CD35 Reducing Congestion & Improving Air Quality	10	(10)	0 Final invoice higher than expected.
CD36 Reducing Street Clutter	1	0	1 Programme complete
CD39 Decriminalised Parking Enforcement Review	9	0	9 Increased scheme volumes and requests
CD43 Flood Prevention	20	0	20 Increase in scheme responding to localised flooding (winter 2019/20)
CD45 Public Conveniences-Refurbishment	(7)	0	(7) Not required.
CD54 River Thames Scheme Infrastructure Project	10	0	10 Internal fees over and above agreed financial project contribution
CD73 Replacement Highway Drain-Waltham Rd,White Waltham	(1)	0	(1)
CD75 Bus Stop Accessibility	1	0	1 Final invoice higher than expected.
			Scheme abandoned - weak business case and no consensus on affordable solution
CD79 A329 London Rd/B383 Roundabout-Scheme Development	(301)	0	(301) - highlighted during capital review in-year
CD80 Grenfell Road-Off-Street Parking	(27)	0	(27) Scheme descope following consultation
CD82 Intelligent Traffic System-Maintenance & Renewal	12	(12)	0 Final invoice higher than expected.
CD84 Street Lighting-LED Upgrade	(4)	0	(4) completed
CD87 Pothole Action Fund-DIT Grant	1	(1)	0
CE64 Additional Parking Provision for Windsor	1	(1)	0 final invoice higher than expected.
CF04 Pelican Crossing at Eton Wick	(25)	25	0 Scheme completed.
CF05 Waste Vehicles	(110)	110	0 Final costs lower than projected - funding not required
CB96 Stafferton Way Link Road	111	0	111 Legal position to recover historic costs explored - no prospect of receiving funds.
CF06 £965k Local Highways Fund	(22)	22	0 Programme completed
CV28 Braywick/Oldfield Bridge Scheme	0	98	98 Funding to be received 2020/21
Green Spaces & Parks			
CC13 North Town Moor Open Space-Car Park Improvements	(1)	0	(1) Scheme completed.
CC46 Baths Island Pleasure Ground	(11)	0	(11) Scheme completed.
CC64 Prevention of Unauthorised Encampments	10	0	10 Scheme completed.
CD25 Public Rights of Ways-Bridge Repairs	(10)	0	(10) Scheme completed.
CF08 Ray Mill Island Access Works	(1)	0	(1) Scheme completed.
CLC9 Nicholas Winton Memorial	2	0	2 Scheme completed.
CV03 Parks Improvements	11	(11)	0 Scheme completed.
Law and Governance			
CY10 Green Redeem Scheme	(10)	0	(10) Scheme completed
CY16 Member Ward Budgets	(35)	0	(35) Revised Business Case
Non Schools			
CT60 New JADU Form Builder	(4)	0	(4) Scheme completed-offer up of savings
Schools - Non Devolved			
CSDQ Urgent Safety Works Various Schools	3	(3)	0 Revised Business Case
CSEX Feasibility/Survey Costs	(21)	21	0 Revised Business Case
CSHW Secondary Expansions Risk Contingency	(480)	0	(480) Unforeseen Costs-Furze Platt Senior expansion Year 1 of 3
CSGW Furze Platt Senior expansion Year 1 of 3	480	0	480 Disputed Costs currently funded by contingency budget.
CSHV Lowbrook Expansion	(15)	0	(15) Contract Variations
CSHX Newlands Girls School	(2)	(2)	(4) Scheme completed
CSHY Furze Platt Infant School Boiler Replacement	(2)	0	(2) Scheme completed
CSJK Riverside Double Classroom	1	0	1 Revised Estimate
CSJU Wessex Primary Boiler Replacement	1	(1)	0 Disputed Costs
CSJV Horner First School Boilers Replacement	(1)	1	0 Scheme completed-offer up of savings
	(634)	498	(136)

Slippage for the year is reported as follows.

Slippage previously reported to Council February 2020

Newly reported slippage is listed as follows.

		(14,198)	3,858	(10,340)	
Adult Social Care					
CT62	Adult Services Case Management System	(200)	200	0	System to be procured 2020/21
Commissioning - Communities					
CC25	M4 Smart Motorway	15	0	15	Reverse slippage
CC27	Permanent Traffic Counter Sites	(6)	6	0	Awaiting final invoices
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	(25)	0	(25)	Implementation of pedestrian crossing on hold (COVID-19)
CC50	Cox Green Road/Brill Close/Norreys Drive Drainage	(5)	0	(5)	Reprogramme due to bad weather - further delays due to COVID-19
CC51	Datchet Barrel Arch Drainage Repairs	(60)	0	(60)	Reprogramme due to bad weather - further delays due to COVID-19
CC54	Electric Vehicle Charging Points-Pilot	(34)	34	0	On going scheme
CC62	Maidenhead Missing Links (LEP Match Funded)	(154)	154	0	On going scheme due to be completed in 2021
CC67	Replacement Payment Equipment for Car Parks	(13)	13	0	Delayed due to COVID-19 impact
CC70	Street Cleansing Maidenhead Town Centre	2	(2)	0	Deep clean delayed due to bad weather
CC73	Wessex Way Highway Drainage - Feasibility	(12)	0	(12)	Reprogramme due to bad weather - further delays due to COVID-19
CC85	Major Footway Construction/Maintenance	(110)	0	(110)	Works carried out in March awaiting the invoice
CC86	VMS Support and Maintenance	(28)	28	0	Works in March awaiting final account.
CC89	Elizabeth Bridge	(343)	0	(343)	On going scheme started April 2020 and due to be complete December 2020
CC90	Boulton Lock Car Park Extension	(209)	0	(209)	Delayed due to clearance of planning conditions
CC91	Fly Tipping Reduction Measures	18	0	18	Reverse slippage
CC92	Maintenance to Anti-Terrorist Rising Bollards	(2)	0	(2)	
CC93	Bridge Scour Risk Assessments	3	0	3	Delayed due to dangerous river conditions.
CC94	Clarence Road Roundabout Safety Battery Back-up	(8)	0	(8)	Awaiting supply of equipment
CC95	Cookham Bridge Refurbishment & Structural Repair	(68)	0	(68)	Scheme development phase - due to be completed in 2022
CD01	LTP Feasibility Studies/Investigation/Develop	(12)	12	0	Surveys delayed due to Covid-19 impact
CD12	Roads Resurfacing-Transport Asset & Safety	(112)	0	(112)	Road maintenance for March 2020
CD13	Bridge Assessments	(35)	0	(35)	delay in structural inspections due to bad weather.
CD14	Bridge Parapet Improvement Works	6	(6)	0	Awaiting final invoice.
CD17	Replacement Street Lighting	(13)	13	0	works carried out in March awaiting the invoice
CD22	Safer Routes to School	(5)	0	(5)	works carried out in March awaiting the invoice
CD23	Local Safety Schemes	(41)	0	(41)	works carried out in March awaiting the invoice
CD27	Cycling Capital Programme	(19)	8	(11)	works carried out in March awaiting the invoice
CD28	School Cycle / Scooter Parking	25	0	25	Reverse slippage
CD42	Maidenhead Station Interchange & Car Park	356	(356)	0	On going scheme due to be complete December 2020
CD43	Flood Prevention	(2)	0	(2)	
CD45	Public Conveniences-Refurbishment	(10)	0	(10)	Works started but on hold due to COVID19
CD46	Alley Gating	10	0	10	Reverse slippage
CD47	Replace DPPOs with Public Space PO Signage	5	0	5	Reverse slippage
CD72	Preliminary Flood Risk-Assessments	(31)	31	0	Awaiting final account
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	(31)	31	0	Reprogramme due to bad weather - further delays due to COVID-19
CD75	Bus Stop Accessibility	(1)	1	0	Awaiting final account delayed due to the burst water main in Shoppenhanger, which has impacted on
CD80	Grenfell Road-Off-Street Parking	(45)	0	(45)	road space.
CD85	Enforcement Services-Mobile Phone Replacement	7	0	7	Reverse slippage
CD86	Vicus Way & Tinkers Lane – Site Works	(101)	0	(101)	delay with structural assessments
CF03	Braywick Road Crossing	7	0	7	On-site.
CF04	Pelican Crossing at Eton Wick	(1)	0	(1)	Complete - awaiting final bill
CF05	Waste Vehicles	200	0	200	Awaiting final accounts
CF06	£965k Local Highways Fund	(10)	0	(10)	Schemes completed in March: awaiting final bill.
CF09	Maidenhead Local Plan Site Works	51	(51)	0	On going scheme due to be completed in 2021/22

