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NOTICE OF MEETING

CABINET

will meet on

THURSDAY, 24TH SEPTEMBER, 2020

At 6.15 pm

in the

VIRTUAL MEETING – RBWM YOUTUBE

TO: MEMBERS OF THE 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, Environmental Services and Maidenhead

Councillor Hilton, Finance and Ascot

Councillor McWilliams, Housing, Communications and Youth Engagement

Councillor Stimson, Climate Change, Sustainability, Parks and Countryside

Karen Shepherd – Head of Governance - Issued: Wednesday, 19 August 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

www.rbwm.gov.uk



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.

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence	-
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest	7 - 8
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 27 August 2020.	9 - 14
4.	<u>APPOINTMENTS</u>	-
5.	<u>FORWARD PLAN</u> To consider the Forward Plan for the period October 2020 to January 2021	15 - 22
6.	<u>CABINET MEMBERS' REPORTS</u> Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health	-
	i. Future Public Health Arrangements for Royal Borough of Windsor and Maidenhead, Slough and Bracknell Forest Councils Finance and Ascot	23 - 30
	ii. Finance Update: September 2020 Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property	31 - 82
	iii. RBWM Recovery Strategy Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor	83 - 104
	iv. Library Stock Purchase Contract	105 - 110
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

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p><u>CABINET MEMBERS' REPORTS</u></p> <p>Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property</p> <p>i. Community Options - Maidenhead</p> <p><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> <p>Details of representations received on reports listed above for discussion in the Private Meeting: None received</p>	111 - 158

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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

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

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

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

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

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

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

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

Prejudicial Interests

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

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

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

Personal interests

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

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

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Agenda Item 3

CABINET

THURSDAY, 27 AUGUST 2020

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

Also in attendance: Councillors Baldwin, Brar, Tisi, Price, Bhangra, Singh and Walters (Part II only)

Officers: Duncan Sharkey, Russell O'Keefe, Kevin McDaniel and Louisa Dean

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Johnson.

DECLARATIONS OF INTEREST

None received.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 30 July 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:

- Transformation Strategy going to the Cabinet Transformation Sub-Committee on 22 September 2020.
- Place Recovery Strategy going to Cabinet on 24 September 2020.

CABINET MEMBERS' REPORTS

A) OUTCOME OF FEASIBILITY WORK ON POTENTIAL SCHOOL EXPANSIONS

Cabinet considered the report regarding the outcome of the feasibility study into the potential of future school expansions.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health informed Cabinet that officers had assessed the feasibility of expanding all schools in the borough, in response to likely increases in demand arising from planned new housing. The report explained the school expansions feasibility programme and highlights some key overall findings. These studies would be used to underpin development of a strategic school expansion programme.

The Lead Member highlighted that this was a feasibility study of all schools and the possibility of expansion if required and not a programme of work. The finding of the report would be used to inform future decisions.

The Director of Children's Services informed that each feasibility study contained:

- An overview of the school site and buildings.
- A comparison of the site and buildings with national guidelines on school spaces.
- A summary of likely parking and access issues.
- one or more potential options for school expansions, and a comparison of the resulting site and buildings with the national guidelines.
- A brief summary of the condition of the school buildings.

This was part of a long term view of managing the school estate especially in light of the emerging Borough Local Plan. He also highlighted that the study had looked at the future possibility of the Windsor system moving from a three tier to a two tier system. Although the Royal Borough was not pushing for such a change, it had recognised that a number of schools in Windsor have been considering the future of the system given population growth and finances for small schools.

Across the borough, 45 schools had at least one highly feasible or feasible option for expansion. If the recommendations in the report were approved then all the studies would be published on the website.

The projected need for school places came from analysis of the birth rate and data from GP's . In September data would be available for projections over the next 3 to 4 years. It was expected that there would be an increased demand for places in Maidenhead Town Centre.

The Lead Member for Planning and Maidenhead said that this was an excellent and important piece of work. The Borough Local Plan was due to be approved and if its implementation was to be successful then the right level of infrastructure was required and this included schools.

The Lead Member for Finance and Ascot informed that the report provided well thought out options to expand schools with feasibility studies for all schools. It was important for residents to see options were available. With regards to the 3 tier system in Windsor the paper provided options if there was a desire to change the system, although this would be subject to future consultation and reports.

The Lead Member reiterated that with regards to Windsor they were potential options and not decisions. If any future proposals were to come forward there would be subject to future consultation. It was always important to look at what was best for children's education looking at national guidelines and local context.

Cllr Baldwin asked how much were demand for private school places taken into account and did we communicate with them regarding their intentions. With regards to new housing he mentioned there was an increase in properties for those over 55 years old and one bedroom properties, he asked how this impacted on forecasts.

Cabinet were informed that with regards to independent school they had to make assumptions about their numbers and feed that into the model. The assumption was that their numbers remained stable. With regards to consultation with them it was usual for them to contact local education authorities for information. With regards to the use of properties there had been an increase in the number of one bedroom properties that also contained families. Property types and the age of children were fed into the model.

Cllr Tisi asked how schools being academies and free schools impacted upon the work and that in appendix A it mentions Oakfield and the feasibility of remodelling including a private nursery; she asked if there was still a private nursery on the site. In response Cabinet were

informed that the nursery was still private and not part of the plans. With regards to academies, the council had a statutory duty to make sure there were sufficient school places in a state funded school. As academies were still state funded they had to be concluded, however we needed the academy trust to agree to any expansion.

Cllr Price asked about the weightings for the feasibility studies and why they were chosen, for example why have costs and value for money as you would have expected a higher weighting on value for money. In response Cabinet were informed that DFE guidance and local circumstances following lessons learnt from the last expansion programme were used to set weightings. Although the main aim is to provide additional spaces we also looked at additional value a project may provide to enhance education as well as looking at future costs benefits such as less maintenance required in the future if additional improvements were made.

Cllr Brar mentioned schemes 58.59 and 60 on the chart and asked if this would convert an infant school into a primary school if land was available. In reply Cabinet were informed that as mentioned these are possible options and that if there was a need then we could look at converting the nursery into a primary school. These were not decisions but options.

Resolved unanimously: that Cabinet notes the report and:

- i) Places on record its thanks to all schools in the Royal Borough of Windsor and Maidenhead for their help with the school expansion feasibility programme.**
- ii) Requests that the feasibility report for each school is published on the Royal Borough's website.**

B) NEW PROVISION FOR CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS

Cabinet considered the report regarding the outcome of 'informal' public consultation on options for new resource bases attached to schools at six sites in the Royal Borough for SEN provision.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health informed Cabinet that consultation was carried out on proposals for sites at Dedworth Green First School/Dedworth Middle School; the Furze Platt Primary Federation; Hilltop First School; Homer First School; South Ascot Village Primary School and Wraysbury Primary School. Ascot Village Primary School was added into the consultation following a representation from the school received during the consultation period.

The report recommended in principle approval of four options, providing resourced base at four locations across the borough. It also recommended that formal consultation on those options should now proceed. Cabinet were informed that this was an important area dealing with vulnerable children that would make a difference to their education. Capital funding for any new buildings would come from the Department for Education's £1.227m Special Provision Capital Fund grant to the local authority.

When taking such decisions there were a couple of guiding principles that were always considered; equity of access based on demographic split and distribution and thus he was pleased to see Ascot being included. The second principle was to ensure speed of access as every day matters for this co-hort. It was also important to have participation in decisions.

The Director Children's Services informed that the paper covered a lot of the technicalities of moving forward such as a more formal consultation. The proposed basis would support those who had the academic ability to be supported at mainstream schools but currently had limited

options supporting their special needs. These resource basis would support 40 pupils. 94% of those who responded to the consultation were in favour of the bases. The feedback was from families with children, other families and staff of schools. Each specific proposal would need specific detailed consultation. Ongoing support costs for the bases would come from the High Needs Block within the DSG funding and it was expected that they would reduce pressure currently on the High Needs Block.

The Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor informed that this was an excellent report that would help vulnerable children. She asked that with regards to revenue costs would there be a reduction in transport costs and would the provision meet future need.

It was confirmed that the need would increase and these would help meet future demand. One of the observations made was the need within mainstream school grow and thus any new school would have to include a resource base. There would be savings when a child has to be sent to specialist provision outside the borough. There would be a small opportunity to make savings regards to transport but this would be small and was not the driving force.

The Lead Member for Finance and Ascot informed that this was a positive step improving provision for children with special education needs and improve their life chances. Its key that they would be able to continue their education in mainstream schools. He asked if specialist staff were already within the schools or if extra resource was required. In response Cabinet were informed that the additional resource going into the bases would allow them to recruit more staff, some will be existing staff that wish to be specialist in this area as well as an opportunity to create new jobs.

Cllr Price mentioned Hilltop First School that had not been recommended to take forward, that it had an outstanding Ofsted report, she asked was this due to costs. She was informed that we could run a base at the school however looking at the factors it did not score as high as Dedworth.

Cllr Tisi asked that if the Windsor system was changed would Hilltop and Homer be looked at again. She was informed that SEN needs were looked at each year and these schools could be used in the future.

Cllr Tisi also asked how many children were educated outside the borough that would use the new provision and how many spaces were there for future growth. Cabinet were informed that there were currently over 1000 children on plans and less ten half go to mainstream schools within the borough. Many would be settles in good provision and they would only be transitioned into the new provision if it was the right thing to do. Within two years it was expected that all 40 spaces would be full.

Resolved unanimously: that Cabinet notes the report and:

- iii) Approves, in principle, proposals to open new Resource Bases for children with social communication difficulties and related behaviours as follows:**

Phase 1

- **Resourced Provision at the Furze Platt Primary Federation, from September 2021.**
- **Resourced Provision at Dedworth Green First School/Dedworth Middle School, from September 2021.**

Phase 2

- **Resourced Provision or a SEN Unit at South Ascot Village Primary School, from September 2022.**
- **Resourced Provision at Wraysbury Primary School, from September 2022.**

- iv) Requests that, subject to approval from the school governing bodies and academy trusts, formal consultation is carried on Phase 1 in Autumn 2020, and on Phase 2 in Summer 2021. The Windsor Learning Partnership is requested to submit an initial Business Case to the Regional Schools Commissioner, seeking the necessary approval of a significant change to an academy.
- v) Delegates authority to determine the proposals following formal consultation to the Director of Children Services, in conjunction with the Lead Member for Adult Social Care, Children's Services, Health and Mental Health, subject to:
 - no substantive new issues being raised during the formal consultation period;
 - each school agreeing and signing a Memorandum of Understanding with the local authority setting out the scope of the accommodation works.
 - each school agreeing and signing a draft service level agreement setting out the expectations of both the school and the local authority in relation to the running of the Resource Base.
- vi) Approves a budget estimate of £1.227m, and gives delegated authority to the Director of Children's Services, in conjunction with the Lead Member for Adult Social Care, Children's Services, Health and Mental Health, to undertake procurement and enter into contracts for the delivery of the new special educational needs detailed in this report.
- vii) Thanks the schools involved for their work on the Resource Bases, including Hilltop First School and Homer First School where proposals are not currently being taken forward.
- viii) Approves a policy stating that there should be a presumption in favour of all new school sites in the borough having a Resource Base.

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.

CABINET MEMBERS' REPORTS

- A) NEW PROVISION FOR CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS PART II APPENDIX

Cabinet noted the Part II appendix.

The meeting, which began at 6.15 pm, finished at 7.35 pm

CHAIRMAN.....

DATE.....

CABINET

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	SCHEDULED CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Housing Strategy	N/A	26/11/20	New Item
Recommissioning of local Drug and Alcohol Services.	N/A	29/10/20	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, Environmental Services and Maidenhead, Councillor Hilton, Finance and Ascot, Councillor McWilliams, Housing, Communications and Youth Engagement, Councillor Stimson, 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								
School places and projections	Open -	This report provides an update on projected demand for school places in the Royal Borough and may propose options for further development and consultation.	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	External	Cabinet 29 Oct 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)
Development of a Youth Council within the Royal Borough of Windsor and Maidenhead	Open -	To seek agreement to establish a Youth Council to complement the existing governance committee structures of the Royal Borough of Windsor and Maidenhead (RBWM) Council.	No	Lead Member for Housing, Communications and Youth Engagement (Councillor Ross McWilliams), Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 29 Oct 2020	
1 Recommissioning of local Drug and Alcohol Services.	Open -	Commissioning the service.	No	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Hillary Hall	Internal process	Cabinet 29 Oct 2020	
Maidenhead United Football Club – Request for Relocation	Fully exempt - 3	Request for Land availability for the relocation of the club.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 29 Oct 2020	
Compulsory Purchase Order – Nicholsons Walk Shopping Centre, Maidenhead	Fully exempt - 3	Land assembly for site known as Nicholsons Walk Shopping Centre, Maidenhead.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 26 Nov 2020	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
Financial Update	Open -	Latest financial update.	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet 26 Nov 2020	
Q1 and Q2 Performance Report	Open -	Latest performance report.	No	Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor (Councillor Samantha Rayner)	Hilary Hall	Internal	Cabinet 26 Nov 2020	
Housing Strategy	Open -	To consider the new draft Housing Strategy	No	Lead Member for Housing, Communications and Youth Engagement (Councillor Ross McWilliams)	Russell O'Keefe	Internal process	Cabinet 26 Nov 2020	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
19 Budget 2021/22	Open -	Report which sets financial context within next year's budget is being set. The report includes a recommendation to Council of a Council Tax, it recommends a capital programme for the coming year and also confirms Financial Strategy and Treasury Management Policy.	Yes	Lead Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet Dec 2019	
Council Tax Base Report	Open -	To approve the Council Tax Base to be used for 2021-22budget	Yes	Lead Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal consultation	Cabinet 17 Dec 2019	
Children's Services Capital Programme 2021-22	Open -	Report requests approval of the 2020-21 capital programme in Children's Services	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Adele Taylor	internal process	Cabinet 17 Dec 2019	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
Financial Update	Open -	Latest financial update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet 28 Jan 2021	

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	Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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Report Title:	Future Public Health Arrangements for Royal Borough of Windsor and Maidenhead, Slough and Bracknell Forest Councils
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Carroll, Lead Member for Adult and Children's Services, Health and Mental Health
Meeting and Date:	Cabinet – 24 th September 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director
Wards affected:	None

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REPORT SUMMARY

1. To lay out the rationale for altering the current arrangements for public health across Slough, RBWM and Bracknell-Forest.
2. To confirm new arrangements for the delivery of public health services and the statutory Director of Public Health (DPH) post.
3. To seek in principle approval for the new collaborative arrangement and confirm indicative funding allocations subject to the 2021-22 Budget being approved.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the creation of the post of Director of Public Health for East Berkshire in collaboration with East Berkshire Clinical Commissioning Group and Bracknell Forest and Slough Borough Councils.**
- ii) Delegates authority to the Managing Director in consultation with the Lead Member for Adult and Children's Service, Health and Mental Health and the Director of Adult, Health and Commissioning, to finalise and approve the partnership arrangements with relevant organisations.**
- iii) Notes the inclusion of an additional £65,000 per annum to fund the new arrangements is to be added to the 2021-22 base budget and funded from the public health grant.**

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

Options

Table 1: Options arising from this report

Option	Comments
To create an east Berkshire public health system with a shared Director of Public Health leading a small east Berkshire hub with larger spokes in each Authority. This is the recommended option	This option increases the capacity of the public health system to integrate public health into Council and NHS systems. Whilst this option costs more per authority than the current model it is significantly less expensive than moving to a single DPH per Council. This option offers the ability to align better the public health system to the Frimley ICS.
To move to a single public health team and DPH for the Royal Borough of Windsor and Maidenhead.	This model would increase strategic capacity but would require a significant proportion of the Public Health Grant to support. This would necessitate reducing spend on service contracts. Further this option would not fully align the public health system with the Frimley ICS footprint.
To continue with the current system of a Berkshire public health system and a single shared Director of Public Health. This is the 'do nothing' option.	This option is not viable as the west Berkshire Councils have already determined to move to a west Berkshire model

Background

- 2.1 Since 2013 the Berkshire Public Health System has operated on a hub and spoke model with Public Health teams within in each of the six unitary authorities supported by a Shared Strategic Director of Public Health and a Shared Team hosted by Bracknell Forest Council.
- 2.2 The overall aim of the Berkshire Public Health System is to deliver the core public health duty for local authorities which is to take steps to improve the health of residents and decrease health inequalities. To meet the needs of our residents, this will require action, not only from Councils but across our system of public services, on the wider determinants of health, health improvement, health protection and the design of health and care services.
- 2.3 National policy supports the importance of prevention of ill health – through the green paper for prevention and the NHS Long Term Plan. Locally the Joint Health & Wellbeing Strategies support increased activity to promote good health and prevent ill health. Action to prevent and manage risks for ill health

have become more urgent with the recognition that risks for heart disease and stroke increase the likelihood of harm from COVID-19.

- 2.4 Upper tier Local Authorities receive a per capita ring fenced grant for public health of circa £38m across Berkshire. In the three authorities in the East of the county, this totals around £17m, around half to Slough and smaller grants to RBWM and Bracknell Forest. Each authority spends different proportions of its allocation on staffing local public health teams with varying contract values and investments in broader services and programmes for public health.
- 2.5 Berkshire Chief Executives collectively oversee the functioning of the public health system through the Public Health System Board. Increasingly, they have been concerned about the capacity of the public health system to deliver fully on the wider objectives whilst leading across organisations to improve health, preventing illness and decreasing demand for health and care services. More recently the global pandemic has emphasised these concerns further.
- 2.6 In 2019 Berkshire Chief Executives requested a review. They considered the effectiveness of the current model, the changing context and opportunities for public health, current costs, and alternate models. They recommended dissolving the current arrangement and moving to two hub and spoke arrangements across 3 borough geographies.
- 2.7 As the recommendation was made COVID-19 arrived and halted much of the progress in shifting to a new model. With increasing responsibility at a local level and the current DPH planning to move on in the New Year, there is an urgency in progressing the new arrangements and appointing a Director of Public Health for the three Local Authorities in the East of Berkshire.

Consideration

- 2.8 Whilst other authorities share public health teams, Berkshire's is the only public health system in the country with 6 upper tier Authorities sharing one Director of Public Health. 30/152 local authorities (LAs) have shared arrangements the majority are between 2 LAs, one between 3. Our joint arrangements have lasted longer than most, with many councils across the country dissolving joint roles in recent years.
- 2.9 There are some strengths in our shared set up, particularly the local leadership of public health teams in each LA supported by a hub team. Improved health and reduced health inequalities cannot be delivered by public health teams alone and the most effective public health approaches work across council services to create 'places' where it is easy to be healthy and deliver services that prevent ill health and promote resilience. The hub and spoke set up reduces duplication and shares costs but allows for different local priorities across each council area to meet the needs of varied populations.
- 2.10 The Director role is particularly stretched across six LAs. The capacity of the role is reduced by the practicalities of delivering across the county and responding to the number of required boards and partnership meetings.
- 2.11 Recruitment to DPH roles is challenging and the current postholder is leaving in the New Year. This provides a natural opportunity to change the role in Berkshire to make the system more efficient and the DPH role more attractive.

- 2.12 Berkshire Authorities attract limited grant support for public health. Operating separate teams for each authority would require a significant proportion of the grant and significantly reduce the funding for contracts that support for example sexual health, health visiting and substance misuse. On that basis a smaller shared team would retain some of the efficiencies and resilience of the current model but increase senior capacity and locality links.
- 2.13 The Berkshire model was designed at a time when Public Health services were largely commissioned on a Berkshire wide footprint and CCGs were coterminous with Boroughs. This is no longer the case, with Public Health capacity spread across 2 quite different systems, Frimley Health & Care in the east of the County and Berkshire West ICP, part of the Buckinghamshire, Oxfordshire and Berkshire West ICS. These ICS/Ps offer real opportunities to further improve health and wellbeing which are not being maximised in the current set up as the capacity to link up the systems is very constrained.
- 2.14 As well as the public health teams in Berkshire, Frimley Integrated Care System (ICS) works with Surrey and Hampshire County Councils for Surrey Heath and North East Hants & Farnham. There is a need to coordinate a shared public health input into Frimley to ensure all the teams contribute effectively and that Frimley receives coherent support.
- 2.15 Public Health Services (including Health visiting, School Nursing, NHS Health Checks; Healthy Lifestyles; Substance Misuse; Sexual Health) are commissioned on a mix of single county and multi borough partnerships, primarily divided between the East and the West of the County. Other services are commissioned on single borough footprints.
- 2.16 Under the Health and Social Care Act, Directors of Public Health are responsible for the local authority's contribution to Health Protection, including the LAs roles in planning for and responding to incidents that present a threat to the public's health such as coronavirus.
- 2.17 A key statutory role for LA public health is supporting NHS commissioners with the design and evaluation of health services to meet local need. Co-terminosity of any arrangement with NHS organisations is seen as a common sense requirement.
- 2.18 There was recognition that incorporating more public health thinking into LA and NHS services could improve demand management and inequalities as well as health and wellbeing outcomes for residents.