Communities, Enforcement & Partnerships				
CC47	CCTV Replacement	(229)	0	(229) Retention and final elements of the replacement scheme
CY20	Community Warden Vehicles	49	0	49 Reverse previously reported slippage - scheme deleted
CC60	Hostile Vehicle Mitigation Measures for Windsor	(808)	0	(808) Ongoing phases of this scheme and retentions for Phase 1. May be worth reducing to the net budget as the income will not be achieved.
CC63	Major Incident Resource Kit	(7)	0	Per PR Windsor's major incident plan is under review by LRF team and due for completion by mid-2020,
CC6B	Hostile Vehicle Mitigation Measures-Windsor Ph 1B	(250)	250	0 Ongoing phase 2 of CC60
CE07	Digitalisation-Environmental Health Documentation	(18)	0	(18) Fund to support the conversion of hard copy documents to electronic and accessible records.
CE08	Air Quality Monitoring	(134)	74	(60) Provision for Air Quality Monitoring Stations which are required for balance of a ten year period.
CI22	Tree Planting & Maintenance	(289)	0	(289) Per H.Leonard - slippage committed for the tree planting contracts 2019-2021
CLF1	Desborough Theatre Improvements	(6)	0	(6) AS Delay in closure of Desborough Suite - scheme rescheduled for 20-21
CP94	P&OS-Dedworth Manor All Weather Pitch	(50)	50	0 Reverse income slippage
CR24	Windsor Squash Courts	(284)	284	0 Links to the ongoing dispute over the re-provision vs new provision and the S106 funding.
CV22	New Power Points-Ascot High Street Events	(10)	0	(10) Per P.Roach Scheme rescheduled for 2020
CV28	Braywick/Oldfield Bridge Scheme	(232)	232	0 Links to the wider programme of works ongoing and funded via the s106 contributions
CV38	Advantage Card System-Replacement	(2)	0	(2) Year two licences following the transfer of the scheme to Libraries.
CV39	Ockwells Park-Phase 3 Improvements	(135)	31	(104) Ongoing phased works to improve this new park.
CV40	Battlemead Common- Phase 1 Infrastructure Enabling	(52)	0	(52) Phased programme awaiting planning approval for the new car park
CV41	Clewer Memorial Pavilion, Windsor-Modifications	(16)	0	(16) Reverse slippage - scheme completed in year retentions o/s
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	(375)	375	0 Delay in start date as a result of inclement weather per K.Mist email 3/1/2020
CV43	Braywick Park-Sports Pitch Improvements	(185)	185	0 Links directly to the Braywick LC scheme-external works outside the main building contract.
CV03	Energy Savings Initiative	(74)	0	(74) DS Scheme links to revised Sustainability initiatives for the Borough
CV04	Water Meters	(19)	0	(19) Slippage as CV03
CV09	Superfast Broadband in Berkshire	(20)	0	(20) DS slippage as scheme rephased over a longer period as the implementation plans have been re based lined.
CY13	Economic Development	(22)	22	0 DS slippage to support the recovery strand of post COVID 19
CY14	Community Engagement Programmes	(2)	0	(2) Balance required for Community litter picking groups equipment
CY15	Bright Ideas Competition	(5)	0	(5) Legacy of previous Bright Ideas winners.
CY17	Adopt a Highway Scheme / Street Scheme	(3)	0	(3) £7.5K to fund overspend Balance CV29. Balance ongoing scheme
CY21	Pop-up Market Stalls Programme	(12)	0	(12) Support for post COVID19 recovery work in the town centres to maintain / increase footfall
CY23	Maidenhead Wayfinding	(20)	0	(20) Links to the rephased town centre regeneration plans
CY28	AV Systems	(2)	0	(2) Final retentions for scheme implement 2019-20
CY29	Christmas Lgts-Mhd High St & Queen St to Broadway	(18)	0	(18) Links directly to the new lights purchased in year & support for maintenance in future years. 3 year prog
CY30	Tinkers Lane Depot-Updates Site Management	(60)	0	(60) Scheme two thirds complete-paused for COVID19 reasons. Will be completed as soon as restrictions are lifted.
CY31	Victoria Street MSCP-Measures to Reduce ASB	(1)	0	(1) Additional signage for the revised restrictions
CY32	Marketing Strategy-Make Maidenhead	(10)	0	(10) Re-branded Make Maidenhead linked directly to the regeneration programme
CZ18	Braywick Leisure Centre	(2,374)	0	(2,374) Revised Cash flow for the main scheme-completion 2020
CZ42	Leisure Centres-Annual Programme & Equipment	(41)	0	(41) DS Revised plan to support greatly reduced capital scheme in 2020/21
Finance				Work is still required in 2020/21 and will contribute to the sustainability reviews in the new financial year.
CA14	Transformation Projects	(347)	0	(347) the new financial year.
CA15	Capitalised Debt Charges	209	0	209 Reverse slippage
Green Spaces & Parks				
CC28	Ockwells Park Extension - Phase 1	(3)	0	(3) Retentions
CC44	Allotments Windsor & Maidenhead	(8)	8	0 Match funding re slippage to 20-21
CC82	Braywick Compound Works	(12)	12	0 Match funding re slippage to 20-21
CC87	Public Rights of way - General	(3)	0	(3) Scheme commenced - ongoing programme of works for 20-21
CD25	Public Rights of Ways-Bridge Repairs	(14)	0	(14) Scheme commenced - scheduled completion 20-21
CV03	Parks Improvements	(5)	0	(5) Retentions
CV30	Play Areas - Replacement Equipment	(2)	0	(2) Retentions
CZ75	P&OS-Allens Field Improvements Ph 2	(8)	8	0 Match funding re slippage to 20-21
Housing				
CT29	Low Cost Housing (S106 Funding)	(161)	161	0 Match funding re 2019-20 slippage
CT51	Key Worker DIYSO	(195)	195	0 DIYSO applications not completed in year - to be completed in 2020/21
CT55	Brill House Capital Funding	(5)	5	0 Ongoing programme of work
DG50	Assisted Transfer Scheme	(25)	0	(25) Ongoing programme of work
ICT				
CA11	Desktop PC Replacement Project	(136)	0	(136) Ongoing programme of work including Modern Workplace
CN00	Key Systems Infrastructure & Hardware Upgrades	(96)	0	(96) Ongoing programme of works re hardware upgrades

Library & Resident Services				
CC53	Contact Centre - Ventilation & Back-up Generator	11	0	11
CC39	Old Court Improvements	(3)	0	(3) Works outstanding not completed due to COVID-19
CC53	Contact Centre - Ventilation & Back-up Generator	11	0	11 Design work heating element of scheme WIP Ongoing programme-further works to Maidenhead Library & automatic door at Windsor Library
CC65	Refurbishment Mhead, Windsor, Ascot , Eton Libs	(32)	0	(32) The scheme is being further investigated and may be given up as a saving after investigation
CC68	Royal Borough Ambassador Equipment	(8)	0	(8) Slippage re 5 year asset management plan
CC97	Eton Wick Library - General Repairs	(3)	0	(3) Scheme completion subject to negotiations with Eton College
CC99	Eton Library – Open Access and Shop Front Repair	(21)	0	(21) 2019/20 YE slippage adjustment
CL87	Old Windsor Library-Extension	0	0	0 Digitisation of our collection this is S106 money that has been allocated as part of our ongoing project to digitise over 13,000 objects
CLB2	Sunninghill Library Lease Repairs	(2)	0	(2) The museum store is not to accreditation standard and S106 money for improvements and ongoing collection care
CLB6	MALS Digital Offer	(29)	29	0 This has been allocated for the Old Windsor. Development is on hold - S106 funds
CLC2	Collection Care and Storage	(22)	22	1 2019/20 YE slippage adjustment Movement from Windows 7 - memory recently purchased - lack of availability of ICT support
CLC5	Heritage Education Space Old Windsor	(20)	20	0 This has been allocated for the Old Windsor. Development is on hold - S106 funds
CLE1	Cox Green Lib - Building Repairs Etc	1	0	1 2019/20 YE slippage adjustment Movement from Windows 7 - memory recently purchased - lack of availability of ICT support
CLE2	Dedworth Lib - Payment Kiosk, Replace Public PCs	(20)	0	(20) ICT support
CLE4	Cookham Library - Entrance Canopy & Repairs	1	0	1 Canopy repairs
CLE5	Maidenhead Lib - Redesign Reception & Repairs	(4)	0	(4) On going scheme - budget required. Movement from Windows 7 - memory recently purchased - lack of availability of ICT support
CLE6	Upgrade Public PCs	(21)	0	(21) Movement from Windows 7 - memory recently purchased - lack of availability of ICT support
CLE9	Windsor Lib - Replacement Public PC and Laptops	(6)	0	(6) Movement from Windows 7 - memory recently purchased - lack of availability of ICT support This work is nearly complete and PO on order. Delivery and install was delayed due to COVID-19
CLF4	RBWM Audio Upgrade	(13)	0	(13) due to COVID-19
CLF5	Registrars Office - Redecoration	33	0	33 Delays SBS re commencement of works
CYKH	York House - Customer Services	(8)	0	(8) On going scheme - budget required.
CZ77	P&OS-WW1 & MC800 Commemoration Prjs	(3)	0	(3) Slippage due to staffing issues. Ongoing works to be completed after the audio upgrade which was delayed due to COVID-19
CZ95	WRBM Improvements	(3)	3	3 S106 money to work on an exhibition programme to engage all in our collection
CZ96	Archive Exhibitions	(12)	11	(1) ongoing project this year for two more exhibitions
CZ97	Arts in the Park	(1)	1	0 Project was on hold. Due to complete this year as part of return
Non Schools				
CKVH	2Yr old capital entitlement	(6)	6	0 S106 Funded ongoing work
CKVL	Hurley Canoe Centre Storage Facility	(15)	15	0 S106 Funded ongoing work
CKVM	Youth Centre upgrades	(2)	2	0 S106 Funded ongoing work
CKVN	IT Software upgrades	(30)	30	0 Slip Balance to 20-21 required next year - ongoing project
CKVP	Children's Centres buildings	(7)	0	(7) Ongoing work
CKVR	Youth Centres Modernisation Programme	(40)	0	(40) Ongoing work
CKVX	Pinkneys Green Storage Facility	(7)	7	0 S106 Funded ongoing work
CKVY	Youth Voice Youth Choice	(15)	0	(15) Ongoing work
CKVZ	Rebuild of Windsor Youth Workshop Garage	(49)	0	(49) Capital ongoing work
CKWA	The Manor Youth Centre Refurbishment	(13)	0	(13) Capital ongoing work
CM60	Grants - Outside Organisations	(237)	0	(237) Funds to be released in 2020/21 when grant conditions met.
CT61	A/C Case Management System	(459)	0	(459) Proposal submitted to move case management system to Liquid Logic
Planning				
C132	Borough Local Plan-Examinations / Submissions	(35)	0	(35) Slippage re lengthy programme of work spanning to2020 per endorsed timetable
C143	Ascot High Street Public Realm & Highway Imps	(76)	76	0 Capital Slippage 100% match funding
C147	Neighbourhood Plan-Consultation/Exams/Referendums	(25)	0	(25) Ongoing programme of works per H.Murch
C156	Design Quality – Planning Service	(180)	153	(27) Match funding re capital slippage
C159	Traveller Local Plan	(226)	0	(226) Cap Slippage Issues and options consultations reviewed
C164	Planning Policy-Evidence Base Updates Ongoing Prog	(20)	0	(20) Cap Slippage to align with BLP 2nd stage
C165	Conservation Area Appraisals	(38)	0	(38) Cap Slippage Ongoing work agreed to a 3 year programme by Cabinet
C166	Infrastructure Delivery Prog-CIL & Grant Funding	(524)	61	(463) Cap Slippage Ongoing programme of work including A308 Corridor study
C167	Wider Area Growth Study	(103)	103	0 Ongoing programme of work
C168	Windsor Placemaking-Public Realm Improvements	(35)	0	(35) Prop Co Undertaking per TA Cramp
C169	Supplementary Planning Documents-SPDs	(75)	0	(75) Cap Slippage - programme linked to BLP
Property				
CC40	Borough Parking Provision	(153)	0	(153) Scheme will be delivered 2020-21in line with a scheduled programme of works
CC78	Vicus Way Car Park	(2,985)	0	(2,985) Ongoing scheme extending over financial years
CC80	Temp Parking Provision-Maidenhead Regeneration	(293)	0	(293) Ongoing scheme extending over financial years
C114	Maidenhead Waterways Construction phase 1	(33)	32	(1) Slippage re retentions etc
C129	Broadway Car Park & Central House Scheme	(4,234)	0	(4,234) Ongoing scheme in line with scheduled programme of works
C133	Clyde House	(108)	0	(108) Slippage per GE Dilapidations
C149	Maidenhead Golf Course	(1)	0	(1) Cabinet approval to select a JV Development Partner - On Hold
C154	Maidenhead Waterways-Weir Project	(113)	0	(113) Ongoing programme of works to 2020
C162	Hines Meadow CP - Dilapidations	(93)	0	(93) Ongoing security concerns to assist with cable repairs / rewrite
C170	Siena Court - Purchase	(28)	0	(28) Slippage for final account.
CM53	Theatre Royal-Soffit/Roof Light Ventilation	(11)	0	(11)
CM63	Guildhall - Roof Repairs (Hoist/Pigeon Measures)	(5)	0	(5) Slippage re retentions
CX25	Wessex Way Shopping Parade Repairs	(31)	0	(31) H&S issue re front canopy - requirement to make safe
CX40	Operational Estate Improvements	(120)	0	(120) Ongoing programme to meet H&S compliance across portfolio
CX41	Commercial Investment Property Portfolio-Repairs	(42)	0	(42) Slippage per GE Ongoing programme to meet H&S compliance across portfolio Awaiting Planning committee before going out to tender. Delayed due to COVID-19.
CX43	Affordable Housing-St Edmunds	(832)	0	(832) Awaiting Planning committee before going out to tender. Delayed due to COVID-19.
CX46	Affordable Key Worker Hsing-Riverside Mokattam RM	(1,934)	0	(1,934)
CX49	Bell Farm, Eton Wick-Demolition Unsafe Structures	(45)	0	(45)
CX50	Guildhall-Render Repair & Redecoration	(150)	0	(150) Slippage for rendering & scaffolding works
CX51	Theatre Royal-Sub Stage / Orchestra Pit Refurb	(50)	0	(50) New lease under negotiation - full repairing
CX52	12, Church St, Windsor-External Repairs	(80)	0	(80) Scope of scheme dependant on asset management strategy
CX53	Legionella Compliance Work	(79)	0	(79) H&S compliance across portfolio
CX59	16a Hampden Road, Maidenhead-Refurbishment	(5)	0	(5) Slippage for retentions & snagging
CX60	Nicholson Shopping Centre Development	(3)	0	(3) RBWM Prop Co Management Fees 2020/21
CX61	Fire Compartmentalisation Works	(324)	0	(324) Programme of work underway - scheduled for completion Summer 2020

Revenues & Benefits

CM00	Revenues & Benefits-Document Management System	(44)	0	(44)	Slippage re Civica Document System-ongoing programme of work scheduled completion 2020 LF
Schools - Devolved Capital					
CJ77	Budget Only NDS Devolved Capital	(488)	488	0	DFC Grant budget lasts 15 months - balance slipped to 20/21
Schools - Non Devolved					
					Contingency fund for secondary school expansion programmes, with two projects still ongoing into 2020/21. The costs of overspends on the Furze Platt Senior School project are funded by this code. Amounts have been progressively slipped during the last two quarters of 2019/20 in response to the project cost profiles.
CSHW	Secondary Expansions Risk Contingency	(518)	0	(518)	
CSJR	Works to explore expansions for all Schools	(376)	0	(376)	Programme still ongoing into 2020/21; further work in relation to specific options for school expansion to be considered. Amounts have been progressively slipped during the last two quarters of 2019/20 in response to project spend.
CSEX	Feasibility/Survey Costs	(173)	136	(37)	Ongoing project. Have progressively slipped part of this funding into 2020/21; remaining sum was retained for investigative works, but these were not carried out due to lack of capacity.
CSFF	School Kitchens	(13)	0	(13)	Ongoing project: Two schemes are planned using this funding, but capacity issues have delayed commencement into 2020/21.
CSGR	Charters Expansion	(14)	0	(14)	Ongoing project fees left to pay
CSGV	Cox Green School Expansion Year 1 of 3	(44)	0	(44)	Fees & other costs still to pay
CSGX	Dedworth Middle School Expansion Year 1 of 3	(292)	0	(292)	Ongoing project - final account not agreed yet
CSHU	Windsor Girls Expansion	(14)	14	0	Slippage to cover Wokingham Borough Council fees in 20-21
CSHV	Lowbrook Expansion	(16)	0	(16)	Scheme completed- slippage re retentions / snagging
					Some funding was retained over the winter period, in case poor weather highlighted new problems.
CSJB	Roofing Replacement at Various Schools	(125)	100	(25)	
CSJF	Structural Works at Various Schools	(39)	39	0	Slippage to 20-21 re ongoing structural works
CSJJ	Replacement and Repair of Windows Various Schools	(216)	208	(8)	Projects planned to proceed during 2019/20 have slipped into 2020/21 due to capacity issues.
CSJL	Courthouse Junior School Drainage Renovation Work	(20)	20	0	Project funded via another route; grant monies released back for other school condition projects in 2020/21.
CSJM	Primary School Paths and Access Routes	(14)	14	0	Potential for project at Alexander First School in 20-21. £2,069 for retention for Furze Platt Infants project
CSJW	School Gutters, Soffit Replacements	(30)	30	0	Budget was retained during the 2019/20 winter period to address any issues arising, and is now allocated to a scheme that is progressing in 2020/21.
CSJX	St Peters Middle	(1,714)	15	(1,699)	Project on site: Scheme underway. Initial cost profile indicated payments due in 2020/21 financial year. Delayed to first quarter of 2020/21.
		<u>(40,059)</u>	<u>7,501</u>	<u>(32,558)</u>	

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	29	10%
In Progress	120	42%
Completed	77	26%
Ongoing Programmes e.g., Disabled Facilities Grant	64	22%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	291	100%

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	Yet To Start	Preliminary / Feasibility Work	Work On-site	Ongoing Annual Programme
			Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate						
		£'000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000				
Communities Directorate																	
Communities, Enforcement & Partnerships																	
CT52	Disabled Facilities Grant	495	495	(495)	0	0	0	0	495	(495)	0	42	0				
CZ18	Braywick Leisure Centre	36,386	26,160	0	26,160	(325)	0	(325)	25,835	0	25,835	0	2,374				
Place Directorate																	
Property																	
CI29	Broadway Car Park & Central House Scheme	35,313	4,668	0	4,668	0	0	0	4,668	0	4,668	0	4,234				
CX40	Operational Estate Improvements	1,272	500	0	500	249	0	249	749	0	749	0	120				
Managing Director																	
Non Schools																	
CT61	AFC Case Management System	460	460	0	460	0	0	0	460	0	460	0	0				
Schools – Non Devolved																	
CSJX	St Peters Middle	2,700	2,400	(39)	2,361	0	0	0	2,400	(39)	2,361	0	1,714				
CSJR	Works to explore expansions for all Schools	500	500	0	500	475	0	475	975	0	975	0	776				
Commissioning – Communities																	
CF05	Waste Vehicles	4,500	4,500	0	4,500	0	0	0	4,500	0	4,500	(110)	200				
CD42	Maidenhead Station Interchange & Car Park	4,500	3,050	(2,442)	608	280	0	280	3,330	(2,442)	888	0	1,532				
CF09	Maidenhead Local Plan Site Works	2,165	2,165	(1,765)	400	(60)	0	(60)	2,105	(1,765)	340	0	1,989				
CD12	Roads Resurfacing–Transport Asset & Safety	1,900	1,900	(1,750)	150	0	0	0	1,900	(1,750)	150	0	112				
CC62	Maidenhead Missing Links (LEP Match Funded)	2,151	1,418	(891)	527	610	(510)	100	2,028	(1,401)	627	0	1,881				
CC89	Elizabeth Bridge	850	850	(50)	800	0	0	0	850	(50)	800	0	693				