Proposal

- 2.19 The proposal is to dissolve the current arrangement between the six LAs and move to an arrangement between Slough Borough Council, RBWM and Bracknell Forest Council and the Frimley ICS.
- 2.20 A shared Director of Public Health role for East Berkshire will lead the public health system, working closely with the local authorities and partners across the integrated care partnership. There will also be a hub team providing health intelligence, health protection and commissioning support to support public health teams in each local authority.

- 2.21 The shared team commissioning function will sit within Bracknell Forest commissioning team with a view to individual LAs taking on the commissioning of particular services (either individually or jointly) in the future.
- 2.22 The opportunity presented by working in partnership is to:
- Improve the health of our population and reduce inequalities to improve outcomes for our residents and reduce demand for services.
 - Retain the local nature of public health, enabling local needs to be prioritised.
 - Improve the value from our investment in public health capacity – to make Public Health more visible, engaged, integrated and most importantly, effective, across the Local Authorities.
 - Enable more coherent support to the ICS, coordinating PH engagement across the ICS.
 - Improve value for money from Public Health contracts.

Director of Public Health role

- 2.23 Bracknell Forest Council will lead the recruitment of this role, with full engagement from all parties. They will provide line management for the DPH but accountability will be to all 4 chief executives through a new DPH accountability Board. This body will sign off an annual work programme and undertake the Director's appraisal.
- 2.24 The role will have Director level influence in each Local Authority. The DPH will have a seat at the 'top table', access to lead Members and senior officers and be party to resource and priority decisions for public health programmes, including those funded from the public health grant, the Better Care Fund and the Health and Wellbeing Board.
- 2.25 While the DPH may not line manage all the local Public Health Consultants, they will provide professional supervision, influence their work programmes and participate in their appraisal.

3. FINANCIAL DETAILS / VALUE FOR MONEY

- 3.1 This new model will increase the costs of provision of the public health hub compared to the current set up by £65k per Local Authority per annum. This will make the Councils total contribution to the public health shared team £200k per annum. The East Berkshire Clinical Commissioning Group will also start making a contribution of £100k per annum. This NHS contribution will part fund the DPH role, analytical and programme support. Final costs will not exceed this sum but will not be known until the detailed structures are designed. The additional costs will be met equally by the three LAs.
- 3.2 The Council will include base budget cover to this amount in the Medium-Term Financial Strategy, subject to the Budget being agreed and is funded by the Public Health Grant.

Table 2: Financial Impact of report's recommendations

REVENUE COSTS	2020/21	2021/22	2022/23
Additional total	£0	£65,000	£65,000
Reduction	£0	£0	£0

Net Impact	£0	£65,000	£65,000
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CAPITAL COSTS	2020/21	2021/22	2022/23
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

4. LEGAL IMPLICATIONS

- 4.1 The Council has already exercised its powers under section 101 of the Local Government Act 1972 (arrangement for discharge of functions by local authorities) and section 113 of the Local Government Act 1972 (placing of staff of local authorities at the disposal of other local authorities) to operate shared services with other Authorities. This arrangement is being altered but the legal position is not different.

5. RISK MANAGEMENT

- 5.1 The main risk in the new arrangement is that there will be no suitable candidates for the new DPH post. This risk cannot be avoided by not proceeding as the current DPH is already leaving. The mitigation of this risk is partly the purpose of this report. By clarifying the budget, structure and responsibilities of the new DPH it is believed this proposal makes the post more attractive than a six way partnership or individual council proposal.

Table 3: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Failure to recruit a DPH	High	Clarity of budget, accountability and structure.	Medium

6. POTENTIAL IMPACTS

- 6.1 Equalities. There are no identified equality impacts. The Equality Impact Screening Assessment is published on the [Council's website](#).
- 6.2 Climate change/sustainability. Not relevant
- 6.3 Data Protection/GDPR. Not relevant

7. CONSULTATION

- 7.1 Other Berkshire Council and the East Berkshire Clinical Commissioning Group have been involved in the preparation of these proposals and support them.

8. TIMETABLE FOR IMPLEMENTATION

- 8.1 Implementation date if not called in: Work will start immediately on the recruitment of the DPH.

9. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Carroll	Lead Member for Adults, Children, Health and Mental Health	13/9/20	14/09/2020
Duncan Sharkey	Managing Director	-	-
Russell O'Keefe	Director of Place	13/9/20	
Adele Taylor	Director of Resources/S151 Officer	13/9/20	14/09/20
Kevin McDaniel	Director of Children's Services	13/9/20	
Hilary Hall	Director Adults, Commissioning and Health	13/9/20	14/09/20
Andrew Vallance	Head of Finance	13/9/20	
Elaine Browne	Head of Law	13/9/20	14/09/20
Mary Severin	Monitoring Officer	13/9/20	
Nikki Craig	Head of HR, Corporate Projects and IT	13/9/20	14/09/20
Louisa Dean	Communications	13/9/20	
Karen Shepherd	Head of Governance	13/9/20	15/09/20
Lynne Lidster	Head of Commissioning	13/9/20	

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No	To Follow item? No
Report Author: Duncan Sharkey, Managing Director		

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Report Title:	Finance Update: September 2020
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Cabinet – 24 September 2020
Responsible Officer(s):	Andrew Vallance, Head of Finance and Deputy S151 Officer
Wards affected:	All

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REPORT SUMMARY

- 1 This report sets out the financial position of the Council in respect of the 2020/21 financial year as at the end of Month 4.
- 2 The report reviews the various elements of the Council's financial position including the revenue budget and its funding, the capital programme, and the Council's financial reserve position.
- 3 The report reviews the main areas of financial risk impacting on the revenue and capital budgets and in respect of these risks sets out the assumptions that underpin the forecast position for the year.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Notes the Council's projected revenue & capital position for 2020/21.
- ii) Notes the budget movements;
- iii) Approves the capital variances and slippage.
- iv) Approves a capital budget addition of £110,000 for Safeguarding works at Larchfield Primary School

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

Cabinet are requested 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	<£6,370,000	£6,370,000 to £6,500,000	£6,500,001 to £16,900,000	> 16,900,000	31 May 2021

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The revenue budget position and projected outturn for 2020-21 as at 31 July 2020 is shown in **Table 2** below. The reported service variances as at 31 July 2020 total £11,232,000.
- 4.2 The current projected outturn position for the Council is an adverse variance of £3,279,000 in 2020-21 including net costs for COVID-19 of £6,140,000. This results in a pre Covid projected favourable variance of £2,861,000 and a general fund reserve outturn of £2,734,000. A return has been received for the sales, fees and charges compensation scheme announced by MHCLG, the deadline for its return is the 30th of September. It is hoped that this compensation scheme will reduce the Covid variance and result in a favourable increase to the general fund outturn position.
- 4.3 The service budgets of £86,531,000 project an adverse variance of £11,232,000 including COVID19 costs of £12,439,000 resulting in a pre Covid projected favourable service variance of £1,207,000.
- 4.4 Non service budgets of £8,144,000 are projected to be underspent by £7,953,000. This includes £6,299,000 of COVID19 grant resulting in a favourable variance on non-services of £1,654,000.
- 4.5 As approved in the 2020-21 budget £1,519,000 is transferred to general fund reserves from the Business rates volatility reserve leaving £750,000 in that reserve to fund future business rates risk when required.
- 4.6 The underspend of £162,000 on pension deficit recovery arises as a result of the Council prepaying their annual pension deficit payment and receiving a discounted rate for doing so.
- 4.7 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: Summary Revenue budget position

Directorate	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000
Managing Director	2,903	2,885	(18)
Adult Health & Commissioning	47,337	51,542	4,205
Resources Directorate	10,803	10,686	(117)
Place Directorate	2,304	8,187	5,883
Children's Services	23,184	24,463	1,279
Total Service Expenditure	86,531	97,763	11,232
Non service expenditure	8,144	191	(7,953)
Net Revenue Budget	94,675	97,954	3,279
Special Expenses	(1,217)	(1,217)	0
Transfer to / from Reserves	0	(3,279)	(3,279)
Gross Ctax Requirement	93,458	93,458	0

4.8 Table 3: Significant service variances over £1,000,000 to 31.7.20.

SIGNIFICANT VARIANCES OF £1,000,000 ACROSS ALL DIRECTORATES	
SERVICE	
	£,000
Children's Services Achieving for Children contract	1,486
Adults, Health & Comm Director and Support Teams	1,416
Parking Services	3,788
Adult Social Care	(1,342)
Corporate Management & Contingency	(1,375)
Communities including Leisure	3,013
Property Service	1,640
TOTAL SIGNIFICANT VARIANCES	8,626

A summary of the significant variances to July 2020 is shown in **Table 3 above**, further details can be found in the report as detailed below:

- **Children's services adverse variance of £1,486,000** is a result of lost income, additional staffing and placement costs both during and following the COVID19 lockdown period. Further details are on page 18-23 of this report.
- **Adults, Health & Commissioning – Director & Support Teams adverse variance of £1,416,000** is due to payments of £1,270,000 made to adult social care providers to support business continuity in the period of the COVID19 emergency.
- **Commissioning – Infrastructure adverse variance of £3,788,000** is as a result of lost income from car parking mainly during the COVID19 lockdown period. Further details are on page 10-12 of this report.
- **Adult Social Care favourable variance of £1,342,000** is due to a reduction in the costs of both homecare and residential and nursing care, and arising from NHS funding to support hospital discharge and reduce hospital admissions during the covid emergency.
- **Corporate Management and contingency favourable variance of £1,375,000** is the release of £1,300,000 contingency for unachievable savings that are reported within the appropriate service areas as well as £75,000 for corporate savings that have arisen due to alternative working arrangements of the workforce.
- **Communities adverse variance of £3,013,000** mainly arises as a result of the change in leisure concession contract and loss of leisure income due to COVID19. Further details are on page 17-18 of this report.
- **Property Service adverse variance of £1,640,000** - is mainly the projected shortfall of Commercial property income as a result of unpaid rent due to COVID 19, further details are shown on page 17-18 of this report.

4.9 Savings Tracker

The monitoring of built in savings for 2020-21 is shown in the savings tracker attached in **Appendix B**. This shows the projected unachievable savings for 2020-21 as £1,758,000 against a savings target of £7,009,000.

This is unchanged from the July 2020 Cabinet report.

5. Managing Director's Directorate Revenue Position

The Directorate is forecasting a saving of £17,450 for the year 2020/21 as shown in **Table 4** below.

Table 4: Managing Director Revenue budget position

Ref:	Managing Director	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from last time £000
	Management	249	249	0	0
	Governance:				
5.1	Land Charges Income	(237)	(187)	50	(30)
5.2	Elections, Mayoral and Democratic	1,487	1,429	(58)	0
	Legal, Magistrates Court and Information	794	794	0	36
5.2	Facilities	613	603	(10)	5
	Total MD	2,906	2,888	(18)	11

Areas of Risk & Opportunity (Significant)

- 5.1 Land charges income - As a result of the suspension of the housing market (COVID 19 pandemic), the demand for land charges services had fallen. The actual adverse variance against income to mid-August is £52,000. The market has now reopened, and the reduction in the variance from previous reports is a positive sign the service is recovering.

The annual pressure had been estimated at the equivalent of four months budget of £80,000 in May, but this has now been reduced to a pressure of £50,000, in line with the current outturn.

- 5.2 Savings and opportunities this year of £68,000 (May £109,000) are anticipated in Democratic Services, Information Governance and Facilities. This reduction is due to increased resource costs within the Information service omitted from the last report.

Not all potential Special Responsibility Allowances positions have been filled individually, and members receive only the highest allowance if they hold more than one position. Savings of £52,000 are anticipated .

Staff working from home has reduced some variable costs within the Facilities team resulting in a £10,000 net saving. A chargeable data protection service has been offered to schools this year and it has been successfully taken up. Additional income of £36,000 is expected. Additional costs to support this service in the medium term are expected to be in the region of £36,000.

6. Adults Health & Commissioning Directorate revenue position

6.1 Director & Support Teams

The pressure on the Communication & Marketing budget arises from a reduction in income generated both from the Guildhall (£40,000) and from film and advertising licences, due to the covid restrictions. The budget pressures in the Coroners service of £47,000 and the Modern Records service of £8,000 are unchanged from the previous report. These pressures are now partially offset by an £18,000 reduction in charges from leisure centres for “time out” memberships for carers.

The Adult Social Care commissioning & support budget is overspent by £1,326,000. In line with government guidance the Council is supporting providers of adult social care with financial support in meeting the additional costs they are incurring in dealing with the Covid 19 pandemic. Support payments of £1,042,200 have been made up to 30 June, and this is forecast to increase to £1,270,000. No budget had been set for this purpose. These costs are not covered by the Infection Control Grant. The balance of the pressure arises from additional costs of the Emergency Duty Team run by Bracknell Forest BC under a joint arrangement.

Table 5.1: Director & Support Revenue budget position

Service Area	Current Budget	Forecast Outturn	Forecast Variance	%	Change from last Report
	£'000	£'000	£'000		£'000
<u>Director & Support Teams</u>					
Communications & Marketing	439	492	53	12%	
Transformation & Systems	269	269			
Director, Procurement & Partnerships	427	427			
Modern Records, Coroners & support	537	574	37	7%	-18
Adult Social Care Commissioning & Support	591	1,917	1,326	224%	-224
Government Grant Income	-814	-814			
Total - Director & support Teams	1,449	2,865	1,416	98%	-242

6.2 Adult Social Care.

Summary

The Adult Social Care gross expenditure budget is £48,349,000 and the income budget is £13,130,000 giving a net budget of £35,219,000. An underspend of £1,342,000 is forecast for the year. However, as noted above, there is a significant cost to the Council this year in respect of its responsibilities to manage and stabilise the “social care market”, whereby financial support is being given to social care providers, estimated at £1,270,000. After accounting for this pressure, the net position of the Council in respect of its financial management of its social care responsibilities is an underspend of £16,000. The detailed variances are summarised below and set out in the table below.

Older people & Physical disability

The gross cost of providing homecare and direct payments is forecast to exceed budget by £748,000 due to increased demand. Income from contributions from service users towards the cost of their care is expected to fall by £135,000. These pressures have been offset in

part by additional income from the Better Care Fund and from income from the CCG (Clinical Commissioning Group) provided to facilitate hospital discharge and to prevent hospital admissions. The net pressure on domiciliary services is estimated at £103,000.

The number of residents supported long term in nursing homes has fallen significantly due to the impact of Covid 19. Chart 1 below illustrates the reduction in spot placements into nursing care since March this year. Numbers are forecast to increase over the remainder of the year. The number of spot placements into residential homes remains close to budget forecasts. Gross expenditure for the year on residential and nursing care is expected to be below budget by £1,036,000 this year. With lower placement numbers there will be a reduction in income from contributions; this is estimated to give a budget pressure of £597,000. Hospital discharge funding from the CCG is estimated at £850,000. The net saving in long term residential & nursing care is estimated at £1,289,000.

Learning Disability

Expenditure on Learning Disability budgets can vary significantly from budget as noted below under “Areas of Risk & Opportunity” section C. The current care requirements and anticipated care requirements of service users are reviewed regularly as circumstances impacting on costs can change rapidly. Reviews undertaken in recent weeks indicate costs will increase over the remainder of this year and the forecast costs this year of those in residential and nursing care have risen by £240,000 since last reported. However this increase is partially offset by forecast savings in other budgets and the total Learning Disability budget is expected to underspend by £106,000 this year.

Mental Health and other care

A pressure of £130,000 is forecast in the Mental Health budget following one high cost placement that commenced in July this year.

Expenditure on support to care providers is expected to be £1,270,000 this year. This is £230,000 below that forecast in the last report. This is discussed in paragraph 6.1 above.

Note, in the table below The “Summary Type” column indicates where the budget line falls into the “Summary Position” section at the foot of this table. Thus lines with Summary Type “Optatlis” will sum to the line “Optalis Contract Total”.

Table 5.2: Adult Social Care Revenue Budget Position

Summary Type	Care Group / Service	Current Budget	Forecast Outturn	Forecast Variance	%	Change from last Report
	Older People & Physical Disability	£'000	£'000	£'000	%	£'000
Spend	Home Care	4,532	5,361	829	18%	71
Optalis	Direct Payments	1,904	1,823	-81	-4%	
Income	Income - contributions towards personal budgets	-1,225	-1,090	135	-11%	
Income	CCG income for Homecare		-402	-402		-102
Income	BCF Income: in-year allocation		-378	-378		-378
	Domiciliary Services sub-total	5,211	5,314	103	2%	-409
Spend	Residential & Nursing care block	8,408	8,408			
Optalis	Residential & Nursing care - spot	7,593	6,557	-1,036	-14%	-218
Income	Income from charges.	-6,041	-5,444	597	-10%	186

Summary Type	Care Group / Service	Current Budget	Forecast Outturn	Forecast Variance	%	Change from last Report
Income	CCG income for Nursing placements		-850	-850		-500
	Residential & Nursing sub-total	9,960	8,671	-1,289	-13%	-532
Optalis	Day & Other Care	1,468	1,638	170	12%	-7
Optalis	Short Term Support & Re-ablement BCF	2,231	2,111	-120	-5%	
Spend	Equipment	621	541	-80	-13%	
Income	CCG income for Equipment & Staff		-113	-113		-63
C&S	Emergency duty team	258	314	56	22%	6
Optalis	Care Teams staffing	2,608	2,608			
	Daycare, Equipment & Staff teams sub-total	7,186	7,099	-87	15%	-64
	Older People & Physical Disability Total	22,357	21,084	-1,273	-6%	-1,005
	Learning Disability					
Spend	Residential; Nursing; Supported Living block	1,838	1,780	-58	-3%	-58
Optalis	Residential & Nursing care - spot	6,219	6,389	170	3%	240
Optalis	Residential & Supported Living - Optalis provider	3,419	3,349	-70	-2%	-21
Optalis	Supported Living - spot	2,799	2,799			
Optalis	Day & Other Care - Optalis Provider	2,533	2,455	-78	-3%	-68
Income	Income from charges	-1,463	-1,463			
Income	Other Income	-598	-598			
Optalis	Care Teams staffing	761	691	-70	-9%	-10
	Learning Disability Total	15,508	15,402	-106	-1%	83
	Mental Health & other Adult Social Care					
Optalis	Mental Health services	2,442	2,572	130	5%	130
Optalsi	Mental Health Team	1,144	1,144			
Income	Mental Health Income	-421	-421			
Spend	Transport & Voluntary sector support	501	469	-32	-6%	-9
Optalis	Safeguarding, Management & Support	1,852	1,852			
C&S	Joint Commissioning Team staff	333	333			
C&S	Provider support		1,270	1,270		-230
Optalis	Better Care Fund Income Optalis	-4,524	-4,404	120	-3%	
Income	Better Care Fund Income RBWM	-3,382	-3,507	-125	4%	-5
	Mental Health & other Adult Social Care Total	-2,055	-692	1,363	-66%	-114
	Total All Adult Social Care	35,810	35,794	-16	0%	-1,036
	Adult Social Care Summary					
Spend	RBWM Expenditure budgets	15,900	16,559	659	4%	4
Income	RBWM Income budgets	-13,130	-14,266	-1,136	9%	-862
Optalis	Optalis Contract Total	32,449	31,584	-865	-3%	46
	ADULT SOCIAL CARE –see table in Appendix A	35,219	33,877	-1,342	10%	-812
C&S	Adult Social Care - Commissioning & Support	591	1,917	1,326	224%	-224
	Total All Adult Social Care	35,810	35,794	-16	0%	-1,036

6.3 Public Health, Better Care fund

There are no variances to report on these budgets

The Public Health budget is fully funded by the £4,761,000 ring fenced Public Health Grant. Underspends on this budget must be carried forward in a public health reserve.

The Better Care Fund is a budget held in partnership with East Berkshire Clinical Commissioning Group and is accounted for in totality in the Council's accounts. Variances to planned spend on individual projects are shown in the service area to which that project relates.

Care Group / Service	Current Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Public Health – gross spend	5,197	5,197	0
Better Care fund – expenditure	13,747	13,747	0
Grant & Better Care fund income	(17,714)	(17,714)	0

6.7 Areas of Risk & Opportunity

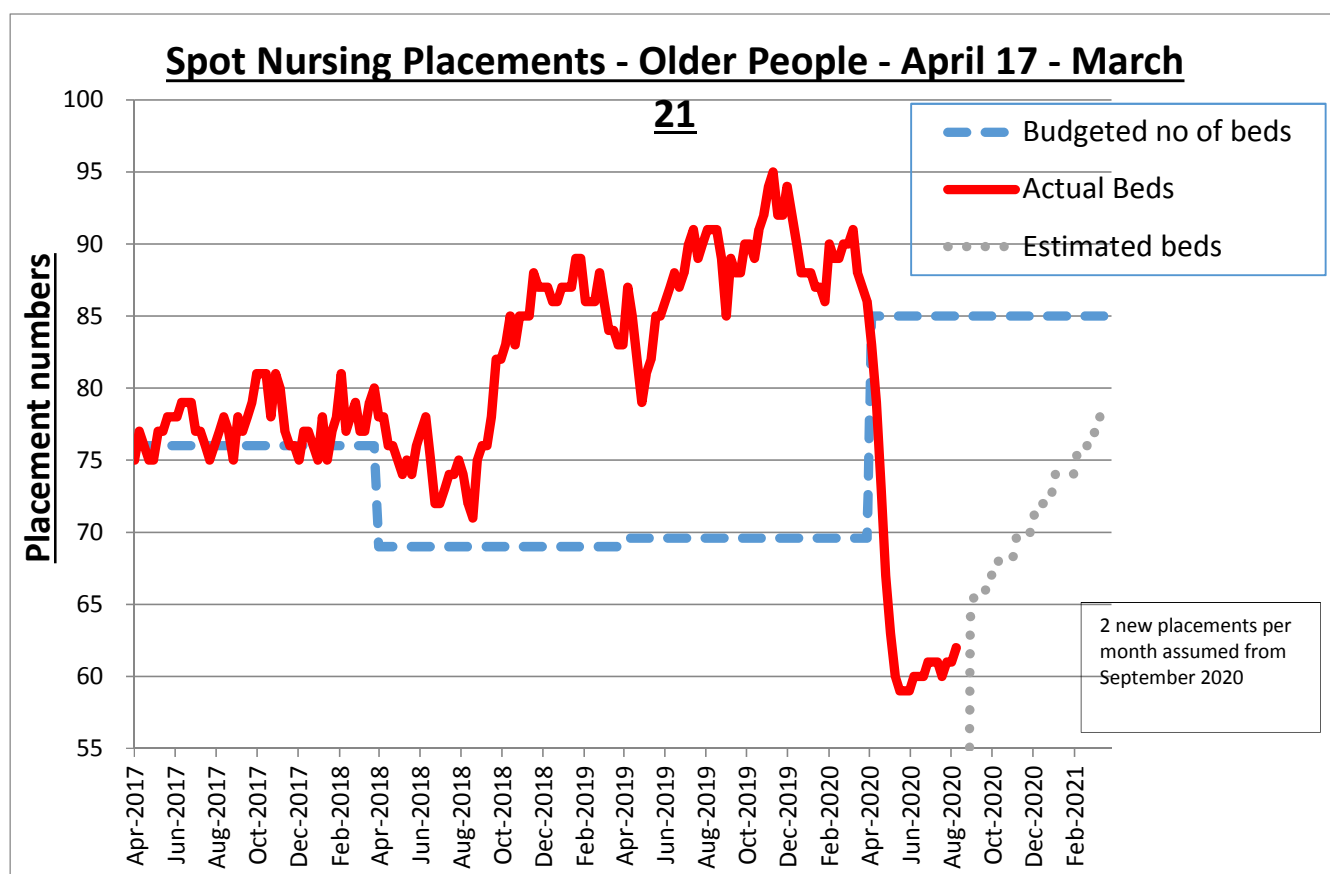
A. Placements of Older People in Nursing Homes.

Residents over 65 years old who require social care support and cannot be cared for in their own home are placed either in residential care homes or in nursing homes. Residents are financially assessed to ascertain how much they should contribute towards the cost of their placement. Nursing care is commissioned under block contracts (97 beds) and spot contracts (95 beds). Block contracts are generally maintained at capacity and by their nature the financial risk is low. The spot contract budget for nursing care is £4.3m. This is a volatile budget varying with the impact of 'flu epidemics, winter conditions and now, the Covid 19 pandemic.

The nursing care expenditure budget was based upon the actual number of residents in nursing care during 2019/20. The current estimated cost for the year extrapolates from the current low numbers being cared for, and assumes a gradual increase in numbers over the remainder of the year. These assumptions support the forecast underspend in nursing case spot placements expenditure this year of £826,000. Hand in hand with lower spend comes lower income from contributions from residents and from free nursing care (FNC) income.

The commissioning of spot nursing care placements over recent years is shown in the graph below. This graph shows the numbers of spot placements commissioned at any one time from April 2017 to date, with a forecast until the financial year end. The reduction in placements commencing in March this year is evident.

Chart 1: Spot Nursing Placements

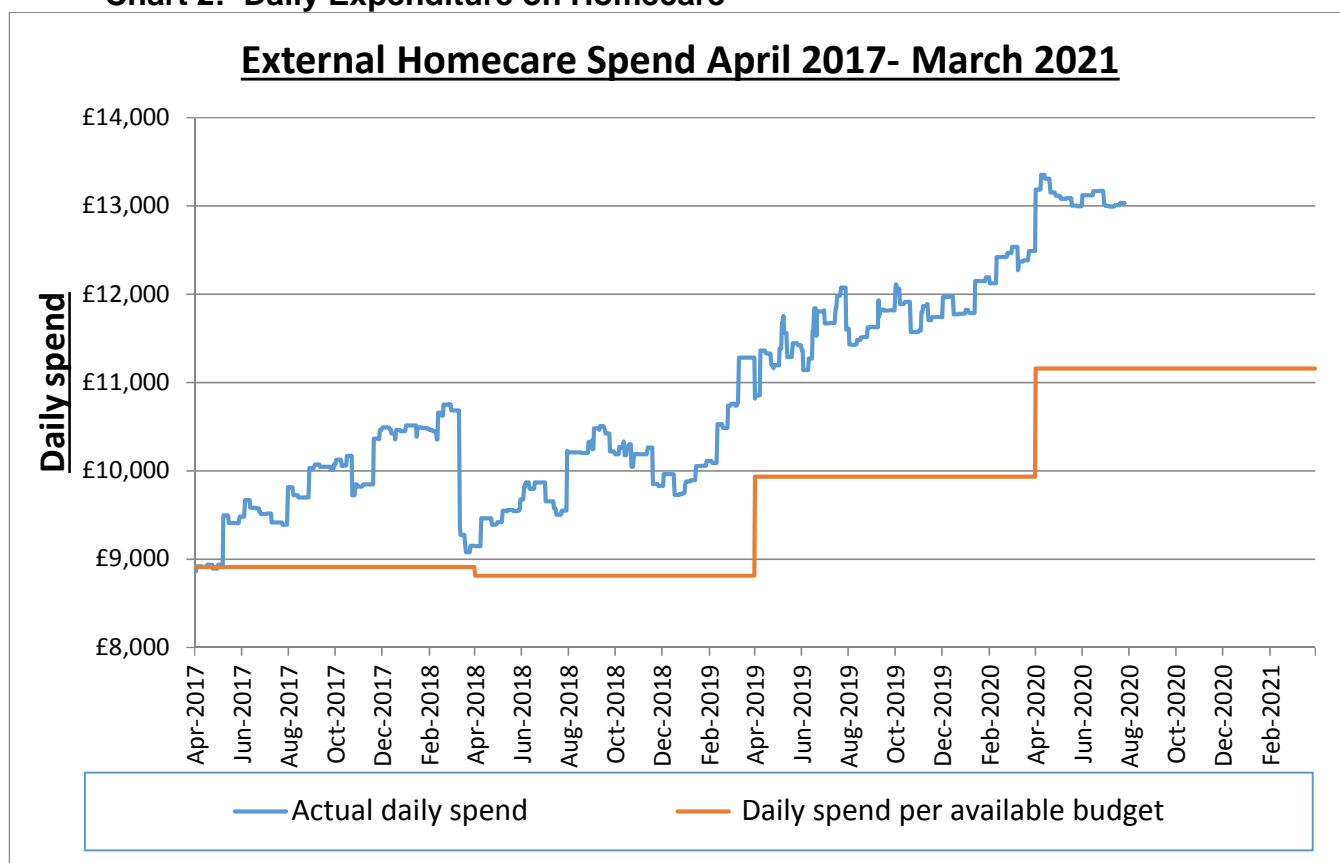


B. Homecare & Direct Payments to older people

Residents over 65 years old who are assessed to require social care support and can be cared for in their own home are provided with a package of care that will usually include a homecare service. Residents may request to receive “Direct Payments” and use this funding to commission their own care. Residents are financially assessed to ascertain how much they should contribute towards the cost of their care package. Homecare is another volatile budget also varying with the impact of ‘flu epidemics, winter conditions and the Covid 19 pandemic. The current homecare budget for older people and the physically disabled is £4,532,000. The daily spend over recent years is shown in the graph below.

Following the onset of the Covid 19 pandemic in March this year, there was a significant increase in spend on homecare as measured by spend per day. The rate of spend has ceased to increase; however it remains significantly above budget. A budget pressure of £849,000 is forecast for the year. Funding has been made available through the CCG to meet the costs of domiciliary care packages that enable hospital discharges and prevent hospital admissions. Additional income of £258,000 has been agreed as an allocation from the Better Care Fund. Savings of £120,000 in the Short term Support and Rehabilitation service (STS&R) have also been allocated to the homecare budget through the Better Care Fund. After accounting for this income an over spend of £103,000 is forecast this year.

Chart 2: Daily Expenditure on Homecare



C. People with Learning Disability requiring high level of support

The Council supports a number of adults with learning disability who are assessed to require social care support. The support varies from funding services such as day-care that enable the resident to remain in their parental home, to assisting the resident to live in their own rented accommodation, known as “supported living”, and to commissioning a residential care placement.

Significant costs are incurred by the Council in funding supported living and residential care packages. The cost of these packages varies considerably depending upon the needs of individual residents. The table below shows the numbers of residents supported by the Council in cost bandings shown by £/week.

There can be significant variations from budget forecasts due to changes in the number of high cost packages. The number of packages will change for a number of reasons including children transitioning to adults, eligibility for continuing health care (CHC), movements into and out of the borough and changes in the ability of elderly parents to look after their learning disabled children.

The 2020/21 budget for residential care and supported living for people with a learning disability is £10,339,000. The numbers of people supported by cost banding is shown in **Table 6** below. Note that this table shows actual numbers of people supported in July. Forecast spend for the year will include costs of anticipated changes in packages of care over the remainder of the year.

Table 6 Learning Disability – residents supported shown by cost bandings.

Placement Band £/week	Average Cost £/week	Budget number	Current number (July)	Change in number
0 – 500	197	102	99	(3)
501 – 800	605	27	26	(1)
800 – 1000	898	10	9	(1)
1,000 – 2,000	1,504	61	60	(1)
2,000+	2,425	25	24	(1)

D. Continuing Health Care

Where residents' needs meet specific health criteria they will be eligible for continuing healthcare funding (CHC) for their entire care package.. Residents are not required to make a financial contribution towards a CHC package.

Where the Council is funding social care for a resident the Council may request the CCG consider whether that resident is eligible for CHC. If the CCG agrees they are eligible the CCG will fund the package cost back dated to when the request was registered with the CCG. Conversely, a resident in receipt of CHC funding may be reviewed by the CCG and lose their CHC funding if they no longer meet the appropriate eligibility criteria. In a minority of cases the Council and the CCG do not agree on the application of the eligibility criteria and the case is disputed and goes to arbitration.

The care needs and therefore the care costs of residents who are on the borderline of qualifying for CHC are generally high. Therefore the impact on the Council and the CCG of the application of the eligibility criteria is financially significant. The table below summarises the number of cases currently under consideration and gives the aggregate cost of these cases. The impact on the Council in this financial year of all cases being considered eligible and of all cases being considered ineligible, is shown. These are unlikely scenarios and the totals are given as an indication of the risk and potential impact on the budget. The outcome of individual requests and reviews will be unknown until the review is complete which can take up to a year, and where disputed this can add several months to the period of uncertainty.

Table 7 showing number & value of current reviews of CHC eligibility.

Category of Claim	No. of cases	Aggregate Annual care package cost £000	Current year maximum cost avoided if eligible £000	Current year maximum cost if not eligible £000
Applications for CHC funding made to CCG – in progress	7	504	243	
Application to CCG under dispute	1	76	101	0
CCG review of people with CHC funding, review in progress	4	304	0	304
CCG review outcome disputed	1	144	0	20
TOTALS	13	1,028	344	324

- 6.9 The Commissioning – Infrastructure budgets include budgets for the provision of the car parking service, highways, street cleaning, transport, grounds maintenance and waste.

The Commissioning & Support budgets cover the Director and her immediate support, Public Health budgets, the Better Care Fund, the Commissioning Team for people services, Transformation & Systems Team and Communications & Marketing.

The Public Health budget is fully funded by the £4,761,000 ring fenced Public Health Grant. Underspends on this budget must be carried forward in a public health reserve.

The Better Care Fund is a budget held in partnership with East Berkshire Clinical Commissioning Group and is accounted for in totality in the council's accounts. Variances to planned spend on individual projects are shown in the service area to which that project relates.

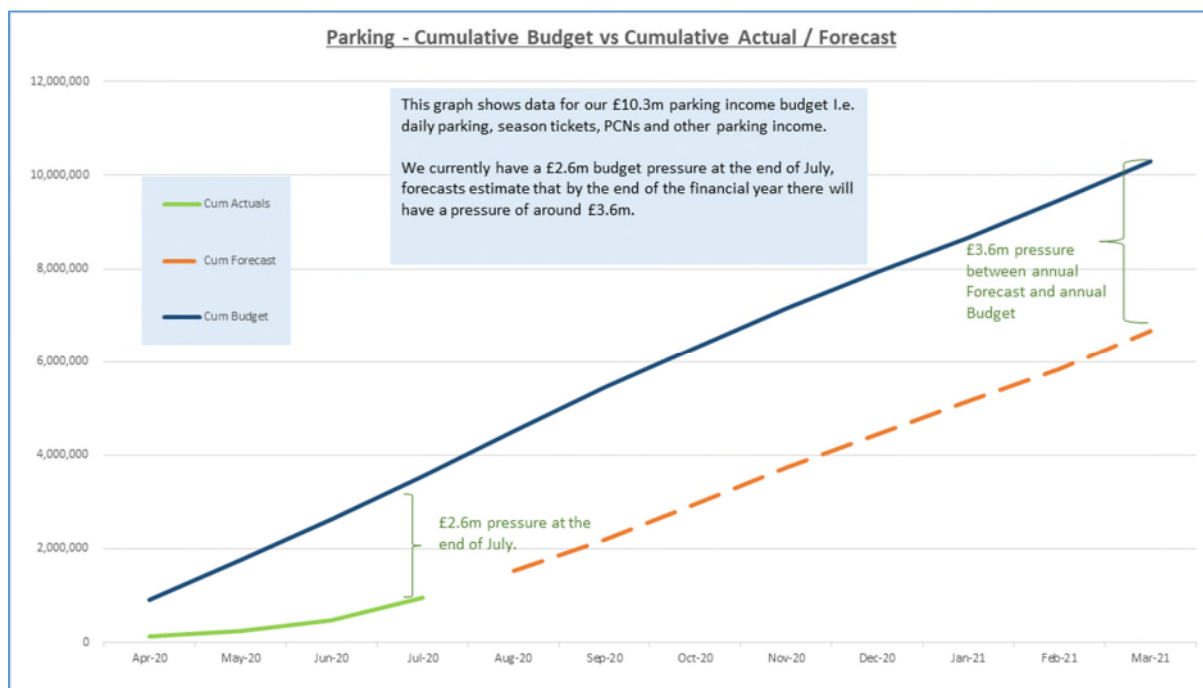
Table 8 Infrastructure & Other Revenue budget position

Ref:	Infrastructure & Other	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000
	Commissioning – Infrastructure:			
	Parking Income	(10,334)	(6,669)	3,665
	Parking Expenditure including operations	3,276	3,399	123
	Highways street works income	(722)	(422)	300
	Highways Other	4,629	4,752	123
	Waste	9,356	9,156	(200)
	Transport & Traffic	874	934	60
	Other – Public Conveniences and Pooled Vehicles	75	75	0
	Commissioning Team	1,135	1,195	60
	Concessionary Fares	1,150	1,150	0
	Total Commissioning - Infrastructure	9,439	13,570	4,131

6.10 Areas of Risk & Opportunity (Significant)

Car parking income has been significantly impacted by the COVID 19 emergency, not only with regard to a drop in demand in the period to date, but also in the ability of the service to deliver the in-built savings of £730,000 relating mostly to the removal of the Advantage Card subsidy from 1st April. A further free period of parking for Advantage Card users (ended mid-July) was agreed by members to help stimulate the retail economy and this was expected to cost a further £35,000.

The actual adverse variance as at July for all car parking income was £2,563,000. It is anticipated that the full year pressure as a result of COVID 19 will be in the region of £3,600,000.



To arrive at the forecast, a model has been used to predict future income. This model includes assumptions based on past experience, income to date, anticipated step changes in income as demand increases in direct relation to the government easing of lockdown restrictions and the nature of past demand. In Windsor that is driven by tourism and short stay parking; in Maidenhead, it is commuters and season ticket sales.

Early indications are that the income in Windsor will recover quicker than Maidenhead due to the return of visitors to the area. Changes to working patterns, i.e. more home working are likely to have a longer lasting impact on income in Maidenhead and this will be exacerbated by the loss of capacity going into 2021/22 as a result of town centre regeneration projects.

The following graphs show the trajectory forecast in car parking ticket sales as they recover to normal levels.

Chart 3 – Windsor Car Parking Income

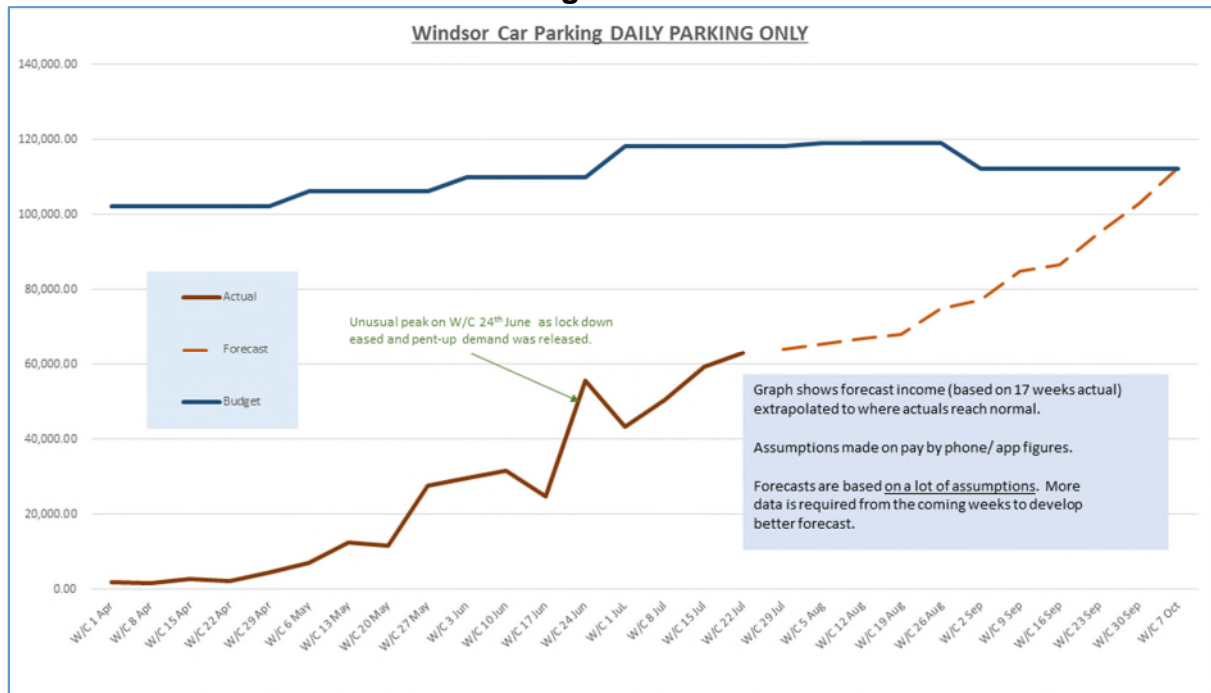
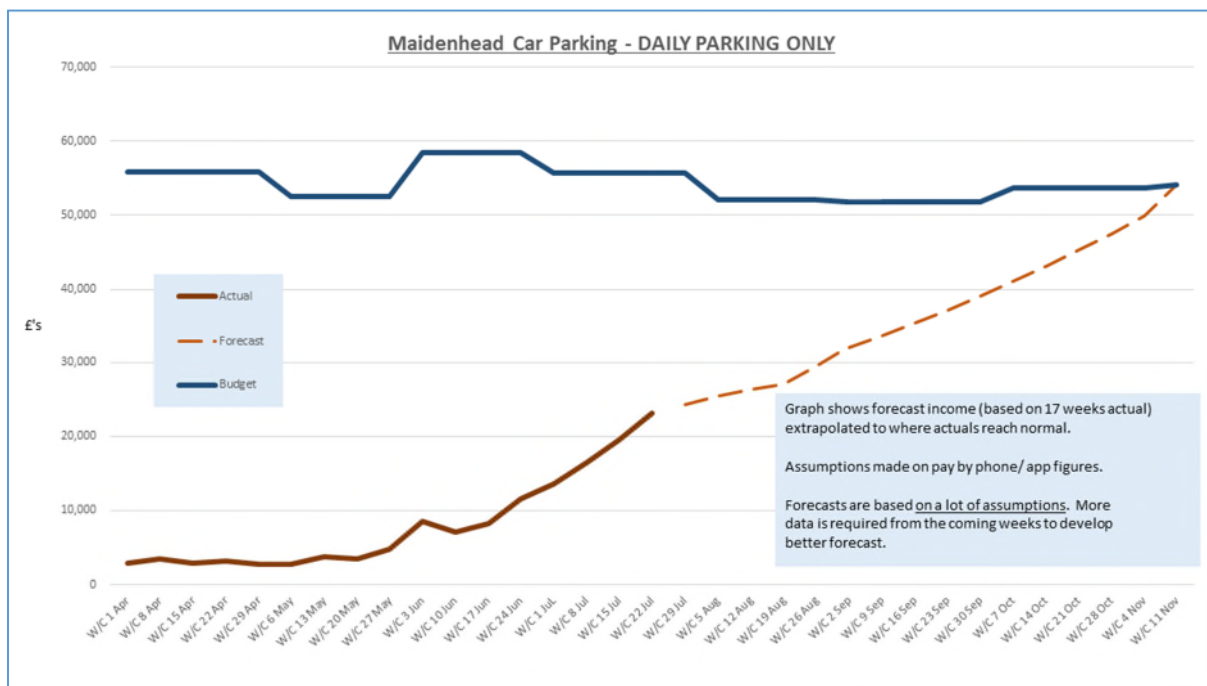


Chart 4: Maidenhead Car Parking Income



Total lost income for car parking tickets is anticipated to be £2,738,000. Other income including season tickets, penalties and lost advertising amount to a further £897,000. The model is updated regularly for actual data, and assumptions will be reviewed in the light of experience.