Capital Programme Movements 2019/20	Expenditure £'000	Income £'000	Net £'000
Original Budget 2019/20	30,363	(10,817)	19,546
Budget changes - June Financial Update			-
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)	-
Budget changes - July Financial Update			-
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)	-
Budget changes - August Financial Update			-
Reprovision of Squash in Windsor - TVAC. CLT 19 December 2018	20	(20)	-
Additional parking for Windsor grant reconciliation adjustment	7	(7)	-
Budget changes - September Financial Update			-
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
Budget changes - October Financial Update			-
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
November financial update - no changes			
Budget Changes - May 2020 Cabinet			
Neighbourhood Plan-Consultation/Exams/Referendums - reduce budget by unavailable funding	(235)	235	0
Modern Workplace Project - Council Oct 2019 £140K capital funding brought forward from 2020-21 & additional funding 19-20 £405K	545	0	545
Remove DFG capital budget per reduced forecast	(25)	25	0
Schools non-devolved budget savings where budget is no longer required/additional s106 identified	(508)	(83)	(591)
Budgets removed as reported to December 2019 cabinet	(673)	80	(593)
Budget Drawdown Braywick Leisure Centre - Council September 2017	15,485	-	15,485
Siena Court purchase Council 23 July 2019	7,935	-	7,935
Transformation budget approved Feb Council 2020	700	-	700
Drawdown of Capitalised Debt charges approved Feb 2020 Council.	489	-	489
York Road, Maidenhead-Affordable Housing s106 funded budget-25 January 2018 Cabinet Regeneration Sub-Committee and 29 January 2018 Council.	2,600	(2,600)	-
Ascot High Street Public Realm & Highway Improvements Council Feb 2020	100	(100)	-
Community Housing Fund - John West House	50	(50)	-
Squash Court Reprovision - Cabinet Dec 2019	289	(289)	-
Braywick/Oldfield Bridge Scheme-Cabinet Finance update Dec 2019	194	(194)	-
Dedworth Community Café - remove budget. Feb 2020 Council.	(250)	-	250
Roundings	4	(8)	(4)
Revised Budget 2019/20	109,577	(20,285)	89,292

Service	Business as Usual				COVID 19	Total Outturn Variance
	Annual Budget	January Total Projected Variance	Movement in Outturn Variance Jan-Final	Final Outturn Variance		
	£'000	£'000	£'000	£'000		
Managing Director						
MD Adult Social Care						
Optalis Contract	30,081	1,893	(328)	1,565		1,565
Adult Social Care Spend	15,770	659	(512)	147		147
Adult Social Care Income	(11,957)	(1,473)	(250)	(1,723)	157	(1,566)
Adult Social Care	33,894	1,079	(1,090)	(11)	157	146
MD Children's Services						
Children's Services retained	(2,546)	2	113	115		115
DSG funded services	11,139	60	457	517		517
DSG Retained	52,776	(177)	(95)	(272)		(272)
DSG income	(63,916)	0	(242)	(245)		(245)
AfC Contract - LA funded	24,525	1,747	78	1,825	14	1,839
Children's Services	21,978	1,632	311	1,940	14	1,954
Commissioning - Communities						
Commissioning-Communities Team	1,491	42	(50)	(8)		(8)
Highways	4,144	289	328	617	140	757
Parking	(6,968)	790	110	900	422	1,322
Parks & Countryside	31	60	(11)	49		49
Traffic & Transport	967	(13)	14	1		1
Waste	10,638	(183)	(396)	(579)		(579)
Other	49	23	0	23		23
Commissioning & Communities	10,352	1,008	(5)	1,003	562	1,565
Commissioning, Support & Central Services						
Grants & Grant Income						
Better Care Fund expenditure	13,292	0	818	818		818
Public Health Grant funded expenditure	4656	(72)	72			0
Public Health Grant income	(4,656)	0	0	0		0
Better Care Fund income	(12,061)	0	(815)	(815)		(815)
DSG Retained		117	(117)	0		0
Grants	1,231	45	(42)	3	0	3
Commissioning, Support & other						
Commissioning & Support	663	40	53	93	305	398
Concessionary Fares	1,385	0	(53)	(53)		(53)
Commissioning, Support & other	2,048	40	0	40	305	345
Support Services						
Management	687	113	(50)	63		63
Communications & Marketing	475	211	31	242		242
Human Resources	1,218	65	(50)	15		15
Law & Governance	1,907	79	(61)	18		18
Finance	1,222	18	(352)	(334)	25	(309)
Support Services	5,509	486	(482)	4	25	29
Total Commissioning, support & Central Services	8,787	571	(524)	47	330	377
Managing Director Total	75,011	4,290	(1,308)	2,979	1,063	4,042
Communities						
Executive Director of Communities	203	0	(30)	(30)	0	(30)
Revenues & Benefits	902	507	(116)	391	68	459
Communities, Enforcement & Partnerships	1,679	8	0	8	613	621
Library & Resident Services	3,195	86	(48)	38	0	38
ICT	1,320	160	(18)	142	0	142
Communities Total	7,299	761	(212)	549	681	1,230
Place						
Executive Director of Place	359	(138)	(9)	(147)	0	(147)
Housing	1,085	598	162	760	21	781
Planning Service	1,332	(177)	(16)	(193)	0	(193)
Property Service	(2,587)	(162)	(264)	(426)	62	(364)
Place Total	189	121	(127)	(6)	83	77
Total Service Expenditure	82,499	5,172	(1,647)	3,522	1,827	5,349

Children's Services

Service	Business as Usual				COVID 19 £'000
	Annual Budget	January Total Projected Variance	Movement in Outturn Variance Jan-Final	Final Outturn Variance	
	£'000	£'000	£'000	£'000	
Children's Services non Dedicated Schools Grant					
Social Care and Early Help					
* Employee & Operational Related Expenditure	5,359	655	49	704	0
* Legal Services	336	199	91	290	0
* Inhouse Fostering	1,237	148	128	276	0
* Residential, therapeutic & Direct Payments	3,638	(152)	(362)	(514)	0
* Independent Fostering Agencies	1,760	(70)	22	(48)	0
* Leaving Care-Care Costs	675	655	(41)	614	0
* Adoption Allowances	134	0	(5)	(5)	0
* Children-in-Need Care Costs	691	(59)	29	(30)	0
* Care Costs Other	87	0	(2)	(2)	0
* Children's Centre & Youth Services	1,163	370	51	421	14
Total Social Care and Early Help	15,080	1,746	(40)	1,706	14
Other					
* Business Services	3,268	229	32	261	0
* Education	946	18	36	54	0
* Operational Strategic Management	259	0	5	5	0
* Public Health	1,725	0	3	3	0
* Special Educational Needs and Children with Disabilities	3,246	(246)	56	(190)	0
Children's Services - Retained	(2,546)	(126)	241	115	0
Total Other	6,898	(125)	373	248	0
Total Children's Services non Dedicated Schools Grant	21,978	1,621	333	1,954	14
Dedicated Schools Grant					
* AfC Contract - Dedicated Schools Grant	11,140	60	457	517	0
Dedicated Schools Grant - Retained	52,778	(177)	(95)	(272)	0
Dedicated Schools Grant Income	0	117	(362)	(245)	0
Total Dedicated Schools Grant	63,918	0	0	0	0
Total Children's Services and Dedicated Schools Grant	85,896	1,621	333	1,954	14
Summary Position					
Achieving for Children Contract	35,664	1,807	549	2,356	14
Children's Services - Retained	(2,546)	(126)	241	115	0
Dedicated Schools Grant - Retained	52,778	(177)	(95)	(272)	0
Total Children's Services net budget	85,896	1,504	695	2,199	14

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

Costc	Description	19/20 B/F £'000	19/20 Movements in £'000	19/20 Movements out £'000	19/20 Balance as at 12/05/20 to C/F £'000
<u>USABLE RESERVES</u>					
<u>School Balances</u>					
AK14	Schools Revenue Balances	-1,312	-150		-1,462
AK26	General DSG Reserve	917		242	1,159
AK9H	Earmarked DSG Reserve	-134			-134
		-529	-150	242	-437
<u>Other Reserves</u>					
AK13	Insurance Fund (Reserve)	-1,150	-1,310	1,500	-960
AK37	Earmarked Capital Grant	-1,504	-3,174	2,487	-2,191
AK38	Community Infrastructure Levy	-2,401	-2,732	292	-4,841
AK40	NNDR Contingency Reserve	-2,554		285	-2,269
AK48	Better Care Fund Reserve	-1,676	-1,129	1,422	-1,383
AK50	Public Health Reserve	-88	-244		-332
AK54	Optalis Development Reserve	-102		21	-81
AK55	Brexit Funding	-100	-210	11	-299
AK63	Cap Rcpts Unapplied Gen Fund		-879	328	-551
AL01	Graves In Perpetuity Mtce Fund	-8			-8
AL03	Arthur Jacob Nature Rsve Fund	-123			-123
AL04	Old Court Maintenance Fund	-25	-9		-34
AL08	Covid 19 Reserve		-2,983	1,827	-1,156
AK20	Net Revenue General Fund BUDGET OUTTURN	-7,778	-2,071	1,618	-8,231
	TOTAL USABLE RESERVES	-18,038	-14,891	10,033	-22,896

Costc	Description	19/20 B/F £'000	19/20 Movements in £'000	19/20 Movements out £'000	19/20 Balance as at 12/05/20 to C/F £'000
<u>UNUSABLE RESERVES</u>					
AG33	Capital Adjustment Account	-179,463	12,968		-166,495
AG34	Revaluation Reserve	-221,632		-23,227	-244,859
AK39	Financial Instruments Revaluation Reserve	4,484			4,484
AK25	Pensions Reserve	282,385			282,385
AF22	Collection Fund-NNDR	1,236	-87,585	91,688	5,339
AF51	Collection Fund - Council Tax	129	-92,414	92,339	54
AG36	Accumulated Absences Account	2,042	-108		1,934
	TOTAL UNUSABLE RESERVES	-110,819	-167,139	160,799	-117,158
	TOTAL RESERVES	-128,857	-182,030	170,832	-140,054
<u>PROVISIONS</u>					
AE09	Redundancy Provision	-460		441	-19
AE13	MMI Clawback liability	-257		15	-242
AE14	National Living Wage Sleep-Ins	-100		100	0
AE22	Provision for NNDR Deficit	0	-2,421		-2,421
AF53	Appeals provision for Business Rates	-2,409	-24	1,410	-1,023
	TOTAL PROVISIONS	-3,226	-2,445	1,966	-3,705

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Report Title:	Highways and Transport Investment Programme 2020-21
Contains Confidential or Exempt Information?	NO - Part I
Lead Member:	Councillor Clark – Lead Member for Transport and Infrastructure
Meeting and Date:	28 May 2020
Responsible Officer(s):	Hilary Hall – Director of Adults, Health and Commissioning
Wards affected:	All