Of particular concern is parking season ticket sales. Only 53% of expected parking season ticket income has been achieved so far, and forecasts suggest similar levels for the remainder of the year. Demand has reduced with many people working from home, redundancies and other uncertainties. Individual season ticket holders have almost stopped renewing; the season ticket income that we have received has almost all been from business customers (last year 70% of season tickets were from businesses).

The forecast car parking expenditure of £123,000 includes a service charge in relation to the Sainsbury's Rotunda building that has been in excess of budget for a number of years. The overspend this year is forecast to be £77,000.

A 12 month trial for additional warden patrols to cover rural areas where there were issues with illegal parking was approved by Cabinet on 29th August 2019. It is anticipated that this will cost £49,000 this year.

Highways Street works and licencing is another income generating service impacted by lockdown, as utility companies have delayed street works activities, and events which attract fees by using the public highway have been cancelled. The actual adverse variance as at July was £222,000 (May £116,000). It is anticipated that lost income could reach £300,000 for the year.

Other key Highways variances consist of an unbudgeted £80,000 contributing towards extra space at Wexham Park hospital. The space is to be used as a place of rest for people who have died from COVID 19. There is also £90,000 budget pressure around grounds maintenance through contract inflation and extra costs. There is also pressure from delays in savings initiatives being implemented: a review around supported bus services has been delayed, which is anticipated to have a £50,000 pressure impact. There are also some savings where alternative capital funding has been identified for bridge works.

Waste budgets are projected to produce £200,000 savings. Green waste subscription fees were increased last year, and with the spring lockdown more people have been subscribing to the service which has seen an income boost. Waste disposal volumes have also decreased through alternative weekly collection and there have been savings as civic amenity sites have been closed. Normally a significant contribution is paid to Slough Borough Council for RBWM using their amenity site in Chalvey; however the site has been closed to RBWM residents for several months.

7 Resources Directorate

The Directorate is forecasting an overspend of £1,183,000 for the year before the contingency adjustment of £1,300,000. This overspend represents 15.58% (June 10.2%) of the current budget of £7,591,000.

The contingency budget of £1,300,000, set aside for undeliverable savings built into the 2020/21 budget, is for all services. Undeliverable savings within resources amounts to £100,000 and relates to parking permit income.

Analysis of the overspend follows in **Table 9** below.

Table 9 Resources Revenue budget position

Ref:	Resources	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000
	Resources:			
	Director of Resources	210	210	0
	R&B Management & Business Services	1,067	1,362	295
	Operational Support incl. Parking and Permits	(180)	(36)	144
	Registrars	(320)	(4)	316
	Libraries & Residents Services	2,763	2,898	135
	R, B, L&RS Total	3,330	4,220	890
	Housing Benefits	91	459	368
	HR, Corporate Projects& IT	2,588	2,588	0
	Finance	1,331	1,331	0
	Corporate Management	41	(34)	(75)
	Sub Total	7,591	8,774	1,183
	Corporate Contingency:			
	Demographic growth Adults	1,081	1,081	0
	Demographic growth Childrens	431	431	0
	Savings Delivery	1,300	0	(1,300)
	Contract costs	400	400	0
	Total Contingency	3,212	1,912	(1,300)
	Total Resources	10,803	10,686	(117)

7.1 Areas of Risk & Opportunity (Significant)

A. Revenues and Benefits Management & Administration – the impact on this service from increased public demands has been significant. Grants to businesses to help them survive the COVID 19 emergency lockdown is likely to be in the region of £30,000,000 this year (fully funded). The administration of this, and benefit changes, has led to increased staffing costs forecast as a £115,000 pressure (June £82,000). New burdens funding was received in early July to fund staffing and additional systems costs.

Additional agency cover as well as overtime for existing staff has been required to process a 140% increase in new claims, a 400% increase in changes in benefits plus the pressure outlined above.

Courts are currently closed and as result the income normally charged to help fund costs of the Council tax / NNDR recovery service has been nil. There is a provisional opening date of November (earlier forecasts were based on courts re-opening in June), although there is likely to be a backlog of cases. Council Tax/NNDR liability hearings may be delayed into the winter. The anticipated reduction in associated income this year is estimated at £368,000 (June £71,000), based on the actual revenue achieved last year up to Q1. Re-profiling of payment arrangements will push any costs recovered into future years

New burdens funding of £170,000 was received in August and that has mitigated some of these costs. This is included in the net forecast overspend of £295,000 for this service.

B. Parking and Permits – income from parking administration (suspensions, dispensations, visitor vouchers etc.) is currently nil. Losses of £10,000 per month for 4 months are anticipated at £40,000.

The introduction of charges for residents' parking built into the budget at £250,000 is not fully achievable as permits have been issued over the last 18 months for a period of two years. Thus there is now a delay to the full implementation of charging. This results in a delay and a pressure this year of £100,000. The saving will be fully deliverable in 2021/22.

C. Registrars, again this service has been significantly impacted by the COVID 19 lockdown as a significant source of income from weddings has been prohibited.

Recent wedding income achieved is 70% down against the level seen for the same period in 2019/20. Of the 500 weddings booked for 2020/21, 30 have moved to a new date this year, 210 have postponed to next year or have no new date. The impact of recession and increasing levels of unemployment may have an impact on income too. Currently estimated lost wedding income this year is 50% of the budget (£163,000) plus notice fees income losses of £37,000.

D. Other Library and resident services. Library closures and loss of a tenant as a result of lockdown is having an impact on income – forecast to be a £44,000 pressure this year. Further costs of £41,000 relate to historical savings which are undeliverable. There may be an opportunity to utilise available s106 contributions to ease pressures this year.

The closure of the libraries and continued successful delivery of services is an opportunity to review how the service is delivered and take advantage of new ways of working to protect the service, while delivering savings for the Council.

E. Housing Benefits. With the suspension of enforcement and closure of the courts, recovering overpaid housing benefit has become more difficult. The longer the recovery process takes, the less likely recovery is. Overpayment mainly results from changes in claimants' circumstances, involving retrospective benefit entitlement reductions. Actual income was significantly down against the expected level. It is anticipated that there will be pressure on this budget until the end of the furlough scheme in October. Current estimates are that there will be a £334,000 pressure based on current recovery rates (June £96,000).

Further delay in reintroducing enforcement and court closures has seen this additional cost increase significantly since the last report.

The bad debt provision for housing benefit overpayments is reviewed on a monthly basis. The forecasts above do not include any provision for the movement in this provision but there may be a need to increase it if the risk of debt being irrecoverable increases.

F. Corporate Contingency. The contingency is made up of a number of specific elements. £1,300,000 was set aside to bridge the gap where savings became undeliverable. It is anticipated that this will be required this year.

8 Place Directorate

The Directorate is forecasting an overspend of £5,883,000 for 2020/21 due to COVID 19. The two significant areas of pressure are in leisure and commercial rents, both of which may have significant impacts on the MTFP in this and future years. The forecast has reduced as a result of better than expected planning fee income, although savings built into the budget for increases in planning income of £100,000 and Visitor Management of £60,000 are still forecast as being undeliverable due to COVID 19.

Analysis of the overspend follows in **Table 10** below.

Table 10 Place Revenue budget position

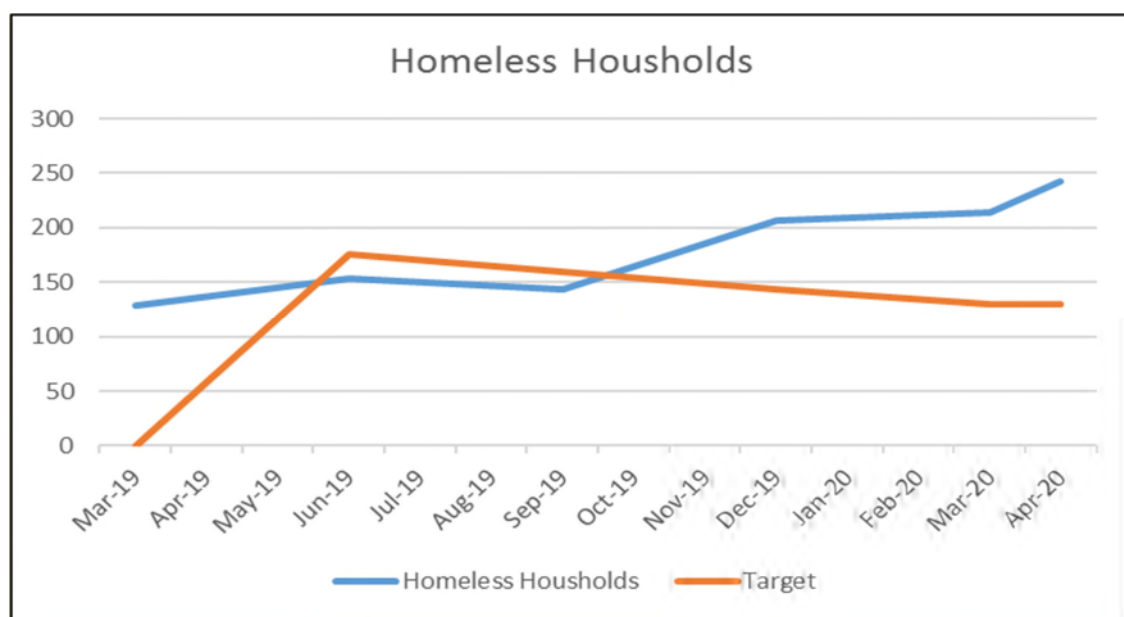
Ref:	Place	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Last Time £000
	Executive Director Place	245	245	0	0
	Housing & Environmental Health:				
	Housing Strategy	775	822	47	0
	Homelessness and Advice	648	1,506	858	0
	Environmental Health	913	883	(30)	0
	Total H&EH	2,336	3,211	875	0
	Planning:				
	Development Control Income	(1,351)	(1,181)	170	0
	Planning Other	2,461	2,461	0	0
	Total Planning	1,110	1,280	170	0
	Communities:				
	Licencing/Enforcement Team	(456)	(309)	147	0
	Leisure Centres Concession Contract	(2,799)	37	2,836	0
	Communities Other	3,195	3,225	30	0
	Total Communities	(60)	2,953	3,013	0
	Infrastructure, Sustainability & Transport:				
	Visitor Management	88	287	199	(35)
	Other IS&T	1,275	1,261	(14)	(13)
	Total IS&T	1,363	1,548	185	(48)
	Property:				
	Industrial & Commercial Estates	(3,212)	(1,704)	1,508	17
	Other Property	522	654	132	0
	Total Property	(2,690)	(1,050)	1,640	17

Ref:	Place	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Last Time £000
	Total Place	2,304	8,187	5,883	(32)

8.1 Areas of Risk & Opportunity (Significant)

Homelessness The pressure on this service has been increasing since before the COVID 19 emergency. The additional government directive to house all homeless in March and to ensure social distancing within temporary accommodation provision has added to the complexity of providing not only accommodation but support services to multiple sites. The chart below shows the growth in demand over the last year.

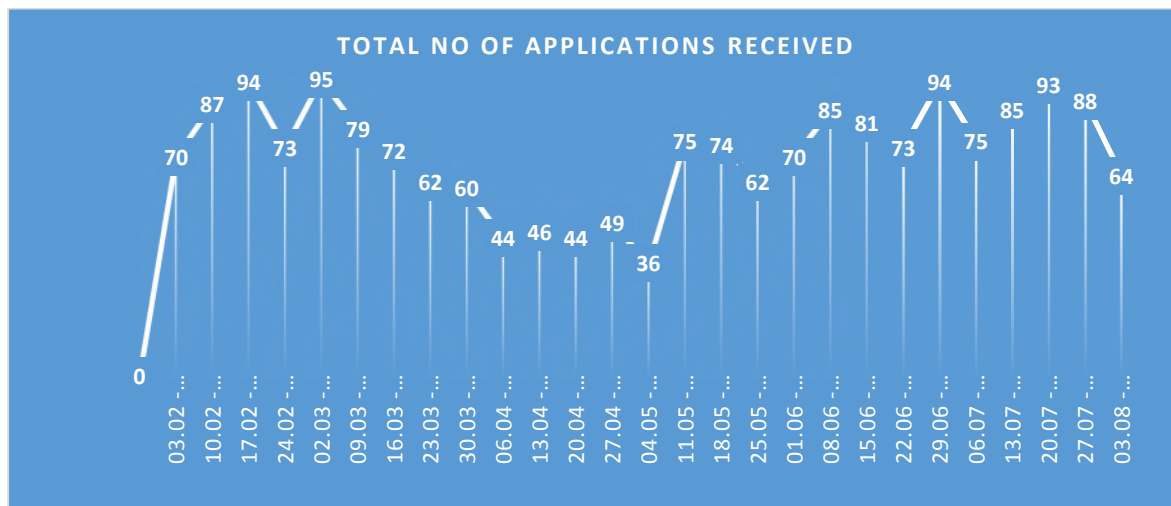
Chart 5: Homeless Households



The increase in demand relating to the COVID 19 emergency, including 75 homeless clients now on the Council's pathway, is forecast to cost the Council an additional £805,000 this year. This estimate is subject to ongoing review and costs may increase as a consequence of: new guidance relating to service provision being issued; the period over which Covid 19 related restrictions extends; and changes in demand.

Planning The number of planning applications fell significantly after COVID 19 lockdown measures were announced by the Government and employees began being furloughed. That dip can be seen in the graph below. Applications are recovering, although the longer term impact of the COVID emergency is still unclear. Looking at current income against budget and the demand data, the service is predicting a pressure this year of £170,000 due to COVID 19 (May £400,000). This forecast is being regularly reviewed and associated costs monitored. A major planning application fee received in the first quarter has mitigated the impact of COVID 19 on total fee income to the end of July.

Chart 6: Planning Application Numbers



Licencing income is down against budget at the end of July by £200,000 (May £96,476) due to COVID 19. Lockdown has had an impact on the taxi industry eliminating demand for new and renewed licences. Street traders and licenced premises have re-opened after a period of closure. Not all have re-opened. It is anticipated that 30% of licencing income will be lost this year; £147,000 out of a budget of £466,000 income.

Leisure centres concession contract – the contract with Parkwood to provide leisure services on behalf of RBWM has now been terminated (31st July). The impact of the COVID 19 lockdown and closure of leisure centres made the contract financially unsustainable. Leisure Focus, the new provider, took over the provision of leisure services on 1st August.

The new contract takes into account that leisure services will require at least 18 months to recover from the COVID 19 emergency measures and the impacts of ongoing social distancing. The financial impact of the change this year and on the MTFP is outlined in **Table 11** below and will increase savings required over the course of the MTFP by at least £5,198,000. Further details can be found in the Part 2 Cabinet report on Leisure Services on 25th June 2020. There is expected to be a net income stream from the new arrangement from 2021/22.

Table 11 Change in Leisure Provision

	2020/21 £000	2021/22 £000	2022/23 £000
Loss of management fee from Parkwood Leisure	2,885	2,885	2,885
Income from New Provider based on initial business plan	0	(1,142)	(2,307)
Net Settlement payment from Parkwood Leisure after costs	(47)	0	0
Total Pressure	2,838	1,758	592

Visitor Management has been dramatically hit by the COVID 19 emergency: Commissions from events which have been postponed until 2021/22 or are behind

closed doors (£50,000 loss), advertising through publications (£70,000 loss) and income from local businesses (Windsor partnership £75,000 loss). This income was essential to achieving the savings built into the budget of £60,000 for 2020/21.

The forecast overspend in this service due to COVID 19 is £199,000.

Industrial and Commercial estates - COVID 19 has had and will have a growing and significant effect on the Council's commercial rent position and also how the Council is able to effectively manage rental income collection. Closed businesses and those that have furloughed staff have limited ability to generate cash to pay their commercial rent. Those cash reserves are likely to diminish during the year, making Q2-Q4 rents increasingly difficult to collect. Current arrears are £890,302. Payment plans and other arrangements are being negotiated with tenants aimed at securing long term recovery of rental income and minimising voids.

Table 12 below splits annual rents between tenant risk profiles to give an estimated COVID 19 related pressure this year of £1,282,738 on income.

Table 12 – Assessment of Tenant Risk

Tenant Risk Category	Best Case Probability	Best Case Impact	Base Case Probability	Base Case Income Loss
High	45%	£1,064,625	65%	£904,833
Medium	25%	£221,801	45%	£225,358
Low	15%	£154,984	35%	£152,547
		£1,441,410		£1,282,738

The forecast above is subject to review on an ongoing basis. Risk levels remain unchanged from those reported in May.

Costs associated with voids have been assessed at £500,000 potentially for a period of six months giving an overall COVID pressure of £1,790,000. Unbudgeted extra income relating to Sienna Court of £275,000 and other small favourable variances have partially mitigated this pressure.

9. Children's Services

Since August 2017 Children's Services of the Royal Borough of Windsor and Maidenhead have been provided through the partnership arrangement with Achieving for Children, a community interest company (a not for profit social enterprise). Achieving for Children work across the London Borough of Richmond, the Royal Borough of Kingston and the Royal Borough of Windsor and Maidenhead. Our services in Windsor and Maidenhead are rated as "good" by Ofsted following an inspection in January 2020.

As a social enterprise Achieving for Children strives to achieve excellence in everything we do by putting children and young people first in the design, delivery and evaluation of every service we provide, to ensure that they are supported to live safe, happy, healthy and

successful lives. Our broad service is informed by leading practice and a strong evidence based approach of what works best. It is guided by our daily work with children and young people and the organisations that work with us to help and support them.

Our focus is always on maximising the use of resources by creating economies of scale and reducing management and overhead costs, so that we can ensure high quality frontline services that really deliver results.

The overall budget for Children's Services including the Dedicated Schools Grant is £88,540,000 with a net forecast variance of £1,487,000 of which £208,000 is transferred to the Dedicated School deficit resulting in a net overspend on Children's Services non Dedicated Schools Grant of £1,279,000. The financial position for 2020/21 is set out in table 13.

The updated reported variance is an adverse net movement of £38,000. The material changes reflect further government updates including changes in expectations relating to wider school returns during the summer term resulting in a reduction in the projected COVID 19 risks of £143,000. This is offset by an increase in the cost of placements of £177,000 mainly as a result of one new complex placement.

Table 13 – Children's Services budget position 2020/21

	Service	Current Budget £000	Forecast Outturn £000	Forecast Variance £000	Percentage Variance %
	Children's Services non Dedicated Schools Grant				
*	Social Care and Early Help	16,698	18,042	1,344	8%
*	Business Services	3,042	3,097	55	2%
*	Education	895	949	54	6%
*	Operational Strategic Management	295	295	0	0%
*	Public Health	1,725	1,725	0	0%
*	Special Educational Needs and Children with Disabilities	3,144	2,849	(295)	-9%
	Children's Services – Retained	(2,617)	(2,496)	121	5%
	Total Children's Services non Dedicated Schools Grant	23,184	24,461	1,279	6%
	Dedicated Schools Grant				
*	AfC Contract - Dedicated Schools Grant	11,135	11,463	328	3%
	Dedicated Schools Grant – Retained	54,223	54,103	(120)	0%
	Dedicated Schools Grant Income (transfer to DSG deficit)	(65,358)	(65,566)	(208)	0%
	Total Dedicated Schools Grant	0	0	0	0%
	Summary Position				
*	Achieving for Children Contract	36,934	38,420	1,486	4%
	Children's Services - Retained	(2,617)	(2,496)	121	5%
	Dedicated Schools Grant - Retained	54,223	54,103	(120)	0%
	Total Children's Services budget	88,540	90,027	1,487	2%

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

The services included within the Children's Services Directorate are set out below in **Appendix H**.

Areas of Risk & Opportunity

The forecast variance of £1,279,000 consists of the following material variances as set in **Table 14**

Table 14 – Children’s Services material variances

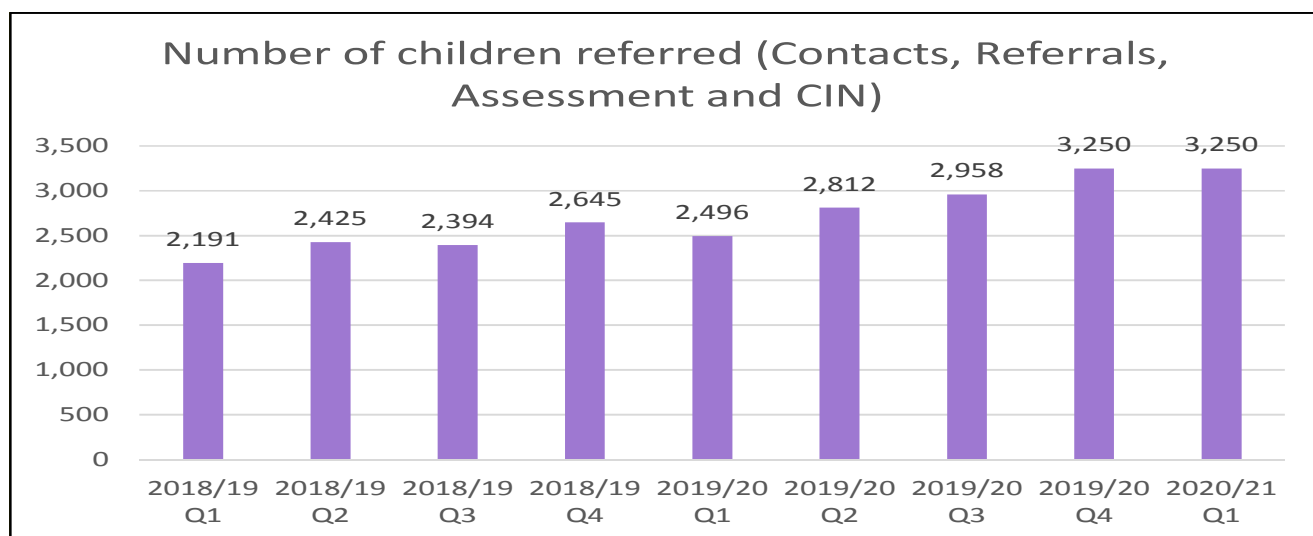
	Business As Usual	Covid 19	Forecast Outturn Variance	Note
	£000	£000	£000	
Total Social Care and Early Help	443	901	1,344	
Total Achieving for Children Other	79	(265)	(186)	
Total Achieving for Children	522	636	1,158	1
Children's Services – Retained	93	28	121	2
Total Children's Services non Dedicated Schools Grant	615	664	1,279	
AfC Contract - Dedicated Schools Grant	328	0	328	
Dedicated Schools Grant - Retained	(120)	0	(120)	
Total Dedicated Schools Grant	208	0	208	3
Total Dedicated Schools Transfer to Reserve	(208)	0	(208)	4
Total Net Dedicated Schools Grant	0	0	0	
Total Forecast Outturn Variance	615	664	1,279	

Total Achieving for Children non Dedicated Schools Grant (Note 1)

The overspend of **£1,158,000** comprises of service overspends of £522,000 mainly relating to the underachievement of the savings plans in respect of the transformation of the new community hubs model (£160,000) and Legal Services(£25,000); additionally the legal services contract is projecting an overspend due to increased complex cases of £50,000; placements has a net overspend of £217,000; current projections indicate it is expected a request to drawdown the full demography fund will need to be submitted to RBWM due to increased volumes. Further overspends include increased operational costs including interest on balances of £40,000 (which is matched by reduced costs within RBWM) and the cost of mobile phones across the service of £17,000. **These variances total £522,000.**

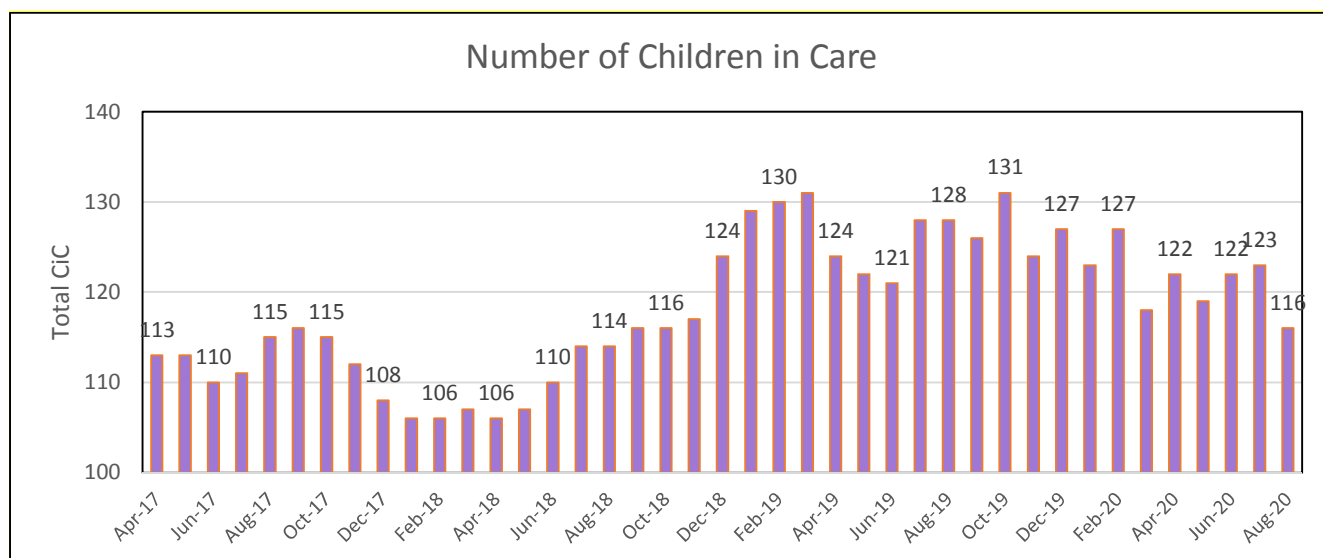
There are a number of key performance indicators that underlie the demands on the service. The charts below reflect the levels of demand on the service since April 2018.

Chart 7: Number of children referred to Contacts, Referrals, Assessment and Children In Need



The increase in the number of children referred reflects a significant increase in contacts generally and the impact of working with partner organisations to actively raise the profile of the service leading to a greater rate of referrals. It is expected this volume will significantly increase once further COVID 19 easing is in place including the full return to schools for pupils.

Chart 8: Number of Children in Care



During the period between August 2017 and May 2020 there has been a steady increase in the number of Children in Care with a peak of 131 in both March 2018 and October 2019. The average number of Children in Care across the full period is 118; however, for the last 12 months this average has been 125. Recent research by the Department of Education shows that the national number of children in care has gone up by 28% in the past decade. Most recently there has been an increase in the need for specialist placements for children with more complex needs.

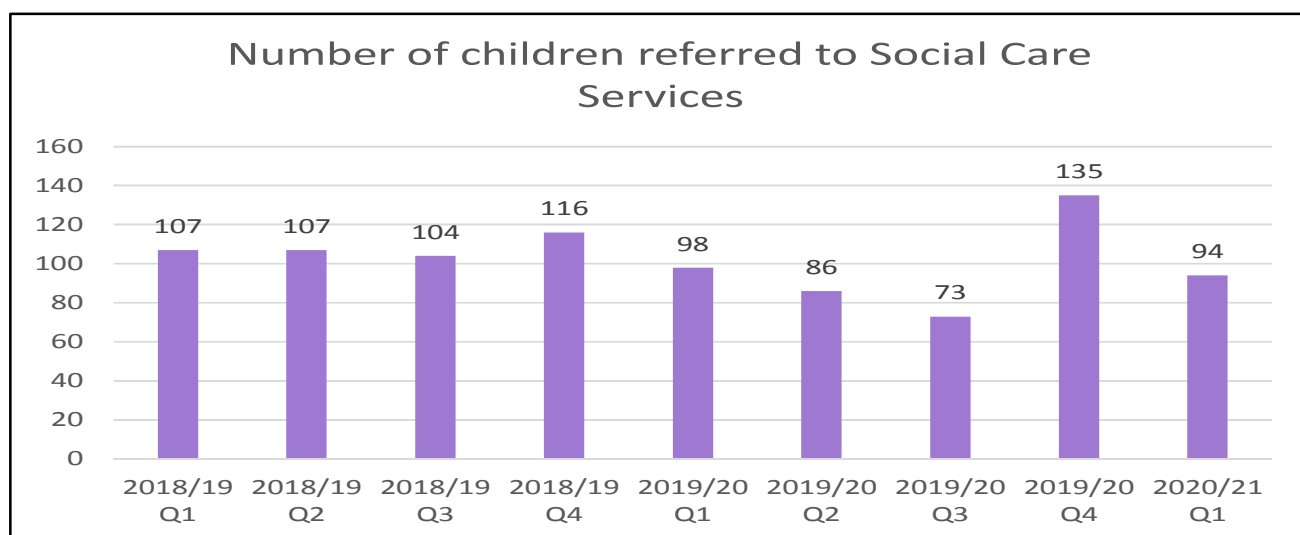
The latest national published data per 10,000 population is set out below:

Table 15 – National Published Data of Children in Care per 10,000 population

	2018/19
National (2015/16 60)	65
Mean All England	69
Highest All England	101
South East	53
RBWM	35

The national average of Children in Care for 2018/19 per 10,000 population of 65 has increased from 60 since 2015 representing an 8% increase. RBWM has seen the rate of Children in Care increase due to better identification, assessment and intervention in order to keep children and young people safeguarded and their welfare promoted. The RBWM rate remains comparatively low.

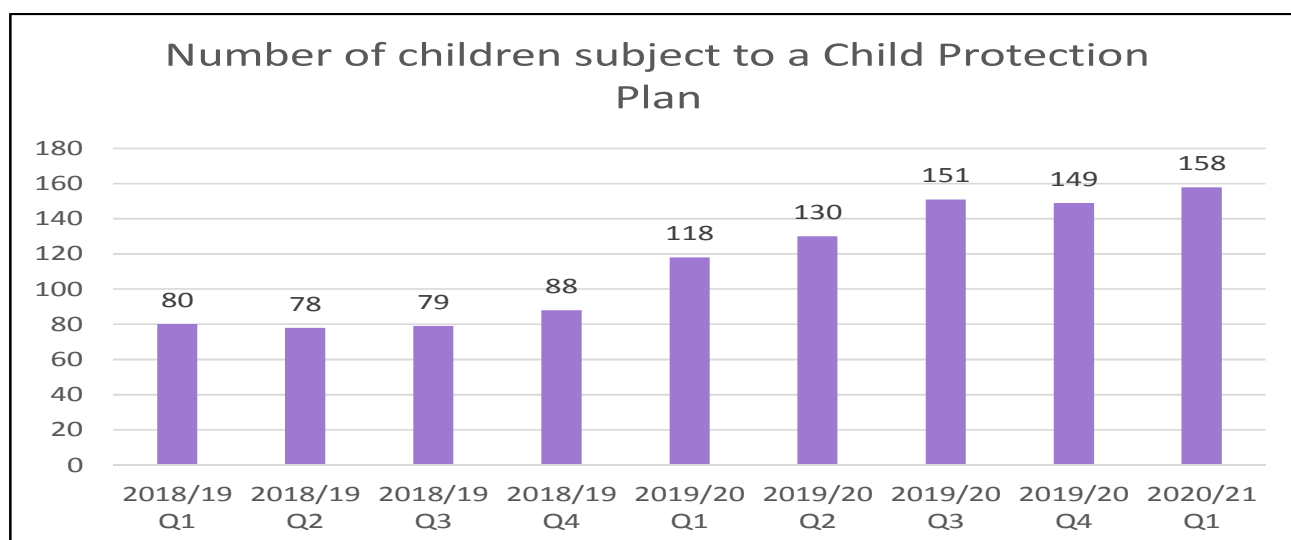
Chart 9: Number of Children referred to Social Care Services



It can be seen that for 2018/19 the number of children referred to Social Care Services was fairly stable. During 2019/20 this rate reduced across the year increasing to a peak in 2019/20 quarter 4. As expected for 2020/21 quarter 1 the number of referrals has reduced back in line with 2019/20 levels, however, it is expected this volume will significantly increase once further COVID 19 easing is in place including the full return to school for pupils.

Extensive work has been undertaken with the multi-agency partnership to increase their awareness of the referral process and when they should be making a referral. The spikes in contacts are evident after multi-agency workshops have taken place. The rate of referrals can also vary depending on the national and local issues of the day. For example, after a published case review into the death or serious injury of a child, spikes will regularly be seen, as professionals are more likely to be cautious and refer a child.

Chart 10: Number of children subject to a Child Protection Plan



The number of children subject to a Child Protection Plan has increased by 100% between 2018/19 quarter 1 and 2020/21 quarter 1. This position is in line with national data and statistical neighbours.

Historically, RBWM has been below the national average rate for Child Protection Plans, therefore, in 2018/19 analysis was undertaken leading to the introduction of enhanced systems, processes and the undertaking of quality improvement work with staff. From April 2019, an increase in the Child Protection Plan rate could be seen bringing RBWM in line with statistical neighbours. Achieving for Children and its partners are now more confident that there is appropriate safeguarding of our most vulnerable children and young people.

Additionally, the financial impact on the service of COVID 19 has been estimated relating to the increased demand on the service and the impact on our current business delivery model.

These variances total £636,000. The estimated forecast financial impact is summarised as follows:

Table 16 – Achieving for Children forecast financial impact of COVID19

Classification	£000	Explanation
Staffing	259	Increased demand on service of 5% and impact on staffing levels requiring additional staffing backfill
Placements	312	Increased demand on service of 5% and impact on placements requiring additional levels of care
Savings	170	Delays in ability to implement placement and premises related efficiencies and savings

Income	190	Loss of income in from lettings, fees and charges for the Youth Service, Children's Centres and Outdoor Education Activities; Restriction on the ability to charge for unauthorised school absenteeism
Operational	(295)	Reduced Home to School Transport costs during lockdown and whilst the "new normal" is embedded
Total	636	

Children's Services – Retained non Dedicated Schools Grant (Note 2)

The overspend of £121,000 comprises of service overspends of £93,000 mainly relating to reduced grant as a direct result of the re-aging of a number of Unaccompanied Asylum Seeking young people resulting in a 75% reduction in Home Office funding, £233,000; adverse impact on the revenue budget of a change in accounting treatment of some items previously reported as capital expenditure, £54,000; partly offset by increased Intensive Family Support Grant of £171,000; new Wellbeing for Education Grant (£26,000). These variances total £93,000.

Additionally, the financial impact on the service of COVID 19 has been estimated relating to the increased demand on the service and the impact on our current business delivery model.

These variances total £28,000. The estimated financial impact is summarised as follows:

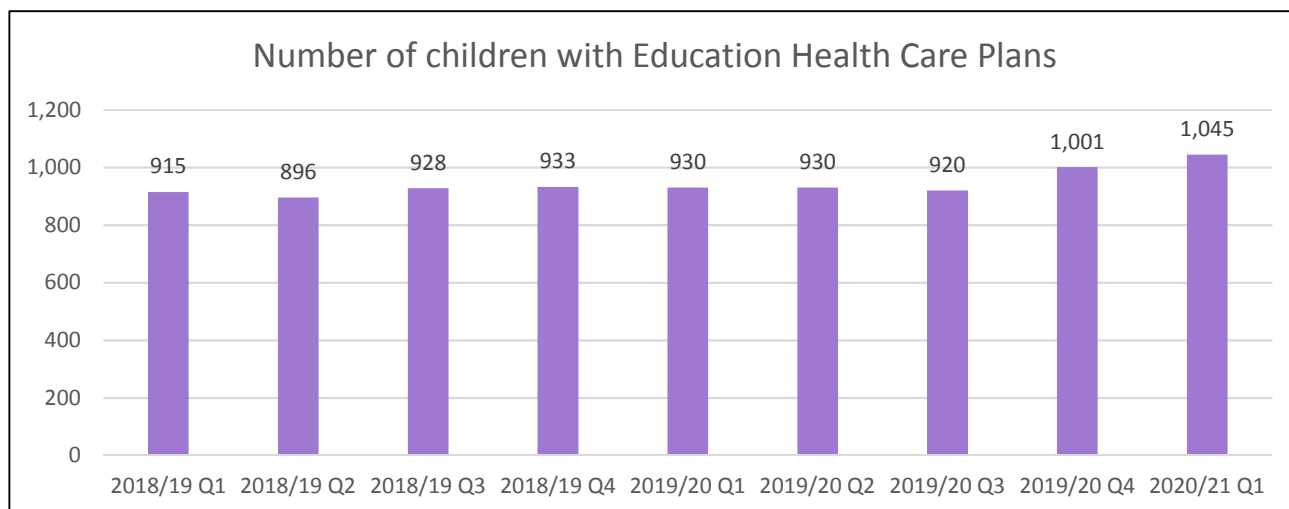
Table 17 – Children's Retained forecast financial impact of COVID19

Classification	£000	Explanation
Operational	28	Extension of the contract of a previously identified communication tool to ensure robust communications with schools
Total	28	

Total Dedicated Schools Grant (Note 3)

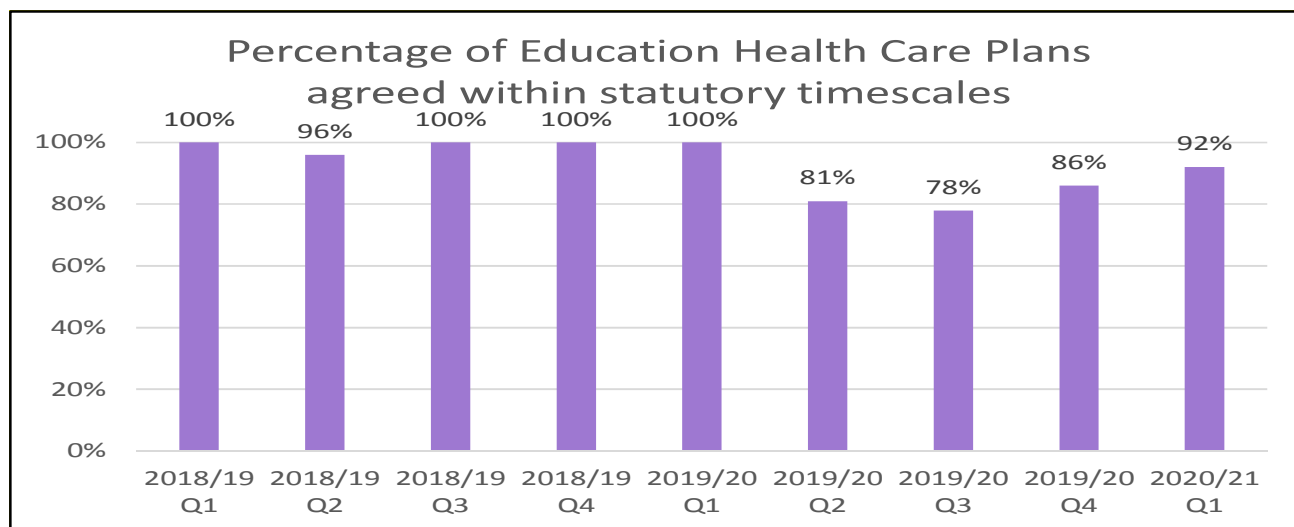
The overspend of **£208,000** mainly consists of High Needs Block pressures of £810,000 including Pupil Top Up funding and other direct support packages based on the 2019-20 outturn, uplifted to reflect known increases. The increase in allocations paid to schools include changes to the Special Educational Needs funding matrix, re-assessments and new plans. The indicative block funding for 2020/21 does not meet the increase in pressures. The High Needs Block overspend is partly offset by the Schools Growth Fund underspend due to lower levels of pupil growth than funded (£450,000); Early Years Block Private, Voluntary & Independent Nurseries clawback settlement 2019/20 (£100,000) due to lower levels of take-up and staff vacancies within the Admissions Team (£52,000). **These variances total £208,000.**

Chart 11: Number of children with Education Health Care Plans



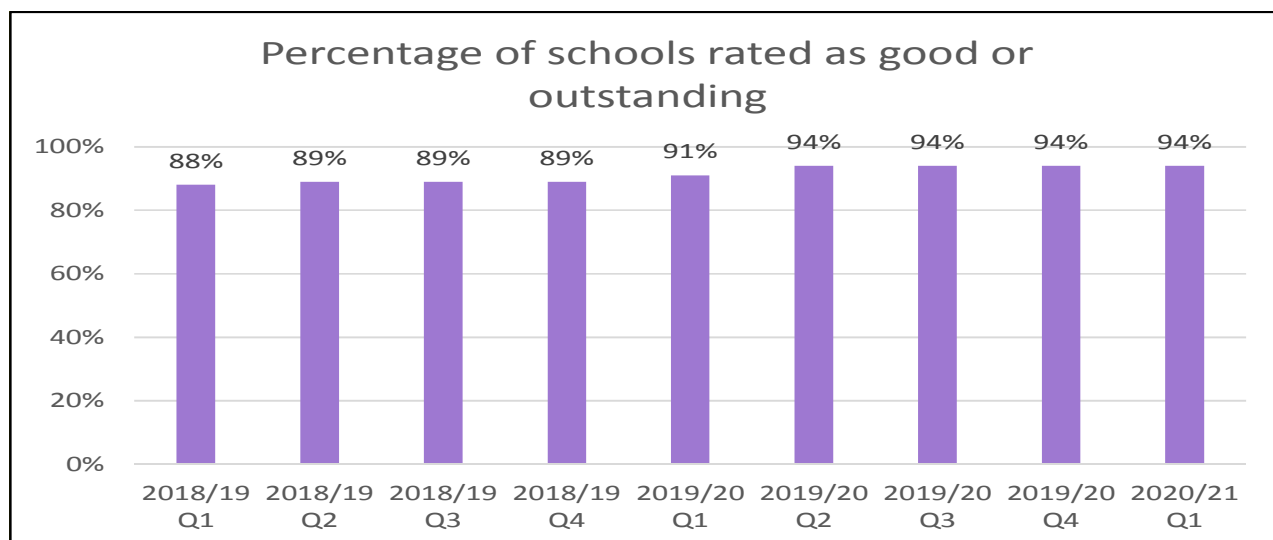
The number of children with an Education, Health Care Plan has remained constant over the period until 2019/20 quarter 4 and 2020/21 quarter 1 which recognises an increase of 11% and 4% respectively. Nationally, authorities are reporting an increase in Education, Health Care Plans. The Department of Education's review of the detail shows that numbers in secondary schools continue to decline with the rise occurring mainly in primary and special schools.