REPORT SUMMARY

1. The budget for 2020/21 was approved by Council on 25th February 2020 and included a significant investment of £5.5m to maintain and improve highways infrastructure including roads, bridges, street lighting and road safety.
2. Within the overall allocation, £3.773m is approved for annual works programmes (for example: road resurfacing). This report seeks approval to the detailed schemes which make up the overall works programmes - Appendix A (road maintenance) and Appendix B (remaining highway programmes) refer.
3. In addition, on the 14th May the Government announced the intention to provide an additional £1.5m funding to tackle potholes in our area. The Royal Borough is currently awaiting written confirmation of these funds and once received, works will be prioritised, based on technical assessments.
4. This report recommends implementation of the capital works programme with authority delegated to the Director of Adults, Health and Commissioning (in consultation with the Lead Member for transport and Infrastructure) to agree amendments to the approved schemes (within approved budgets) and to implement reserve or alternative schemes should this become necessary.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet notes the report and

- i. **Endorses the implementation of the programme of work set out in Appendix A and Appendix B**
- ii. **Delegates authority to the Director of Adults, Health and Commissioning, (in consultation with the Lead Member for Transport and Infrastructure) to agree amendments to the approved schemes (within approved budgets) and to implement reserve or alternative schemes should this become necessary.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The Local Transport Plan (LTP) offers the high-level transport policy for the Royal Borough setting out how we will improve transport between 2012 and 2026. The plan aims to:
- improve access to local services and facilities.
 - improve road safety and personal security.
 - support economic growth.
 - improve quality of life and minimise the negative impacts of transport.
 - tackle climate change.
 - Improve air quality.
 - improve bus journeys and times.
 - improve the quality of our road networks.
- 2.2 The recommended works programmes have been developed to support these policy aims whilst recognising and seeking to positively support the aims from the declared climate change emergency. Schemes has been recommended which contribute to meeting performance targets.
- 2.3 In addition, the proposals aim to respond to reports and requests from residents, businesses and Parish Councils which fall within the overall policy framework.
- 2.4 On 25th February 2020, Council approved the budget for 2020/21, which includes investment of approximately £5.5m in highways and transport infrastructure. This report seeks approval of work programmes (2020-21) for the following activities:
- Roads programme (extended maintenance and resurfacing)
 - Road markings - safety programme
 - Bridge maintenance
 - Footway resurfacing
 - Local safety schemes
 - Reducing congestion and improving air quality
 - Traffic Management schemes
 - Drainage programme
 - Street lighting
 - Traffic signal upgrades
- 2.5 Individual one-off schemes (for example: Elizabeth Bridge strengthening) and operational pieces of work (for example: highway tree surgery works) that comprise the remainder of the overall programme and form part of the core approved budget are not included in this report.
- 2.6 Delivery of the recommended works programme (Appendix A and B) will directly benefit residents, business and visitors by maintaining and improving highway and transport infrastructure. The programmes focus on improving safety, accessibility and encouraging walking and cycling which contribute to improving air quality and broader climate change benefits.

Table 1: Options

Option	Comments
1. Approve the programmes recommended in	This will enable timely delivery and will directly benefit residents, business and visitors by maintaining and improving highway and transport infrastructure. The

Appendix A and Appendix B This is the recommended option	programmes focus on improving safety, accessibility and encouraging walking and cycling which contribute to improving air quality and broader climate change benefits.
2. Develop and approve an alternative programme	This is not recommended as the programme is based on robust technical evaluation and supports delivery of adopted policy. In addition, there is direct benefits to residents, business and visitors in a cost effective and timely manner.
3. Do not approve any programme for implementation	This is not recommended as safety risks would be increased; environmental benefits would not be realised and policy commitments would be delayed. In addition, costs of infrastructure repairs and essential maintenance will increase if interventions are delayed and does not align with the adopted asset management strategy

3 KEY IMPLICATIONS

3.1 The key implications are set out in table 2.

Table 2: Key implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Delivery of highways and transport schemes	Below 85%	85-90%	91-95%	Greater than 96%	31 March 2020

4. FINANCIAL DETAILS / VALUE MONEY

Financial impact on the budget

- 4.1 The Highways & Transport Works Programme forms a major part of the Council's capital programme approved by Council in February 2020. In order to ensure that the approved programme remains affordable and that the original business case for each programme remains valid and proportionate in the current climate, each programme budget has been critically reviewed prior to recommending to Cabinet for endorsement.
- 4.2 In terms of affordability, this report recommends endorsement of a capital investment programme of £3.773m. Department of Transport grant funding (Local Transport Plan – Maintenance and Transport Blocks)* of £2.697 m has been

secured and allocate to the programme covered in this report, therefore the corporate commitment is £1.076 m.

(Note: * In December 2014, the Department for Transport introduced an incentive fund to reward councils who demonstrate they are delivering value for money in carrying out cost effective improvements. Each local highway authority in England (excluding London) was invited to complete a self-assessment questionnaire based on asset management; resilience; customers and operational delivery to establish eligibility for incentive funding. In April 2020, the Royal Borough was awarded Band 3 status (highest level possible), which enabled the maximum level of incentive funding (£2.97m) to be secured. £2.697m has been allocated to programmes included in this report. The remainder has been allocated to fund other elements of the approved capital programme).

- 4.3 An additional £1.5m is anticipated to be awarded to the Royal Borough to tackle potholes and poor road surfaces. Confirmation is awaited but once received this will be allocated to schemes based on technical need.
- 4.4 In addition to affordability, the business case for each programme has been revisited to ensure validity and robustness in the current climate. Each programme has been re-evaluated against original business case criteria:
- Aligns with asset management plan- investment at optimum investment point to minimise future financial exposure (for example: road resurfacing))
 - Health and Safety obligation (for example: bridge assessments and street lighting column replacements)
 - Secures external grant funding (for example: footway resurfacing)
 - Reduces risk and potential insurance claims (for example: drainage and flood programme)
 - Reduces revenue spend (for example: road markings and traffic signal programme)
 - Delivers against strategic objectives (for example: improving road safety and air quality)

Following the re-evaluation of each programme, the business case remains sound and proportionate and are recommended for endorsement by Cabinet.

- 4.5 A summary of the approved budget for programmes included in this report is set out in table 3.

Table 3: Approved budget

Work Programme	2020-21 Budget (£)	Description
Extended maintenance and resurfacing programme	2,000,000	This is a list of roads prioritised by technical assessment that require a more significant treatment beyond basic maintenance.
Road Markings Safety Programme	50,000	This programme supplements the basic road safety maintenance budget for road markings and lining across the Borough. It includes the replacement and upgrading of coloured safety surfaces; anti-skid surfaces and pedestrian crossings.
Bridge Assessments	£275,000	This programme focuses on major detailed assessment of bridges and

Work Programme	2020-21 Budget (£)	Description
		key structures, works are identified, prioritised and carried out. Joint assessments of Network Rail bridges are also carried out as part of this programme.
Local Safety Schemes	£175,000	This programme is prioritised based on accident data analysis to identify proposals focused on reducing the likelihood of road accidents where sites have a pre-existing poor accident record which could be improved by engineering measures
Traffic Management Schemes	£225,000	The programme is focussed on improving conditions for pedestrians; delivering environmental improvements and traffic management schemes
Reducing Congestion & Improving Air Quality	£60,000	This programme seeks to deliver schemes which deliver a reduction in congestion (for example: local road widening schemes) or target areas of poor air quality supporting the climate change initiative
Footway reconstruction and maintenance	£200,000	This programme focuses on footways that are beyond basic maintenance repairs and requires more substantial repairs and is prioritised following technical appraisal
LTP feasibility studies	£150,000	This programme investigates the feasibility of Traffic management or local safety scheme requests.
Street lighting replacement	£300,000	This programme is focussed on replacing street lighting stock on a phased basis to ensure safety standards as met. In addition, new schemes are delivered which improve safety or environmental benefits
Traffic signal replacement and upgrades	£168,000	This programme upgrades traffic signal at junctions to improve traffic flows or improve pedestrian / cyclist facilities, thereby delivering environmental benefits
Flood Prevention	£170,000	This programme seeks to deliver schemes which deliver a reduction in flood risk
TOTAL	£3,773,000	

- 4.6 There are no direct revenue implications as an outcome of this report. However, planned capital investment over a longer-term period will impact positively on revenue expenditure.
- 4.7 This programme is in line with Government guidance and their new initiative 'project safe start'. This project aims to accelerate local governments planned works, major maintenance and capital investment works to help aid the Covid-19 recovery process.

5. LEGAL IMPLICATIONS

- 5.1 The council has a duty under the Highways Act 1980 to maintain the roads in good order. This duty covers all roads which the council is obliged to maintain, including public rights of way.
- 5.2 The council is under a duty to promote road safety under the Road Traffic Act 1988; a duty to monitor air quality under the Environment Act 1995 and under the Traffic Management Act 2004 must manage the road network to make sure that traffic can move freely.
- 5.4 Additionally, the recommended programme effectively manages risk which seeks to reduce the likelihood of insurance claims.

6. RISK MANAGEMENT

Table 4: Risk management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Funds are allocated to work that cannot be completed.	Medium	The proposed programme has been subject to rigorous inspection and prioritisation and indicative programmes for future years included	Low
Funding is insufficient to deliver the approved programme	Medium	Budget estimates prepared; contractor rates confirmed' fixed prices secured where possible and robust financial governance in place	Low
Delays in delivering works programme	Medium	Achievable programme recommended with indicative programme for future years should individual schemes be undeliverable. Recommended that existing contractors be reappointed to ensure	Low

		timely delivery with minimised disruption	
Inclement weather delays programme delivery	Medium	Recommended that existing contractors be reappointed to undertake weather sensitive elements during the summer / autumn 2019	Low

7. POTENTIAL IMPACTS

There are positive sustainability impacts through reducing congestion and improving air quality. Encouraging walking and cycling and sustainable travel is a key element of the local transport plan and aligns with climate change initiatives – the prioritised programmes support these objectives.