Chart 12: Percentage of Education, Health Care Plans agreed within statutory timescales



After a reduction in 2019/20 quarters 2 & 3 in the percentage of children with an Education, Health Care Plan agreed within statutory timescales the number has increased towards previously high levels.

Chart 13: Percentage of schools rated as good or outstanding



The percentage of schools rated as good or outstanding has remained constantly high, since 2019/20 quarter 2 the level of success is 94%. This provides education for 95% of the pupils attending school within the Borough.

Total Dedicated Schools Transfer to Reserve (Note 4)

To fund the in-year forecast overspend the negative variance of **£208,000** reflects the transfer of the net in-year deficit to the Dedicated Schools Grant reserve. The estimated deficit carry forward as at 31st March 2021 of £1,233,000 represents a 0.99% cumulative deficit. **These variances total £208,000.**

All local authorities that have a cumulative Dedicated Schools Grant deficit are required to submit a recovery plan outlining how they will bring their deficit back into balance within a reasonable time frame. Achieving for Children have been in discussions with the DfE and a detailed deficit recovery plan will be presented to Schools Forum seeking their agreement.

Other Revenue Budget Issues

10. Collection Fund

- 10.1. The majority of Council spending relies on collecting Council Tax and Business Rates. The Council's budgeted share of these two precepts is £88m in 2020-21. Collection rates are therefore closely monitored.
- 10.2. At the end of July 2020 £37.933 million equating to 39.32% of Council Tax had been collected against a target collection rate of 39.8%. Business rate collection was £22.994 million equating to 42.70% against a target collection rate of 41.0% as shown in Table 18 below.
- 10.3. As a result of Covid 19, government introduced two new forms of Business Rate Relief i.e. Nursery Relief and Expanded Retail Relief. To date £664k has been awarded to qualifying Nurseries and £38.7m to businesses qualifying for the Expanded Retail Relief, reducing the Business Rates bill of these premises to £0 for 2020/21.

- 10.4. In addition, two Grant schemes were also announced by Government. £26.3m has been awarded in cash grants for businesses qualifying for the Small Business, Retail, Hospitality and Leisure Grant Fund and £1.078m has been awarded under the Discretionary Grant Scheme.

Table 18: Collection Fund income

COLLECTION FUND INCOME 2019-20 TO 2020-21							
	Total Collectable for Current year	Total Collected to date for Current Year	Total Collected this month for current year	% Collected for current Year	% Collected same period last year	Set target	Current year balance Outstanding
	£	£	£	£	£	£	£
CTAX							
2019-20							
B/F April 2019	91,823,170	11,071,693	11,071,693	12.06%	11.66%	11.6%	80,751,477
C/F March 2020	91,913,932	90,343,171	1,352,888	98.29%	98.05%	98.5%	1,570,761
2020-21							
Apr-20	96,457,722	11,105,447	11,105,447	11.51%	12.06%	11.6%	85,352,275
May-20	96,424,469	20,099,148	8,993,700	20.84%	21.75%	21.5%	76,325,321
Jun-20	96,403,074	29,151,407	9,052,259	30.24%	30.98%	30.6%	67,251,667
Jul-20	96,481,165	37,932,989	8,781,582	39.32%	40.10%	39.8%	58,548,176
CTAX SUPPORT							
2020-21							
Apr-20	950,876	102,203	102,203	10.75%	11.49%	10.8%	848,674
May-20	954,790	169,317	67,115	17.73%	18.96%	18.7%	785,472
Jun-20	951,071	235,407	66,090	24.75%	26.42%	26.2%	715,664
Jul-20	954,054	302,666	67,259	31.72%	34.54%	34.1%	651,388
NNDR							
2019-20							
B/F April 2019	93,494,227	9,515,703	9,515,703	10.18%	11.94%	12.0%	83,978,524
C/F March 2020	89,651,398	88,061,488	78,545,785	98.23%	96.92%	98.3%	1,589,910
2020-21							
Apr-20	55,685,160	5,960,082	5,960,082	10.70%	10.18%	12.0%	49,725,077
May-20	54,208,499	10,831,149	10,831,149	19.98%	19.90%	20.0%	43,377,350
Jun-20	53,732,223	18,849,149	8,017,999	35.08%	31.84%	31.0%	34,883,074
Jul-20	53,846,869	22,994,146	4,144,997	42.70%	41.12%	41.0%	30,852,723

10.5 Outstanding Sundry debts

The current level of outstanding sundry debts is £7,270,000 as at 31st July 2020. The age of the debts is shown in **Table 18** below. The debt currently outstanding up to 6 months old is higher than would normally be expected due to COVID 19 and the restraints on our debt collection procedures.

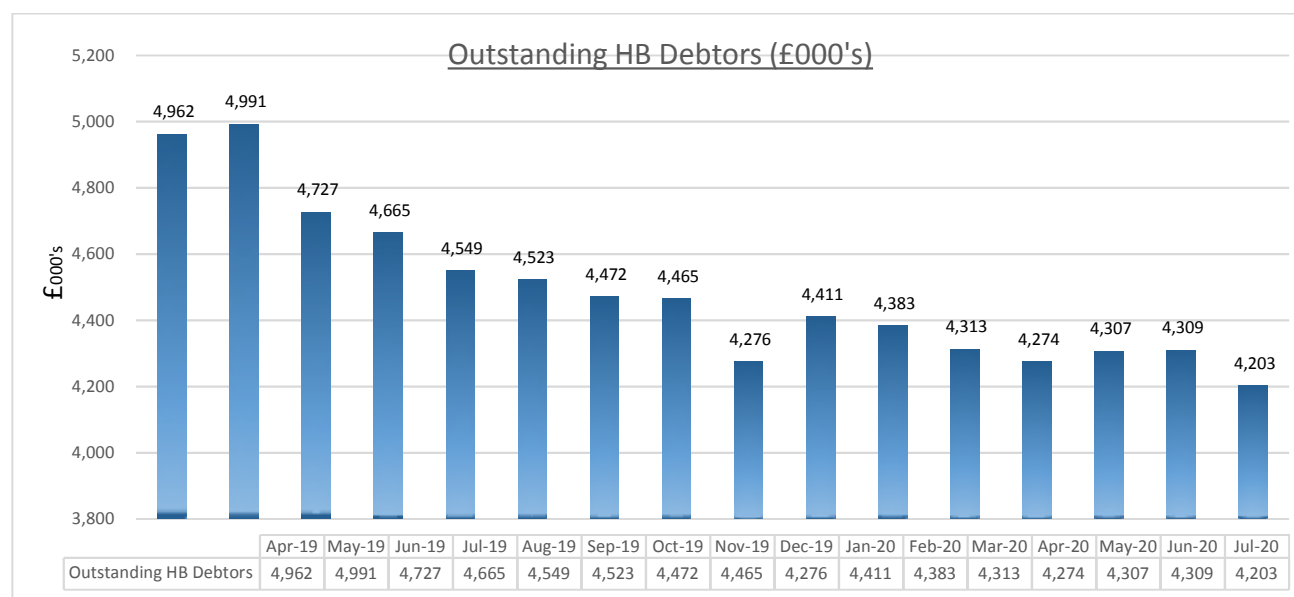
Table 19: Outstanding Sundry Debts

OUTSTANDING DEBTS AND PROJECTED BAD DEBT PROVISION REQUIREMENT AS AT 31ST JULY 2020										
	2019/20			2020/21 to the 31st of July 2020						
SERVICE	Debt Outstanding		Bad Debt Provision	Debt Outstanding	<1 month	>1 mth and < 6 months	> 6 months < 1 year	1 to 2 years	> 2 years	Remissions
	£,000		£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Education and Youth	33		21	70	3	44	0	9	14	629
Schools	0		0	47	0	0	0	0	47	0
Housing Loans	313		215	314	0	3	0	10	301	0
Temporary Accommodation - bed & bfast	358		80	201	12	32	82	18	57	1
Adult Social care	3,371		1,046	4,103	1,402	1,059	517	635	491	299
Adult deferred payments	684		0	703	17	10	120	257	298	0
Corporate including Highways and Commercial Property	2,236		194	1,832	586	1,017	90	30	108	866
TOTAL DEBT	6,995		1,556	7,270	2,021	2,164	810	958	1,317	1,795
% of outstanding debt					27.80%	29.77%	11.14%	13.18%	18.12%	

10.6 Outstanding Housing benefit debtors

Outstanding Housing benefit debtors as at 31st July 2020 is shown below in **Chart 14**, This debt has decreased to £4,203,000 compared to £4,549,000 in the same period of 2019-20.

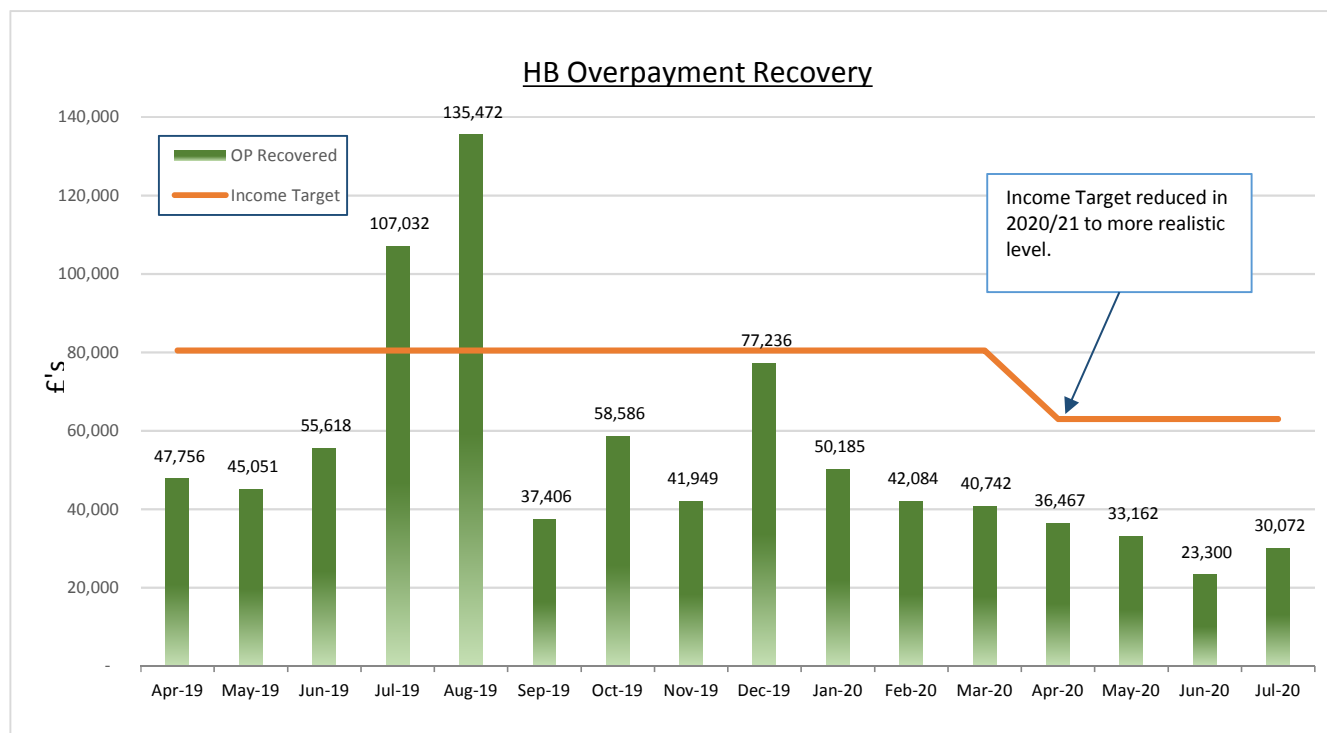
Chart 14: Outstanding housing benefit debtors as at the 31st of July 2020



10.7 Housing benefit overpayment recovery

Housing benefit overpayment recovery rates are shown in **Chart 15** below. The income target was reduced in the 2020-21 budget build to make it a realistic target based on the 2019-20 projected outturn.

Chart 15: Housing Benefit Overpayment Recovery



10.8 Revenue budget movements

Any movements to the revenue budget are monitored and reported to Cabinet each month; a full analysis is set out in **Table 20** below. There have been no movements in the revenue budget since the July 2020 cabinet report.

Table 20: Revenue budget movement

Table 20 Revenue budget movement to 31st July 20-21

Revenue Monitoring Statement 2020-21						
		Funded by the General Fund (1)	Funded by Provision (2)	Included in the original budget (3)	Total	Approval
		£'000	£'000	£'000	£'000	
	Original Budget				86,504	
1	Severance	8	19		27	Feb 2020 Council
	Changes Approved	8	19	0	27	
	Approved service budget September Cabinet				86,531	

NOTES

- 1 If additional budget is approved but no funding is specified, the transaction would, by default, be funded from the General Fund Reserve. Transactions in column 1 are funded by the General Fund.
- 2 A provision of £19,000 is held for revenue severance costs. This has been used to part fund the additional budget in services for the costs of redundancy that have been incurred this year.
- 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 award/reward budgets. Pay reward payments are not approved until June. The budget therefore has to be re-allocated.

10.9 Funding

Additional COVID19 funding has been received since the 11th of March 2020. The grants are included in the service COVID19 projections in Appendix A. The funding announcements and details as known to date are detailed in **Table 21** below:

Table 21: COVID 19 funding

COVID 19 FUNDING SUMMARY				
FUNDING DESCRIPTION	TYPE OF FUNDING	DATE OF RECEIPT	ACTUAL SPEND TO 31ST OF JULY	AMOUNT RECEIVED
				£,000
Expanded retail relief	Instalments through 20/21	Monthly	25,380	33,164
Council Tax Hardship relief	Up front cash	03/04/2020	-	564
Business rates grants	Up front cash	01/04/2020	25,460	28,638
Original business rate top-up	Up front cash		230	230
Additional grant top-up	Up front cash	25/06/2020	1,078	1,948
New Burdens for Business grants support	Up front cash	07/07/2020	included above	170
Housing grant	Reimbursement	Reimbursement pending	30	30
COVID Grant Tranche 1	Up front cash	27/03/2020	2,983	2,983
COVID Grant Tranche 2	Up front cash	18/05/2020	4,149	4,149
COVID grant Tranche 3	Up front cash	05/08/2020	994	994
Bus Services Support Grant	Up front cash	28/05/2020	-	20
Test and Trace	Up front cash	19/06/2020	-	436
Emergency Active Travel fund	Up front cash	08/07/2020	-	140
Infection Control Fund - 1st tranche	Up front cash	28/05/2020	1,040	1,125
Infection Control Fund - 2nd tranche	Up front cash	29/07/2020	-	1,125
Emergency Food grant	Claim completion	06/08/2020	TBC	88
Reopening high streets safely fund	Reimbursement following agreed	Reimbursement	-	134

	plan from 1st of June			
UCAS funding lift	Up front cash		-	Not known yet
Vulnerable people food and other essentials	Up front cash		-	Not known yet
New funding package for lost income	Up front cash	TBC	-	-
Wellbeing for Education Return		TBC	-	26
Home to School Transport		TBC	-	11
Green Homes Grant	By bid	TBC	-	-
Getting Building Fund	By bid	TBC	-	-
School Capital Funding	By bid	TBC	-	-
Hospital Discharge & Admission avoidance	Reimbursement in full from CCG	monthly claims	779	518
Hospital Discharge & Admission avoidance	Reimbursement in full from CCG	monthly claims	-	-
Integrated Care System (ICS) - Provider support payments	Reimbursement yet to be confirmed		1042	-
Integrated Care System (ICS) - Provider support payments	Reimbursement yet to be confirmed		301	-
TOTAL FUNDING			63,466	76,493

10.10 Revenue Reserve

At 31.03.2020 the Council had general fund reserves of £8,231,000. As at 31.07.20 these reserves are forecast to be £2,734,000 at year end. Usable and unusable reserves as well as provisions are shown in **Appendix I**.

If future COVID19 funding is received in 2020-21 to cover any or part of the £6,140,000 shortfall for COVID19 related costs as shown in **Appendix A** then the reserves would increase by the additional funding value received. For this report it would result in a reserve balance of £8,874,000 instead of the £2,734,000 reported if all costs were fully funded in year.

The current £3,279,000 projected overspend which includes £6,140,000 of COVID19 costs results in a general fund reserve of £2,734,000 which is £3,637,000 below the minimum level approved by Council.

Table 22 General Fund reserve projection

/General Fund Reserve Projection at 31.07.20	£000
Opening Balance 01.04.20	8,231
One-Off contribution from reserves	(2,218)
	6,013
Year-end overspend	(3,279)
Current Projected Balance at 31.07.20	<u>2,734</u>

Medium Term Financial Strategy

- 10.11 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

- 10.12 Throughout the year the Council's borrowing levels are updated based on cash-flow and spending on the capital programme as shown in **Appendix D**. Currently the Council is borrowing temporarily pending anticipated capital receipts in future years and short-term interest rates remain low. The details of the current borrowing are shown in **Table 23** below:

Table 23 Total Borrowing

Borrowing Type	Actual Start of Year £000	Actual Previous Month £000	Actual Current Month £000	End Forecast Previous Month £000	End Forecast Current Month £000
Long Term	57,049	57,049	57,049	57,049	57,049
Short Term – Local Authority	134,000	94,000	77,000	184,000	183,000
Short Term – LEP	33,521	46,700	47,744	0	0
Investments	(51,726)	(43,186)	(15,199)	(20,000)	(20,000)
Net Borrowing	172,844	154,563	166,594	221,049	220,049

11 Capital Programme

- 11.1 The approved capital programme budget for 2020/21 is currently £81,422,000. Slippage of £13,816,000 has been identified. Newly identified slippage relates to delays as a result of COVID-19 related library closures. Further detail is available in **Appendix F**.

11.2 Safeguarding works at Larchfield Primary School

Approval is sought to add £110,000 of fully funded budget to the 2020/21 capital programme. This is to increase capacity at the school through creating a larger office space at the entrance. This will free up previous office space for group work for KS2 children, which will enable the school to meet the requirements for breakout teaching and learning spaces. Currently there is only one group room, which serves KS1. The works will also improve security at the school reception entrance to meet safeguarding requirements as well as create an additional viable emergency escape route from the main hall. Currently there is no barrier of entry at the school desk to prevent visitors from gaining access to the rest of the school once they enter the lobby. The project will extend the entrance to the school building to create a lobby with a waiting area for visitors and sufficient circulation area for parents with buggies and multiple visitors. There will be secure doors between the lobby to the rest of the school, creating a secure envelope for the main school area and allowing only authorised visitors to enter the teaching and learning spaces. The project will be funded by £65,000 s106 contributions and £45,000 of school condition allowance (SCA) funding.

Table 24 summarises the projected outturn for the financial year.

Table 24: Capital Projections

	Exp.	Inc.	Net
	£'000	£'000	£'000
Revised Budget	81,422	(26,425)	54,997
Variances identified	(100)		(100)
Slippage to 2021/22	(13,816)	-	(13,816)
Projected Outturn 2020/21	67,506	(26,425)	41,081

Capital programme scheme status is shown in **Table 25**. Further detail is available in **Appendix E**.

Table 25: Capital programme status

	August 2020
Number of schemes in programme	225
Yet to start	18%
In progress	57%
Completed	3%
Ongoing programmes e.g. Disabled Facilities Grant	22%

Transformation Plan funded from flexible reserves

The second year of the transformation plan for 2020-21 has a budget of £1,000,000 using flexible capital reserves. This was approved by Council with the budget in February 2020. There is slippage from the 2019-20 transformation plan of £347,091 resulting in £1,347,091 of available budget for transformation in 2020-21. The spend and commitments on the transformation projects to 31-07-2020 is £867,000. Further details are shown below in **Table 26**.

Table 26: Transformation Plan actuals and commitments to 31.07.20

TRANSFORMATION CAPITAL SUMMARY 2019-20 TO 2020-21		
	STAFFING AND CONSULTANTS FEES	REDUNDANCIES
	£,000	£,000
BUDGET	700	1,000
SPEND to 31st July 2020	247	284
COMMITMENTS	102	234
TOTAL ALLOCATED	349	518

UNALLOCATED BUDGET	351	482
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12 LEGAL IMPLICATIONS

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

13 RISK MANAGEMENT

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

14 POTENTIAL IMPACTS

14.1. Equalities – none

14.2. Climate change/sustainability – none

14.3. Data Protection/GDPR -none

15 CONSULTATION

15.1 None.

16 TIMETABLE FOR IMPLEMENTATION

16.1 Implementation date if not called in: immediately.

17 APPENDICES

17.1 This report is supported by nine appendices:

- Appendix A Revenue Monitoring Statement
- Appendix B Savings Tracker 2020-21
- Appendix C Capital budget summary
- Appendix D Capital monitoring report
- Appendix E Major capital scheme progress
- Appendix F Capital budget movements
- Appendix G Borrowing forecast
- Appendix H Children's variance analysis
- Appendix I Reserve and provisions
- Appendix J 2021/22 Draft Budget timetable

18 BACKGROUND DOCUMENTS

18.1 This report is supported by one background document:

- Budget Report to Council February 2020.

19 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Hilton	Lead Member for Finance and Ascot	26/08/2020	27/08/2020
Duncan Sharkey	Managing Director	25/08/2020	
Russell O'Keefe	Executive Director	25/08/2020	
Adele Taylor	Executive Director and Section 151 Officer	21/08/2020	24/08/2020
Kevin McDaniel	Director of Children's services	25/08/2020	
Nikki Craig	Head of HR and Corporate Projects	25/08/2020	
Louisa Dean	Communications	25/08/2020	
Andrew Vallance	Head of Finance	21/8/2020	24/08/2020
Hilary Hall	Deputy Director of Commissioning and Strategy(DASS)	25/08/2020	

REPORT HISTORY

Decision type: For information	Urgency item? No	To Follow item? No
Report Author: Ruth Watkins, Chief Accountant		

Revenue Monitoring Statement 2020/21						
Original Budget	SUMMARY	Inbuilt Savings included in the Revised Budget	Revised Budget	Projected Variance including COVID 19 costs	Previously Projected Variance	COVID 19 costs
£000		£000	£000	£000		£000
	Managing Director					
351	Management	0	249	0	0	0
2,686	Governance	(115)	2,654	(18)	42	103
3,037	Total Managing Director's Directorate	(115)	2,903	(18)	42	103
	Children's Services					
(79)	Director of Children's Services	0	(79)	0	0	0
36,934	Achieving for Children Contract	(1,550)	36,934	1,486	1,382	636
52,640	Children's Services - Retained	0	51,685	1	(72)	28
(66,310)	Dedicated Schools Grant - Income	0	(65,356)	(208)	(195)	0
23,185	Total Children's Services Directorate	(1,550)	23,184	1,279	1,115	664
	Adults, Health and Commissioning					
1,353	Director & Support Teams	(99)	1,449	1,416	1,658	1,574
7,228	Highways and other Commissioned Infrastructure	(280)	7,142	543	543	460
9,365	Waste	(275)	9,354	(200)	(104)	16
(7,043)	Parking Services	(730)	(7,057)	3,788	3,788	3,620
35,398	Adult Social Care	(1,206)	35,219	(1,342)	(1,062)	(882)
13,288	Better Care Fund - Spend	0	13,747	0	0	0
4,657	Public Health - Spend	(56)	5,197	0	0	0
(16,713)	Grant & BCF Income	0	(17,714)	0	0	0
47,533	Total Adults, Health & Commissioning Directorate	(2,646)	47,337	4,205	4,823	4,788
	Resources					
210	Executive Director of Resources	0	210	0	0	0
2,271	Library & Resident Services	(470)	2,263	595	595	434
1,076	Revenues & Benefits	(68)	1,067	295	156	295
90	Housing Benefit Subsidy	0	91	368	96	368
2,574	Human Resources, Corporate Projects & IT	(40)	2,588	0	0	5
2,805	Corporate Management & Contingency	(100)	3,253	(1,375)	(1,375)	(118)
1,352	Finance	0	1,331	0	0	0
10,378	Total Resources Directorate	(678)	10,803	(117)	(528)	984
	Place					
245	Executive Director of Place	0	245	0	0	0
2,362	Housing & Environmental Health	0	2,336	875	875	811
1,110	Planning Service	(174)	1,110	170	170	170
(5)	Communities including Leisure	(336)	(60)	3,013	3,013	2,919
1,335	Infrastructure, Sustainability & Transport	(212)	1,363	185	233	210
(2,676)	Property Service	(529)	(2,690)	1,640	1,624	1,790
2,371	Total Place Directorate	(1,251)	2,304	5,883	5,915	5,900
86,504	TOTAL EXPENDITURE	(6,240)	86,531	11,232	11,367	12,439
86,504	Total Service Expenditure	(6,240)	86,531	11,232		12,439
(2,218)	Contribution to / (from) Reserves		(2,218)	0		
	Contribution to / (from) Capital Fund		0	0		
0	Contribution from NNDR volatility reserve		0	(1,519)		
4,217	Pensions deficit recovery		4,217	(162)		
0	COVID 19 MHCLG funding		0	(6,299)		(6,299)
(1,767)	Provision for Business rates release		(1,767)	(654)		
0	Empty property and Council tax reduction scheme	(400)	0	0		
1,767	Collection fund deficit		1,767	654		
0	Transfer from provision for redundancy		(27)	27		
162	Environment Agency levy		162	0		
6,010	Capital Financing inc Interest Receipts		6,010	0		
94,675	NET REQUIREMENTS	(6,640)	94,675	3,279		6,140
(1,217)	Less - Special Expenses		(1,217)	0		
0	Transfer to / (from) balances		0	(3,279)		
93,458	GROSS COUNCIL TAX REQUIREMENT		93,458	0		
	General Fund					
	Opening Balance		8,231			
	Contribution to / (from) Reserves		(2,218)			
	Budget Transfers (from) Balances		0			
			6,013			
	Transfers (from) Balances, Variance		(3,279)			
	Budget General Fund Outturn		2,734			

RBWM SAVINGS 20/21

			General Information				Financials Month						If savings impacted as a result of COVID when will the full-year		
Savings Ref / FYE	Directorate	Service	MTFP Savings Title	How will savings be achieved?	Lead Officer	Finance Lead	2020/21 Savings Target £000	% of target full year forecast	Overall Performance RAG	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies <i>(must be completed for all savings that have an amber or red overall performance RAG)</i>	Savings Forecast £000	Yes / No Covid impact	2020/21	2021/22	Saving not achievable at all
Savings per Budget 20/21															
1	B4	Optalis Contract	Review of posts in Optalis	Staffing	Lynne Lidster	David Trim	31	100%	GREEN	Completed - saving achieved.	31	No	No	No	No
2	B4	Commissioning & Support	Review of posts in commissioning function	Staffing	Dan Brookman	Tracy Watkins	20	100%	GREEN	Completed - saving achieved.	20	No	No	No	No
3	B2	AFC Contract - LA Funded	Transform youth and early years services to be targeted at the most vulnerable	Staffing	Kevin McDaniel		450	15%	AMBER	Loss of income in Youth Service, Children's Centres and Outdoor Education Activities due to COVID19 £160,000. RBWM Property Company have identified delays in achieving property related savings in light of COVID19 £70,000. Following Cabinet April 2020 there was a subsequent decision to "call in" the proposed transformation of the community hubs. This will lead to a delay in implementation, now planned as 01-01-21 resulting in additional non achievement of planned savings £151,000.	69	Yes	No	Yes	No
4	B4	Adult Social Care - Spend	Optimise the provision of carers services	Contracts	Lynne Lidster	Tracy Watkins	75	100%	GREEN	Completed - saving achieved.	75	No	No	No	No
5	B4	Adult Social Care - Spend	Optimise the delivery of the supported employment service by integration with council-owned services	Contracts	Lynne Lidster	David Trim	166	100%	GREEN	Completed - saving achieved.	166	No	No	No	No
6	B4	Adult Social Care - Spend	Deliver befriending service in a new and different way	Contracts	Lynne Lidster	Tracy Watkins	35	71%	AMBER	Decision to extend the befriending service for three months in the light of Covid-19 and requirement for more befriending services for residents to deal with the current crisis.	25	Yes	No	Yes	No
7	B4	Adult Social Care - Spend	Deliver adult social care transformation programme	Contracts	Hilary Hall	Alan Abrahamson	495	61%	AMBER	This is difficult to quantify because we just don't know what the impact of Covid-19 will be on our cohorts of service users. We will continue to deliver transformation but outcomes are unclear at this stage. Equally we don't know the impact of the provider uplifts which are being driven nationally. I have assumed a reduction in the saving on the basis of uncertainty but more work will be needed to quantify.	300	Yes	No	Yes	No
8	B4	Adult Social Care - Spend	Optimise the delivery of the Recovery College	Contracts	Anna Richards	Tracy Watkins	35	100%	GREEN	Completed - saving achieved.	35	No	No	No	No
9	B4	Adult Social Care - Spend	Implement technology enabled care across adult services	Contracts	Dan Brookman	Alan Abrahamson	120	100%	GREEN	Technology solutions have been expedited due to Covid-19 so expect to deliver full saving.	120	No	No	No	No
10	B2	AFC Contract - LA Funded	Optimise costs of placements for children in the care of the local authority	Other	Kevin McDaniel		700	100%	GREEN	Total saving £700,000, £316,000 already delivered, remaining £384,000 includes 6 planned staying put agreements totalling £109,000 which will not slip due to COVID 19. Other savings still on track to be delivered in-year, however, recognition there may be some slippage as the availability of placements is reducing and Public Health England is restricting conditions for movement.	700	Yes	No	Yes	No
11	B4	Adult Social Care - Spend	Optimise the delivery of health checks	Other	Anna Richards	Tracy Watkins	10	100%	GREEN	Completed - saving achieved.	10	No	No	No	No
12	B4	Adult Social Care - Spend	Allocation of Public Health reserve to meet current needs	Other	Anna Richards	Tracy Watkins	46	100%	GREEN	Completed - saving achieved.	46	No	No	No	No
13	B4	Adult Social Care - Spend	Introduce an online financial assessment for adults to calculate financial contributions for care and support	Other	Hilary Hall	Alan Abrahamson	-		RED	Initial work will be completed this year and savings may be achievable in 2020-2021.	-	Yes	No	Yes	No
14	B2	AFC Contract - LA Funded	Remove additional local authority support for school improvement in Academy schools	Other	Kevin McDaniel		20	100%	GREEN	Work with Academy schools to ensure fully aware of changes in support. Savings delivered.	20	No	No	No	No
15	B2	AFC Contract - LA Funded	Recruitment drive to improve Social Worker workforce stability and outcomes	Staffing	Kevin McDaniel		100	100%	GREEN	Implementation of new service structure with vision to reduce reliance upon interim social workers due to changes in practice and as a direct result of OFSTED; Social Worker recruitment expected to achieve saving in full; status is "succeeding" based on recent recruitment offers and agency staff conversions.	100	Yes	Yes	Yes	No
16	B2	AFC Contract - LA Funded	Legal savings in Achieving for Children	Staffing	Kevin McDaniel		25	0%	RED	Due to issues with contractual charging rates it was agreed not to move to the proposed new supplier, therefore, saving are not going to be delivered in 2020/21. Current provider contract extended from 01-04-20 with ongoing discussions relating to increased contract efficiencies with the expectation that savings will be delivered for 2021/22.	-	No	No	No	Yes
17	B2	AFC Contract - LA Funded	Operational efficiency within the Achieving for Children finance team	Staffing	Kevin McDaniel		25	100%	GREEN	Savings delivered.	25	No	No	No	No
18	B2	AFC Contract - LA Funded	Delete a vacant post in the Achieving for Children Management team	Staffing	Kevin McDaniel		110	100%	GREEN	Savings delivered.	110	No	No	No	No
19	B5	Community, Protection & Enforcement Services	Re-focus Community Wardens on problem solving, acheiving staff savings	Staffing	David Scott		180	100%	GREEN	Restructure being implement wef 6 April, full saving will ot be in place until 1st june so 10 month saving should be achieved.	180	No	No	No	No
20	B6	Library & Resident Services	Focus customer service in Windsor at Windsor Library Increase the use of 24/7 digital options on the council website Align Library opening hours to service demand Align call centre opening hours to service demand	Staffing	Angela Huisman		220	100%	GREEN	The changes to make the following savings have already been implemented: York House £75K, Digital Channel Shift £20k, Contact Centre reduction in opening hours £25K. £100K is due to be made by reducing opening hours at libraries. The Public Consultation has been delayed by Covid-19. The savings will be dependent on when the Public Consultation can commence. Savings now anticipated to be met in full this year.	220	Yes	Yes	Yes	No
21	B5	Community, Protection & Enforcement Services	Removal of PCSO funding	Staffing	David Scott		74	100%	GREEN	Notice given. Expect saving to be achieved in full.	74	No	No	No	No
22	B5	Community, Protection & Enforcement Services	WAM Get Involved support	Grants	David Scott		33	100%	GREEN	SLA ends in June so saying should be delivered.	33	No	No	No	No
23	B5	Community, Protection & Enforcement Services	STRIVE	Grants	David Scott		8	100%	GREEN	Completed - saving achieved.	8	No	No	No	No
24	B4	Communications	Deliver system efficiencies through the new customer relationship management system	Contracts	LD		25	100%	GREEN	CRM and CMS project have started with a project plan. Target date for completion is August 2020	25	No	No	No	No
25	B3	Communities, Enforcement and Partnerships	Review grant payments in line with developing voluntary sector funding strategy	Grants	Karen Shepherd	Karen Reader	100	100%	GREEN	Grants offered now based on reduced budget	100	No	No	No	No
26	B5	Communities, Enforcement and Partnerships	Citizens Advice Bureau grant	Grants	David Scott		16	100%	GREEN	Will be achieved	16	No	No	No	No
27	B5	Infrastructure, Sustainability & Transport	Reduce the current grant provision for The Old Court, Windsor from September 2020.	Grants	Suzie Parr	Karen Reader	8.50	100%	GREEN	Savings from September 20	9	No	No	No	No
28	B5	Infrastructure, Sustainability & Transport	Reduce the current grant provision for Norden Farm from September 2020	Grants	Suzie Parr	Karen Reader	17	100%	GREEN	Savings from September 20	17	No	No	No	No
29	B6	Revenues & Benefits	Cease the provision of the GROW service with residents being be signposted to alternative forms of assistance.	Staffing	Louise Freeth		63	102%	GREEN	Staff redundant wef 31.03.20.	64	No	No	No	No

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			General Information				Financials Month						If savings impacted as a result of COVID when will the full-year		
Savings Ref / FYE	Directorate	Service	MTFP Savings Title	How will savings be achieved?	Lead Officer	Finance Lead	2020/21 Savings Target £000	% of target full year forecast	Overall Performance RAG	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies <i>(must be completed for all savings that have an amber or red overall performance RAG)</i>	Savings Forecast £000	Yes / No Covid impact	2020/21	2021/22	Saving not achievable at all
Savings per Budget 20/21															
30	B3	Law & Governance	Cease support for the One Stop Shop in Datchet	Grants	Karen Shepherd	Karen Reader	1	100%	GREEN	Relate to things we simply won't do next year.	1	No	No	No	No
31	B6	IT	Rationalise the council's current mobile phone usage to reduce operating costs	Contracts	Nikki Craig		10	100%	GREEN	Whilst maybe not from reduction in mobile phone line rental, this will be achieved through telephony savings.	10	No	No	No	No
32	B3	Law & Governance	Remove budget for individual members to attend conferences/training	Other	Karen Shepherd	Karen Reader	3	100%	GREEN	Relate to things we simply won't do next year.	3	No	No	No	No
33	B3	Law & Governance	Removal of all refreshments from council meetings, member briefings and member training sessions	Other	Karen Shepherd	Karen Reader	10	100%	GREEN	Relate to things we simply won't do next year.	10	No	No	No	No
34	B6	Revenues & Benefits	No longer print and distribute Council Tax leaflet with bills	Other	Louise Freeth		5	100%	GREEN	Costs end of year	5	No	No	No	No
35	B4	Communications	Optimise use of digital distributing Around the Royal Borough	Other	Louisa dean	Tracy Watkins	23	100%	GREEN	ATRB is being reduced to two issues this year. Due to COVID-19, one has also been removed from the schedule. A newsletter will be delivered to all homes in the next few weeks but this will be less than ATRB costs. However, there is no advertising income being generated	23	No	No	No	No
36	BTL	CTAX Income	Empty Properties Relief - reduction	Income	Louise Freeth		70	100%	GREEN	Collection fund item	70	No	No	No	No
37	BTL	CTAX Income	Review of Council Tax Reduction Scheme Discount levels	Income	Louise Freeth		330	100%	GREEN	Collection fund item	330	No	No	No	No
38	B6	Finance	Vacancy Factor/Recruitment Freeze	Staffing	Adele Taylor		100	100%	GREEN	Allocation to be confirmed by Finance, should be achievable	100	No	No	No	No
39	B6	Library & Resident Services	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers	Income	Angela Huisman		250	60%	AMBER	Delay in implementation, expected savings now reduced for this year	150	Yes	No	Yes	No
40	B5	Property Service	Additional Management Fee from Countryside	Income	Russell O'Keefe		300	100%	GREEN	It is on track to be delivered in March	300	No	No	No	No
41	B5	Community, Protection & Enforcement Services	Post Deletions	Staffing	David Scott		200	100%	GREEN	All actioned in the 20/21 budget build	200	No	No	No	No
42	B4	Commissioning-Infrastructure	Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	Income	Ben Smith	Abid Hussain	250	80%	AMBER	Savings are dependant upon being able to deliver the full service during the Covid-19 response and recovery and resident behaviours not being adversely affected from modelled projections	200	Yes	Partial	Yes	No
43	B4	Commissioning-Infrastructure	Remove free Saturday garden waste collection	Income	Ben Smith	Abid Hussain	25	100%	GREEN	Contract reduced to remove free Saturday collection	25	No	No	No	No
44	B4	Commissioning-Infrastructure	Remove Advantage Card discounts for parking.	Income	Ben Smith	Abid Hussain	650	0%	RED	Linked to parking model	-	Yes	No	Yes	No
45	B4	Commissioning-Infrastructure	Advertising on car park tickets/car parks	Other	Ben Smith	Abid Hussain	30	0%	RED	This work will now be low priority and negotiations with potential customers will be delayed until 2021/22.	-	Yes	No	Yes	No
46	B4	Commissioning-Infrastructure	Parking season ticket income	Other	Ben Smith	Abid Hussain	50	0%	RED	Linked to parking model	-	Yes	No	Yes	No
47	B4	Commissioning-Infrastructure	Review and optimise the number of subsidised bus routes	Other	Ben Smith	Abid Hussain	100	50%	AMBER	£100k saving was built in as a part year effect (latter part of year) from reviewing bus routes we currently provide. However, this is likely to be pushed back and we are now estimating that only 50% of this will be achieved.	50	Yes	No	Yes	No
48	B4	Commissioning-Infrastructure	Traffic signal costs - capital spend	Other	Ben Smith	Abid Hussain	65	100%	GREEN	Completed - saving achieved.	65	No	No	No	No
49	B4	Commissioning-Infrastructure	Efficiency saving from traffic counter machines	Other	Ben Smith	Abid Hussain	15	100%	GREEN	Completed - saving achieved.	15	No	No	No	No
49	B4	Commissioning-Support	Concessionary Fares	Other	Lynne Lidster	Abid Hussain	100	50%	AMBER	Changes to the concessionary fares scheme will not be implemented until later in 2020/21 due to the Covid-19 impact; government direction to support transport operators and awaiting recovery to assess further	50	Yes	Partial	Yes	No
50	B6	HR	Corporate	Staffing	Nikki Craig	Abid Hussain	30	100%	GREEN		31	No	No	No	No
			Total Savings Per Budget 20/21				5,824	73%			4,235				
Full Year Effects of savings per Budget 19/20															
51	B4	Commissioning-Communities	Volker highways		Vikki Roberts	Abid Hussain	100	100%	GREEN		100	No	No	No	No
52	B4	Adult Social Care - Spend	BCF mitigation 20/21		Lynne Lidster	Tracy Watkins	166	100%	GREEN	This forms part of the CCG minimum contribution to Adult Social Care for 20/21	166	No	No	No	No
53	B4	Adult Social Care - Spend	LD supported living mitigation		Hilary Hall	David Trim	50	100%	GREEN		50	No	No	No	No
54	B4	Commissioning-Communities	Windsor coach park rental		Ben Smith	Abid Hussain	11	100%	GREEN		11	No	No	No	No
55	B4	Adult Social Care - Spend	Drugs and Alcohol contract		Anna Richards	Tracy Watkins	64	100%	GREEN	Completed - saving achieved.	64	No	No	No	No
56	B4	Commissioning-Communities	Waste contract full year effect		Naomi Markham	Abid Hussain	200	100%	GREEN		200	No	No	No	No
57	B2	AFC Contract - LA Funded	Removal of 19/20 pay reward growth for AFC		Hilary Hall		120	100%	GREEN	Completed	120	No	No	No	No
59	B5	Community, Protection & Enforcement Services	Principal enforcement manager		Christopher Nash		11	100%	GREEN		11	No	No	No	No
60	B5	Planning	Planning application fee income		Adrien Waite		100	0%	RED	Demand led income, little service can do to generate this demand, income levels kept under regular review.	-	Yes			