8. CONSULTATION

- 8.1 The recommended programmes are based on technical assessments and data analysis and seek to align with adopted strategy; policy and performance targets.

9. TIMETABLE FOR IMPLEMENTATION

Date	Details
May – September 2020	Surface dressing programme is expected to be carried out at the beginning of June (subject to weather conditions). Most of the plane and resurfacing schemes will be carried out within the summer holidays. Due to the current circumstances involving COVID19, some schemes maybe accelerated to make use of the empty road network.
June 2020 – March 2021	Consultation and implementation of schemes detailed in Appendix B.

10. APPENDICES

Appendix A – Road Maintenance Programme
Appendix B - Highway Work Programmes

11. BACKGROUND INFORMATION

Council Report (25th February 2020) - Council Budget 2020/21

12. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received
Cllr Clark	Lead Member for Transport & Infrastructure	20/04/20	30/04/20 and 19/05/20
Duncan Sharkey	Managing Director	20/04/20	
Adele Taylor	Director of Resources /Section 151 Officer	20/04/20	30/04/20
Russell O'Keefe	Executive Director Place	20/04/20	
Hilary Hall	Director of Adults, Health and Commissioning	17/04/20	01/05/20 and 19/05/20
Nikki Craig	Head of HR, Corporate Projects and IT	20/04/20	
Elaine Browne	Head of Law	20/04/20	
Louisa Dean	Communications	20/04/20	
Kevin McDaniel	Director of Children's Services	20/04/20	

REPORT HISTORY

Decision type: Key decision. 30 April 2020	Urgency item? No	To Follow item? No
Full name of report author	Job title	Full contact no:
Ben Smith	Head of Commissioning – Infrastructure	01628 796147

HIGHWAYS RESURFACING PROGRAMME 2020-21 (Appendix A)

Ward	Road Name and Scheme Limits	Proposed Treatment	Estimate (£)
Ascot & Sunninghill	A332 Windsor Rd / AA330 Winkfield Road, Ascot - Double roundabout	Plane and Resurface	£ 51,000
Ascot & Sunninghill / Sunningdale & Cheapside	A329 London Road, Ascot - St. Georges Lane to Carbery Lane	Plane and Resurface	£ 47,000
Bisham & Cookham	Quarry Wood Road, Bisham - Bends between Winterhill Road & Stream Bridge	Patching and sections of plane and resurface	£ 40,000
Bisham & Cookham	A308 Marlow Road, Maidenhead - Bends leading to A404 roundabout	Plane and Resurface	£ 75,000
Bisham & Cookham	Marlow Road, Bisham - Bend at primary school	Plane and Resurface	£ 21,000
Boyn Hill	Heathlands Drive, Maidenhead - Full length	Plane and Resurface	£ 7,500
Boyn Hill	Altwood Road, Maidenhead - Cannon Lane to Bannard Road	Plane and Resurface	£ 28,000
Boyn Hill / Belmont / Pinkneys Green	A4 Bath Road / Castle Hill, Maidenhead - Sections omitted from 2019-20 surface dressing	Plane and Resurface	£ 135,000
Bray	Braywick Road Roundabout - Part of circulatory (A308(M) exit to A308 Windsor Road splitter island) and Braywick Road southbound approach to roundabout	Plane and Resurface	£ 70,000
Bray	A308 Windsor Road, Windsor - Between Oakley Green Road and Oakley Court Hotel	Surface Dressing site	£ 37,000
Bray / Hurley & Walthams	Drift Road - Haunching - Various sections	Plane and Resurface	£ 70,000
Clewer & Dedworth East / Clewer East	A308 Maidenhead Road, Windsor - Smiths Lane to Mill Lane (Sections - Extents TBC)	Plane and Resurface	£ 55,000
Clewer & Dedworth West	Tinkers Lane near Basford Rd - Subsidence	Deep patching	£ 15,000
Datchet, Horton & Wraysbury	B376 Horton Road, Datchet - Junction with The Green to Horton Road car park	Plane and Resurface	£ 36,000
Hurley & Walthams	Church Hill, White Waltham - Full length	Surface Dressing site	£ 24,000
Hurley & Walthams	A4130 Henley Road, Hurley - Bend at Black Horse Lodge	Surface Dressing site	£ 24,500
Hurley & Walthams	Shepherds Lane, Hurley - Full length	Surface Dressing site	£ 33,000
Hurley & Walthams	B3024 Twyford Road - Bend at Mire Lane junction	Plane and Resurface	£ 21,000
Hurley & Walthams	Howe Lane - Haunching - Various sections	Edge repairs	£ 35,000
Hurley & Walthams	The Straight Mile, Shurlock Row - Subsidence	Patching / haunching / investigative work	£ 35,000
Oldfield	Shoppenhangers Road, Maidenhead - between Norreys Drive & Manor Lane Including roundabout circulatory	Plane and Resurface	£ 53,000
Old Windsor	Straight Road, Old Windsor - From Albert Road to approx. 50m north of Ouseley Road	Surface Dressing site	£ 110,000
Old Windsor	Straight Road, Old Windsor - Junction with Church Rd and the signalised crossing approaches near Newton Lane	Plane and Resurface	£ 56,000
St Mary's	A308 Grenfell Road / King Street - Eastbound/southbound (From Grenfell Place to Bell Street) and Northbound/westbound (From station exit to Grenfell Place)	Plane and Resurface	£ 61,000
St Mary's	A308 Frascati Way - Southbound (A4 roundabout to Broadway) and Grenfell Place - Northbound (50m approach and junction with Broadway). Including Broadway (A308 to Keys Place).	Plane and Resurface	£ 70,000
	Fees		£ 150,000.00
	Assessments		£ 50,000.00
	Legal Services/Traffic Orders		£ 40,000.00
	find and fix		£ 100,000.00

	Minor Patching		£ 180,000.00
	Major Patching Schemes/Repairs		£ 190,000.00
	Anti Skid/Special Surface Repairs		£ 30,000.00
	Extreme Weather Damage Repairs		£ 50,000.00
		Total	£ 2,000,000.00

Please note that these are indicative costs and subject to change.

HIGHWAYS RESURFACING PROGRAMME 2020-21 [RESERVE LIST]

Ward	Road Name and Scheme Limits	Proposed Treatment	Estimate (£)
Ascot & Sunninghill	B3020 High Street, Sunninghill – between Bridge Road & Queens Road.	PRS 40mm of 14mm SMA - PSV 60	£ 34,000
Ascot & Sunninghill	A330 Brockenhurst Road, South Ascot - Between Coronation Road & Oliver Road	PRS 40mm of 14mm SMA - PSV 65	£ 73,000
Ascot & Sunninghill	A332 Kings Ride, Ascot - From Heatherwood roundabout west to The Coach House / Englemere Wood	PRS 40mm of 14mm SMA - PSV 65	£ 38,000
Ascot & Sunninghill	Bouldish Farm Rd, Ascot - Possible sections	Centre joint patching & other patching	£ 20,000
Ascot & Sunninghill	A329 High Street, Ascot - Section near Station Hill junction east for approx 80m	PRS 40mm of 14mm SMA - PSV 65/68	£ 30,000
Ascot & Sunninghill	Lower Village Rd – Elizabeth Gdns to Woodend Dr - Section	Patching	£ 20,000
Ascot & Sunninghill	A329 / A332 Heatherwood Roundabout, Ascot - Circulatory. Deferred due to development	PRS 45mm of 35/14mm HRA - PSV 68	£ 88,000
Belmont	A308 Gringer Hill, Maidenhead - between Linden Avenue & Belmont Road	Patch & SD - Racked 6/10mm premium binder PSV 65 + Lock down. PRS through junction areas	£ 47,000
Bisham & Cookham	Marlow Road, Bisham - Junction with Quarrywood Road to Marlow Bridge	PRS 40mm of 14mm SMA, PSV 60	£ 21,000
Bisham & Cookham	Terry's Lane, Cookham - Sections	Patch & SD - Racked 6/10mm premium binder PSV 65	£ 10,000
Bisham & Cookham	A4130 Henley Road / Burchetts Green Road roundabout - Full length of circulatory	PRS 45mm of 35/14mm HRA - PSV 68 - some sections may require 100mm deep repair with binder + surface.	£ 103,000
Bisham & Cookham	Quarry Wood Road, Bisham - between Bisham Road and bends	Patch & SD sections - Racked 6/10mm premium binder PSV 65 - PRS 40mm of 14mm SMA PSV 68 on bends	£ 34,500
Bisham & Cookham	Dean Lane - Winter Hill Rd to Jobs Lane	Edge repair + PRS 40mm of 14mm SMA, PSV 65 (to be visually inspected)	£ 44,000
Bisham & Cookham	A4094 Sutton Road, Cookham – a) Between Sutton Close & School Lane, b) between High Street & Church Gate.	Patch, SD racked 6/10mm inter binder and lock down	£ 19,000
Bisham & Cookham	Grubwood Lane / Winterhill Road, Cookham – Between Kings Lane & Startins Lane	PRS 40mm of 14mm SMA - PSV 65	TBC
Boyn Hill	Wootton Way, Maidenhead – Between Bath Road & Boyn Hill Road	Patching	£ 15,000
Bray	A308 Windsor Road, Maidenhead - between Holyport Road & Fifield Road	Some lengths of patch and SD. Some PRS. Cracking in wheel track - coring to investigate	£ 100,000
Bray	Oakley Green Road, Fifield	Patching	£ 20,000
Bray	Holyport Road, Holyport - Between A308 & Moneyrow Green	Patch & SD - Racked 6/10mm premium binder PSV 65	£ 46,000
Bray	A308 Windsor Road, Windsor - 2 sections between Little Paddocks and Oakley Court Hotel - Deferred at present due to development in area	PRS 40mm of 14mm SMA - PSV 60	£ 120,000
Bray	A330 Ascot Road, Maidenhead - south of Braywick roundabout to M4 bridge. Deferred due to M4 Smart Motorway works	PRS 40mm of 14mm SMA - PSV 60	£ 113,000
Bray / Clewer & Dedworth West	B3383 - Oakley Green Road, Windsor - j/w Dedworth Road between Cardinal Clinic to Pub	PRS 40mm of 14mm SMA - PSV 65	£ 22,000
Bray / Dedworth & Clewer West	Dedworth Road, Windsor between Oakley Green Road & The Limes	Patching	£ 10,000
Clewer & Dedworth East	Foster Avenue, Windsor - Full Length	Joint seal	£ 39,000
Clewer & Dedworth East / Clewer & Dedworth West	Wolf Lane just north of White Horse Rd, Dedworth - Deep patching / reconstruction	Relatively short length. Deep patching / reconstruction	£ 15,000

Clewer & Dedworth East / Clewer & Dedworth West	Smiths Lane, Windsor - Full length	Patching	£	15,000
Clewer & Dedworth West	A308 Windsor Road / Ruddlesway roundabout, Dedworth	PRS 40mm of 14mm SMA, PSV 68	£	50,000
Clewer & Dedworth West	Gallys Road - Marbeck Close to A308	Edge plane, joint seal + overlay with 30mm of AC10 PSV 60 + reconstruct road humps	£	94,500
Clewer East	Imperial Road, Windsor - Oakfield First School to Green Lane	PRS 40mm of 14mm SMA PSV 65	£	49,000
Clewer East	Dedworth Road, Windsor - Junction area with Hatch Lane over double roundabouts	PRS 40mm of 14mm SMA - PSV 68	£	29,000
Clewer East / Clewer & Dedworth East	Clewer Hill Road, Windsor - Winkfield Rd to Hatch Lane	PRS - 40mm of 14mm SMA PSV 60/65 - Consider whether it would be better to defer due to disruption with recent scheme	£	62,400
Clewer East / Old Windsor	St. Leonard's Road, Windsor - between Imperial Road and Combermere Barracks	Patching / minor sections of PRS	£	15,000
Cox Green	Cox Green Lane - Highfield Lane to Mercier Road	PRS 30mm of AC10 PSV60 + reconstruct road humps	£	41,000
Cox Green	Shoppenhangers Road, Maidenhead - between Woodlands Park Road & Cox Green Road	Patch & SD - Racked 6/10mm premium binder PSV 65	£	33,500
Cox Green	The Fairway, Maidenhead - Full Length	joint seal, SD racked 6/10mm inter binder and lock down	£	32,000
Cox Green	Larchfield Road, Maidenhead - Full length (Except those parts done in 2019/20)	joint sealing, surface dress and lock down	£	118,000
Datchet, Horton & Wraysbury	B470 London Road, Datchet - Junction area at Riding Court Road	PRS 40mm of 14mm SMA, PSV 65	£	17,000
Datchet, Horton & Wraysbury	B376 Horton Road, Datchet - From Horton Road car park to Green Lane junction	PRS 40mm of 14mm SMA, PSV 65	£	29,000
Datchet, Horton & Wraysbury	B376 Welley Road, Wraysbury – between Railway Bridge & Ouseley Road	PRS 40mm of 14mm SMA.	£	272,000
Datchet, Horton & Wraysbury	Station Road, Wraysbury - Section over railway bridge	PRS 40mm of 14mm SMA -	£	29,000
Datchet, Horton & Wraysbury	B470 High Street, Datchet - Southlea Road to Manor House Lane, incl. j/w Manor House Lane	PRS 40mm 14mm SMA PSV 65	£	34,000
Eton & Castle	Alma Road, Windsor (Co-op to Coach park)	PRS 40mm of 14mm SMA PSV 60	£	22,500
Eton & Castle	St Leonards Road - Section near Albany Rd / Victoria Rd	Patching	£	15,000
Eton & Castle	Victoria Street - Alexandra Rd to St Leonards Road / Peascod St ped crossing	PRS 40mm of 14mm SMA	£	28,000
Eton & Castle	B470 Thames Avenue / Datchet Road, Windsor – Between River Street & Farm Yard	PRS 40mm of 14mm SMA - PSV 65	£	76,000
Eton & Castle	Eton Wick Road, Eton – between Sheeppcote Road & Moores Lane.	PRS 40mm of 14mm SMA - PSV 60 (to be visually inspected) - Note: could patch & SD to reduce cost	£	146,000
Eton & Castle	Beaumont Road, Windsor	PRS 30mm AC10, PSV 55	£	21,000
Eton & Castle	Slough Road, Eton - Entry and exit to the A332 roundabout	PRS 40mm of 14mm SMA, PSV 65 (Circulatory is also in a poor condition but is not within RBWM boundary).	£	30,000
Eton & Castle / Datchet, Horton & Wraysbury	B3026 Pockocks Lane & Eton Road, Eton / Datchet - Between B3022 & B376 junctions.	Patching & SD - Racked in 6/10mm premium binder PSV 68	£	82,500
Eton & Castle / Old Windsor	Osborne Rd r/about j/w Frances Rd (part)	PRS 45mm of 35/14mm HRA - PSV 68 - Sections may require 100mm deep repair with binder + surface.	£	22,000
Furze Platt / Belmont / Pinkneys Green	Courthouse Road, Maidenhead - between A308 & Belmont Park Road	Patch & SD - Racked 6/10mm premium binder PSV 65 + Lock Chip	£	45,000
Hurley & Walthams	A4130 Henley Road, Hurley – between Honey Lane & Blackboy Lane	PRS 40mm of 14mm SMA - PSV 65	£	225,000

Hurley & Walthams	B3024 Hurst Lane / Broadmoor Road, White Waltham – Between Smewins Road & Church Hill - Could be done in sections to defer or reduce costs	Patching	£	20,000
Hurley & Walthams	Beenhams Heath, Shurlock Row - Between Smewins Road and Callins Lane	Patching & SD and edge repairs	£	50,000
Hurley & Walthams	Waltham Road - near Kiln Lane - section / patching	Patching / sections of PRS	£	15,000
Old Windsor	St Lukes's Road, Old Windsor – Between Crimp Hill & St. Peters Road / Church Road.	PRS 40mm of 14mm SMA - PSV 60	£	84,000
Oldfield	Curls Road (Full Length) and Fane Way (Curls Rd to Larchfield Rd)	Joint sealing, Surface dress and lock down	£	49,000
Oldfield	Highfield Lane - school to Shoppenhangers (note: sections were done in 2019-20 programme)	CIlr request. (Sections to be visually inspected, may not necessarily warrant any works).	£	25,000
Oldfield	A308 Stafferton Way Roundabout with Braywick Road. Deferred due to development and junction scheme	PRS 100mm depth	TBC	
Oldfield / St Mary's	Forlease Rd – Stafferton Way to Bridge Street. Deferred due to development	SD and lockdown	TBC	
Pinkneys Green	Sections of A308 Furze Platt Rd / Marlow Road, Maidenhead - Between Lee Lane and Golden Ball Lane.	Patch & SD - Racked 6/10mm premium binder PSV 65	£	17,500
Riverside	A4094 Ray Mead Road, Maidenhead - Ray Mill Road East to Cliveden Mead - In Sections	Patching	£	20,000
St Mary's	A308 Grenfell Place / Fracati Way - Southbound (Broadway to Grenfell Road) Northbound (Grenfell Road to 50m south of Broadway, and Broadway to A4 junction).	PRS 40mm of 14mm SMA, PSV 65	£	70,000
St Mary's / Oldfield	A308 Braywick Road / King Street - northbound carriageway only - Stafferton Way to Station exit	PRS 40mm of 14mm SMA - PSV 68	£	58,000
St Mary's / Riverside	A4 Bridge Road, Maidenhead - Signalised crossing to Oldfield Road (Section omitted from 2019-20 surface dressing)	PRS 40mm of 14mm SMA, PSV 65	£	20,000
Sunningdale & Cheapside	A329 London Road, Ascot - Bend near Blacknest Gate Road junction - 2 sections	PRS 40mm of 14mm SMA - PSV 68	£	30,000
Sunningdale & Cheapside	A30 London Rd – from B383 westbound approach to railway	PRS 40mm of 14mm SMA - PSV 65 (Could be patched only to reduce costs)	£	41,000
Sunningdale & Cheapside	Chanctonbury Drive, Ascot - Full Length	joint seal, minor patching then surface dress + Lock Down	£	52,000
Sunningdale & Cheapside	A30 London Road, Sunningdale - Chobham Road to borough boundary (from 2019-20 list)	SD racked 6/10mm premium binder PSV 65	£	55,000
Sunningdale & Cheapside	B383 Station Road, Sunningdale - between Church Road and Kiln Lane.	PRS 40mm of 14mm SMA - PSV 60	£	58,000
Sunningdale & Cheapside	Rise Road, Sunningdale - bend at junction with Dry Arch Road	Patch & SD - Racked in 6/10mm premium binder PSV 65	£	6,000
Sunningdale & Cheapside / Ascot & Sunninghill	Cheapside Road and Watersplash Lane, Sunninghill – Sections of patching / haunching	Patch / haunch	£	35,000
Sunningdale & Cheapside / Ascot & Sunninghill	A329 London Road, Ascot - Bend near Cheapside Road junction eastbound carriageway	Patch & SD - Racked in 6/10mm premium binder PSV 68	£	7,500

HIGHWAYS RESURFACING PROGRAMMES SCHEMES APPROVED DURING 2019-20 FOR DELIVERY IN 2020-21

Ward	Road Name and Scheme Limits	Proposed Treatment	Estimate (£)
Boyn Hill	Lexington Avenue, Maidenhead - Full length (excluding garage area at rear)	Patch, SD racked 6/10mm inter binder and lock down	£ 12,500
Boyn Hill	Longleat Gardens, Maidenhead - Full length	Patch, SD racked 6/10mm inter binder and lock down	£ 6,000
Boyn Hill	Penshurst Road, Maidenhead - Full length	Patch, SD racked 6/10mm inter binder and lock down	£ 4,000
Boyn Hill	Welbeck Road, Maidenhead - Full length	Patch, SD racked 6/10mm inter binder and lock down	£ 7,500
Boyn Hill	Stamford Road, Maidenhead - Full length	SD racked 6/10mm inter binder and lock down	£ 12,000

RBWM HIGHWAYS & TRANSPORT CAPITAL PROGRAMME 2020-21 (Appendix B)

Local Safety Schemes		£175,000		£ 175,000
Scheme	Details	Ward/s	Parish	Budget
B3028 Bray Road	Zebra crossing upgrades	Oldfield	Bray	£ 42,000
Blacknest Gate Road	30mph speed limit	Sunningdale & Cheapside	Sunninghill & Ascot	£ 7,000
A308 Marlow Road, Maidenhead	Raise existing Zebra crossing	St Mary's	N/A	£ 23,000
Courthouse Road, Maidenhead	Traffic buildouts - Trial scheme	Belmont / Furze Platt / Pinkney's Green	N/A	£ 6,000
A308 Windsor Road / Holyport Road	Splitter island and safety measures	Bray	Bray	£ 16,000
Speed Limit Reviews	Schemes to be identified in year	TBC	TBC	£ 10,000
Minor Safety Schemes	Schemes to be identified in year	TBC	TBC	£ 13,000
Stafferton Link (near Forlease Road), Maidenhead	Pedestrian crossing	Oldfield	N/A	£ 58,000
RESERVE SCHEMES				
Cannondown Railway Bridge	Shuttle signals or alternative speed reduction	Bisham & Cookham	Cookham	£ 58,000
A329 London Rd / Silwood Rd/Buckhurst Rd	Reduced speed limit, traffic islands	Sunningdale & Cheapside	Sunninghill & Ascot	£ 25,000
Springfield Road and adjoining roads	Area wide 20mph speed limit and traffic calming	Clewer East	N/A	£ 45,000
Bridge Assessments		£275,000		£ 275,000
Scheme	Details	Ward/s	Parish	Budget
Bridge inspections - special access requirements	Special access requirements for bridge inspections	Boroughwide	Boroughwide	£ 15,000
Waterproofing assessments	Detailed investigations arising from inspections	Boroughwide	Boroughwide	£ 40,000
Elizabeth Bridge Strengthening works contingency	Contingency for the main works in case additional repairs are required.	Eton and Castle	N/A	£ 135,000
Bridge and culvert maintenance works	Works arising from inspections	Boroughwide	Boroughwide	£ 35,000
Structural Assessments	Structural / full loading assessments	Boroughwide	Boroughwide	£ 50,000
Bridge painting programme				
Congestion Reduction & Improving Air Quality		£60,000		£ 60,000
Scheme	Details	Ward/s	Parish	Budget
No idling / switch off engines initiative	Signage at locations TBC, and publicity exercise to support	TBC	TBC	£ 5,000
Arthur Road/Vansittart Road traffic signal refurbishment with MOVA upgrade, Intelligent pedestrian detection and LED upgrade	Equipment beyond serviceable life and needs to be replaced also site is in AQMA and improvements will reduce congestion	Eton & Castle	N/A	£ 55,000
RESERVE SCHEMES				
Victoria Street junctions with William Street and Alexandra Road	At-grade 'blended crossings' across mouths of junctions	Eton & Castle	N/A	£ 55,000
A30 / Broomhall Lane, Sunningdale	Extended right turn lane	Sunningdale & Cheapside	Sunningdale	£ 11,000
Road Marking Safety Programme		£50,000		£ 50,000
Scheme	Details	Ward/s	Parish	Budget
Lining upgrades and refurbishments	Addressing lining defects where identified	Boroughwide	Boroughwide	£ 19,500
Major road lining improvements	Enhancements and refreshes to major routes	Boroughwide	Boroughwide	£ 19,500
Lining at pedestrian crossings and junctions	Safety related enhancements	Boroughwide	Boroughwide	£ 7,000
Road marking upgrades to tie in with resurfacing	Changes to roads where resurfacing is carried out	Boroughwide	Boroughwide	£ 4,000
Major Footway Construction / Maintenance		£200,000		£ 200,000
Scheme	Details	Ward/s	Parish	Budget
Footway protection schemes	Addressing inappropriate parking on footways and verges (protection measures)	Boroughwide	Boroughwide	£ 30,000
Footway maintenance Schemes	From technical assessments throughout the year	Boroughwide	Boroughwide	£ 170,000
LTP Scheme Feasibility		£150,000		£ 150,000
Scheme	Details	Ward/s	Parish	Budget
Scheme Feasibility Studies and Outline Designs - To be confirmed in year	Schemes to be identified in year	TBC	TBC	£ 82,000
Traffic Surveys, monitoring and speed indicator devices	To inform designs and investigate issues	Boroughwide	Boroughwide	£ 45,000
Dedworth Green First School	Outline designs - Pedestrian facilities & safety improvements	Clewer & Dedworth East / Clewer & Dedworth West	N/A	£ 11,500
Marlow Road, Bisham (near Primary School)	Outline designs - Speed reduction / rural traffic calming	Bisham & Cookham	Bisham	£ 11,500
Flood prevention		£170,000		£ 170,000
Scheme	Details	Ward/s	Parish	Budget
Minor drainage programme	This programme focuses on minor highway drainage improvements. This programme is generated from in year gully clearance works and other technical assessments	Boroughwide	Boroughwide	£ 50,000
Ditch clearance programme	This programme focuses on improving RBWM ditches and culverts to improve surface water dispersal from the highway. This programme is generated from inspections and other technical assessments	Boroughwide	Boroughwide	£ 15,000
Soakaway improvement programme	This programme focuses on planned upgrading of soakaway capacity to improve surface water dispersal from the highway. This programme is generated from inspections and other technical assessments.	Boroughwide	Boroughwide	£ 50,000
Renewal of telemetry system	Following feasibility in 2019/20, delivery of replacement system that measure water levels on critical watercourses.	Boroughwide	Boroughwide	£ 45,000

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Horton & Wraybury Drains	Improvements to be prioritised as agreed with councillors/parish	Boroughwide	Boroughwide	£ 10,000
Traffic Management Schemes				£ 225,000
Scheme	Details	Ward/s	Parish	Budget
Coppermill Road, Wraybury	Traffic calming scheme (including trial scheme)	Datchet, Horton & Wraybury	Horton	£ 33,000
A308 Windsor Road (Between Upper Bray Road & Priors Way)	Pedestrian refuge island	Bray	Bray	£ 12,000
Alma Road / St Marks Road, Windsor	Pedestrian accessibility improvements	Eton & Castle	N/A	£ 33,000
A330 Brockenhurst Rd, South Ascot	Raised pedestrian table crossing south of Victoria Rd	Ascot & Sunninghill	Sunninghill & Ascot	£ 19,000
St Marks Road / Orchard Grove	Footway build out at junction	Belmont	N/A	£ 10,000
Sign de-illumination and declutter	Boroughwide review	Various	Various	£ 28,000
Minor Traffic Schemes	Schemes identified in year (Minor works)	Various	Various	£ 30,000
Parking enforcements schemes	Schemes to be identified in year	TBC	TBC	£ 60,000
RESERVE SCHEMES				
Eton Wick Road / Sheepcote Road	Raised pedestrian table crossing and footway build-out	Eton & Castle	Eton	£ 29,000
Eton Wick Road / Tilstone Avenue	Raised pedestrian table, refuge island and footway work	Eton & Castle	Eton	£ 30,000
B3024 Oakley Green Road	Traffic buildouts trial scheme	Bray	Bray	£ 10,000
Market Street, Maidenhead	Raised ped table and 30mph limit extension	St Mary's	N/A	£ 22,000
A308 & B4447, Maidenhead	HGV signing review	Belmont / Furze Platt / St Mary's	N/A	£ 15,000
Golden Ball Lane	Close road to through traffic	Pinkneys Green	N/A	£ 10,000
Street lighting replacement				£ 300,000
Scheme	Details	Ward/s	Parish	Budget
Bollard isolation works	Electrical test & survey of solar/illuminated bollards to remain. Disconnect, jointing, removal, replacements work.	All	All	120,000
LED upgrades and safety replacement	LED Upgrade to modernise the remaining lighting stock bulkheads, floodlights, bridge lights, subway lights in line with the rest of the borough	All	All	150,000
Electrical upgrades King Street /Maidenhead Station	Upgrade lighting and electrical stock	St Marys	N/A	30,000
Traffic signal replacement and refurbishment				£ 168,000
Scheme	Details	Ward/s	Parish	Budget
Norden Road Railway Bridge introduction of pedestrian crossings at traffic signals	Scheme specific bid submitted but not approved	Boyn Hill/Oldfield	N/A	20000
Signal upgrades at queen street/ station	as part of the regen development	St Marys	N/A	61000
Furze Platt Road/Switchback Road South, Maidenhead traffic signal refurbishment with MOVA upgrade, Intelligent pedestrian detection a	Equipment beyond serviceable life and needs to be replaced/E7500 contribution from S11	Pinkney's Green/Furze Platt	N/A	67000
Cookham Bridge Traffic signal replacement	Major bridge works taking place so may be cost effective to refurbish signals at the same	Cookham/Bucks	N/A	20000
Cycling				£ 50,000
Scheme	Details	Ward/s	Parish	Budget
Cycle Parking - Straight Road shops, Old Windsor	On both sides of A308 at parades of shops	Old Windsor	Old Windsor	£ 9,500
Cycle Parking - St Lukes Road, Old Windsor	Cycle stands on modified kerb build out	Old Windsor	Old Windsor	£ 9,500
A308 - Windsor to Maidenhead Cycle Route - Wayfinding	Wayfinding cycle signs and minor civils	Various	N/A	£ 21,000
Dedworth Road Cycle Route	Feasibility study for longer term route enhancements	Clewer & Dedworth East / West	N/A	£ 10,000
Bus Stop Waiting Areas				£ 20,000
Scheme	Details	Ward/s	Parish	Budget
Bus stop accessibility works	Sites to be identified	TBC	TBC	£ 20,000

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

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