			General Information				Financials Month					If savings impacted as a result of COVOD when will the full-year			
Savings Ref / FYE	Directorate	Service	MTFP Savings Title	How will savings be achieved?	Lead Officer	Finance Lead	2020/21 Savings Target £000	% of target full year forecast	Overall Performance RAG	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies <i>(must be completed for all savings that have an amber or red overall performance RAG)</i>	Savings Forecast £000	Yes / No Covid impact	2020/21	2021/22	Saving not achievable at all
Savings per Budget 20/21															
61	B5	Community, Protection & Enforcement Services	CPES Lower out of hours prof fees		Christopher Nash		2	100%	GREEN		2	No	No	No	No
62	B5	Community, Protection & Enforcement Services	3 year SLA for sports able		David Scott		12	100%	GREEN		12	No	No	No	No
63	B5	Property Service	New property income		Gary Ellis		225	100%	GREEN		225	No	No	No	No
64	B5	Property Service	Recharges for Energy & Efficiency		Russell O'Keefe		4	100%	GREEN		4	No	No	No	No
65	B5	Infrastructure, Sustainability & Transport	Tourism additional saving		Julia White		60	0%	RED	VisitWindsor Partnership Fees - cannot be invoiced currently as partners closed and lockdown has had a significant impact on the leisure and tourism industry	-	Yes			
66	B6	Revenues & Benefits	Capitalisation of PKN and EG		Louise Freeth		30	100%	GREEN		30	No	No	No	No
67	B6	Library & Resident Services	Continuing with RDS where possible		Angela Huisman		15	100%	GREEN	Income target - get £12-£15 per year from schools, billing due in Autumn	15	Yes			
68	B6	Library & Resident Services	CLASS		Angela Huisman		15	100%	GREEN	Income acjieved - required to pay for staff so associated pressure on costs declared. Funding not permanent.	15	No	No	No	No
			Total FYE Per Budget 20/21				1,185	86%			1,025				
			Total Savings Per Budget 20/21				7,009	75%			5,260				
Deficit 20/21											1,749				

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	2020/21 Original Budget			New Schemes – 2020/21 Approved Estimate A			Unspent budget from Schemes Approved In Prior Years B			Revised Budget 2020/21 A+B		
	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												
Managing Director												
Law & Governance	200	0	200	200	0	200	239	0	239	439	0	439
Total Managing Director	200	0	200	200	0	200	239	0	239	439	0	439
Place Directorate												
Property	19,418	(153)	19,265	13,230	(150)	13,080	16,497	(32)	16,465	29,727	(182)	29,545
Housing	650	(650)	0	600	(600)	0	356	(356)	0	956	(956)	0
Communities & Enforcement & Partnerships	3,767	(39)	3,728	4,857	(391)	4,466	5,413	(1,379)	4,034	10,270	(1,770)	8,500
Planning	410	0	410	377	(87)	290	1,309	(393)	916	1,686	(480)	1,206
Green Spaces & Parks	0	0	0	0	0	0	52	(28)	24	52	(28)	24
Infrastructure, Sustainability & Transport	4	0	4	0	0	0	34	(21)	13	34	(21)	13
Total Place Directorate	24,249	(842)	23,407	19,064	(1,228)	17,836	23,661	(2,209)	21,452	42,725	(3,437)	39,288
Adults, Health & Commissioning												
Head of Commissioning - Infrastructure	26,125	(19,917)	6,208	19,687	(16,013)	3,674	7,435	(3,774)	3,661	27,122	(19,787)	7,335
Head of Commissioning - People	0	0	0	0	0	0	200	(200)	0	200	(200)	0
Total Adults, Health & Commissioning	26,125	(19,917)	6,208	19,687	(16,013)	3,674	7,635	(3,974)	3,661	27,322	(19,987)	7,335
Childrens Services												
Non Schools	0	0	0	0	0	0	1,079	(83)	996	1,079	(83)	996
Schools - Non Devolved	2,987	(1,087)	1,900	1,587	(1,587)	0	4,070	(633)	3,437	5,657	(2,220)	3,437
Schools - Devolved Capital	196	(196)	0	196	(196)	0	486	(486)	0	682	(682)	0
Total Childrens Services	3,183	(1,283)	1,900	1,783	(1,783)	0	5,635	(1,202)	4,433	7,418	(2,985)	4,433
Resources												
Finance	1,475	0	1,475	1,475	0	1,475	138	0	138	1,613	0	1,613
Technology & Change Delivery	1,000	0	1,000	1,000	0	1,000	232	0	232	1,232	0	1,232
Revenues & Benefits	0	0	0	0	0	0	44	0	44	44	0	44
Library & Resident Services	559	(64)	495	364	(16)	348	265	0	265	629	(16)	613
Total Resources	3,034	(64)	2,970	2,839	(16)	2,823	679	0	679	3,518	(16)	3,502
Total Committed Schemes	56,791	(22,106)	34,685	43,573	(19,040)	24,533	37,849	(7,385)	30,464	81,422	(26,425)	54,997

	(£'000)
Portfolio Total	56,791
External Funding	
Government Grants	(21,400)
Developers' Contributions	(96)
Other Contributions	(610)
Total External Funding Sources	(22,106)
Total Corporate Funding	34,685

(£'000)
81,422
(23,341)
(1,698)
(1,386)
(26,425)
54,997

Capital Monitoring Report 2020/21

At 31 August 2020 the revised budget stood at £81.422m

	Exp.	Inc.	Net
	£'000	£'000	£'000
Revised Budget	81,422	(26,425)	54,997
Variances identified	(100)	-	(100)
Slippage to 2021/22	(13,816)	-	(13,816)
Projected Outturn 2020/21	67,506	(26,425)	41,081

Projected outturn after taking into account slippage and variances is £67.506m

Overall Projected Expenditure and Slippage

Variances are reported as follows.

	£'000	£'000	£'000	
CV41 Clewer Memorial Pavilion, Windsor-Modifications	45	-	45	Unforeseen costs due to delays in the work schedule and resourcing issues relating to the Covid outbreak. Works to complete 6 weeks behind schedule.
CA11 Desktop PC Replacement Project	(135)	-	(135)	Revised business case generating savings
CC99 Eton Library – Open Access and Shop Front Repair	(10)	-	(10)	Scheme saving
	(100)	-	(100)	

Slippage to date has been identified as follows.

Property Services				
CC78 Vicus Way Car Park	(3,961)	-	(3,961)	Scheme slippage based on entering a contract in July and starting on site in September having delayed entering into a contract in March due to Covid 19.
CI29 Broadway Car Park & Central House Scheme	(9,100)	-	(9,100)	Planning application for the new car park was submitted at the end of May 2020 and the earliest a permission could be expected is at the end of the year followed by the JR period. Following that vacant possession of the land required across the Nicholsons Centre site.
Head of Commissioning - Infrastructure				
CC95 Cookham Bridge Refurbishment & Structural Repair	(600)	-	(600)	Surveys, inspections, design development, options appraisal and preliminary works to be carried out in 2020/21. Remaining works to continue in 2021/22.
CD83 Traffic Signal Review	(20)	-	(20)	One scheme deferred until 2021/22. To be co-ordinated with other works
Library & Resident Services				
CLB2 Sunninghill Library Lease Repairs	(15)	-	(15)	Delay in works due to COVID 19/ library closures
CLG3 General Library Improvements	(20)	-	(20)	Delay in works due to COVID 19/ library closures
CLG6 Maidenhead Library-Heating	(100)	-	(100)	Delay in works due to COVID 19/ library closures
	(13,816)	-	(13,816)	

Overall Programme Status

The project statistics show the following position:

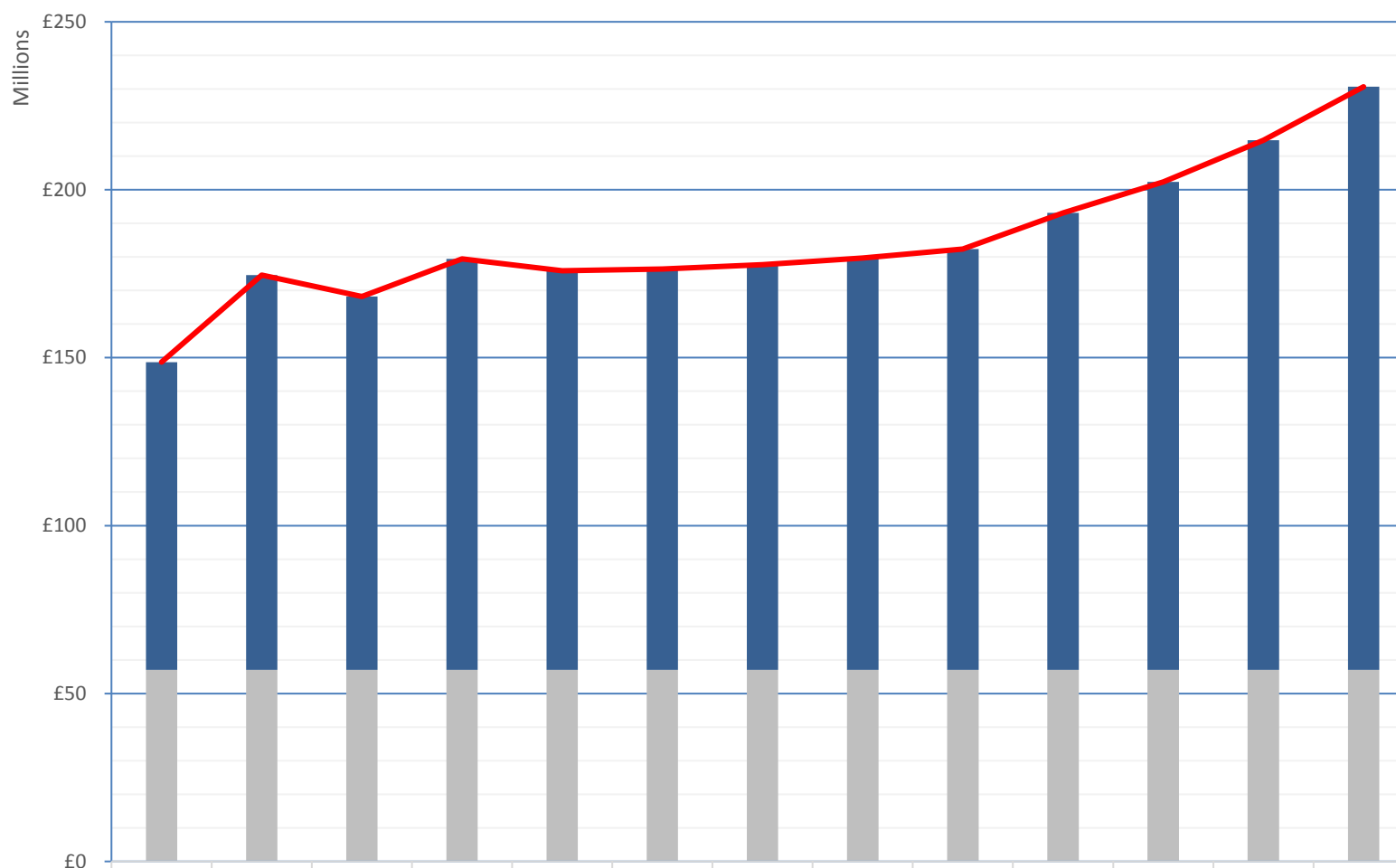
Scheme progress	No.	%
Yet to Start	41	18%
In Progress	127	57%
Completed	7	3%
Ongoing Programmes e.g.. Disabled Facilities Grant	50	22%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	226	100%

Major Capital Scheme Progress																	
CC Description	CAPITAL SCHEME	TOTAL SCHEME VALUE	2020/21			APPROVED SLIPPAGE			TOTAL BUDGET			PROJECTIONS		PROJECT STATUS			
			APPROVED ESTIMATE			FROM PRIOR YEARS			2020/21			2020/21 Projected Variance (Underspend as negative)	2021/22 SLIPPAGE Projected	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				
Place Directorate																	
	Property																
CI29	Broadway Car Park & Central House Scheme	34,833	5,620	0	5,620	4234	0	4234	9,854	0	9,854		9,100				
	Housing																
CT52	Disabled Facilities Grant	600	600	0	600	0	0	0	600	0	600						
	Communities & Enforcement & Partnerships																
CZ18	Braywick Leisure Centre	37,247	4,552	(381)	4,171	2374	0	2374	6,926	(381)	6,545						
Adults, Health & Commissioning																	
	Head of Commissioning – Infrastructure		0	0	0	0	0	0				0	0				
CD42	Maidenhead Station Interchange & Car Park	4,500	3,750	(3,750)	0	1532	(644)	888	5,282	(4,394)	888						
CF09	Maidenhead Local Plan Site Works	2,165	0	0	0	1989	(1,649)	340	1,989	(1,649)	340						
CD12	Roads Resurfacing–Transport Asset & Safety	1,900	2,000	(2,000)	0	112	(112)	0	2,112	(2,112)	0						
CC62	Maidenhead Missing Links (LEP Match Funded)	4,720	2,242	(2,242)	0	1881	(1,254)	627	4,123	(3,496)	627						
CC89	Elizabeth Bridge	1,600	750	0	750	693	0	693	1,443	0	1,443						
Childrens Services																	
	Schools – Non Devolved																
CSJX	St Peters Middle	2,700	0	0	0	1,714	0	1714	1,714	0	1,714	0	0				

Capital Programme Movements 2020/21

	Expenditure £'000	Income £'000	Net £'000
Original Budget 2020/21	56,791	(22,106)	34,685
Budget Changes to 31 August 2020			-
Additional Slippage in from 2019/20	26,054	(3,354)	22,700
DFG capital budget alignment to BCF 20-21 plan	(33)	33	-
Wider Area Growth Study - Cabinet July 2020	87	(87)	-
Emergency Active Travel Fund- Cabinet July 2020	140	(140)	-
Design and construction changes to Braywick Leisure Centre- Cabinet July 2020	381	(381)	-
SEND Special Provision- Cabinet July 2020	500	(500)	-
Budget savings - Cabinet July 2020	(2,498)	110	(2,388)
Revised Budget 2020/21	81,422	(26,425)	54,997

Borrowing Forecast at 18/08/2020



	Mar-20 Actual.	Apr-20 Actual	May-20 Actual	Jun-20 Actual	Jul-20 Actual	Aug-20 Est	Sep-20 Est	Oct-20 Est	Nov-20 Est	Dec-20 Est	Jan-21 Est	Feb-21 Est	Mar-21 Est
Short term borrowing £'000	91,625	117,511	111,193	122,321	118,826	119,382	120,608	122,605	125,267	136,063	145,319	157,685	173,611
Long term borrowing £'000	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049
Total borrowing £'000	148,675	174,560	168,243	179,371	175,875	176,432	177,657	179,654	182,317	193,113	202,369	214,734	230,661

Appendix H

Children's Services

Service	Original Budget	Current Budget	Forecast Outturn Variance	Previously Reported Variance	Change in Reported Variance
	£'000	£'000	£'000	£'000	£'000
Children's Services non Dedicated Schools Grant					
Social Care and Early Help					
* Employee & Operational Related Expenditure	5,878	5,878	259	318	(59)
* Legal Services	510	510	75	75	0
* Inhouse Fostering	1,467	1,467	88	57	31
* Residential, therapeutic & Direct Payments	4,199	4,199	(78)	(208)	130
* Independent Fostering Agencies	1,696	1,696	(265)	(241)	(24)
* Leaving Care-Care Costs	988	988	848	889	(41)
* Adoption Allowances	147	147	0	0	0
* Children-in-Need Care Costs	630	630	36	36	0
* Children's Centre & Youth Services	1,183	1,183	381	390	(9)
Total Social Care and Early Help	16,698	16,698	1,344	1,316	28
Other					
* Business Services	3,042	3,042	55	57	(2)
* Education	895	895	54	31	23
* Operational Strategic Management	295	295	0	0	0
* Public Health	1,725	1,725	0	0	0
* Special Educational Needs and Children with Disabilities	3,144	3,144	(295)	(295)	0
Children's Services - Retained	(2,609)	(2,617)	121	132	(11)
Total Other	6,493	6,484	(65)	(75)	10
Total Children's Services non Dedicated Schools Grant	23,191	23,184	1,279	1,241	38
Dedicated Schools Grant					
* AfC Contract - Dedicated Schools Grant	11,135	11,135	328	420	(92)
Dedicated Schools Grant - Retained	55,175	54,223	(120)	(225)	105
Dedicated Schools Grant Income	(66,310)	(65,358)	(208)	(195)	(13)
Total Dedicated Schools Grant	0	0	0	0	0
Total Children's Services and Dedicated Schools Grant	23,191	23,184	1,279	1,241	38
Summary Position					
Achieving for Children Contract	36,934	36,934	1,486	1,529	(43)
Children's Services - Retained	(2,609)	(2,617)	121	132	(11)
Dedicated Schools Grant - Retained	55,175	54,223	(120)	(225)	105
Total Children's Services net budget	89,501	88,540	1,487	1,436	51

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

Social Care and Early Help

Since the budget 2020/21 was set a number of Children in Care Placements have been re-categorised which is reflected in the above projected variance, resulting in movements between budget lines. The overall impact is net nil on the budget. There is a review underway to confirm placement classification which has resulted in changes in forecasts within placements.

Costc	Description	20/21 PROVISIONAL B/F £'000	20/21 Movements in £'000	20/21 Movements out £'000	20/21 Balance as at 21/08/20 to C/F £'000
USABLE RESERVES					
<u>School Balances</u>					
AK14	Schools Revenue Balances	-1,462			-1,462
AK26	General DSG Reserve	1,159			1,159
AK9H	Earmarked DSG Reserve	-134			-134
		-437			-437
<u>Other Reserves</u>					
AK08	Insurance control account		-695	357	-338
AK13	Insurance Fund (Reserve)	-960	-370		-1,330
AK37	Earmarked Capital Grant	-2,191	-451		-2,642
AK38	Community Infrastructure Levy	-4,841	-868	272	-5,437
AK40	NNDR Contingency Reserve	-2,269		1,519	-750
AK48	Better Care Fund Reserve	-1,383	1,383		0
AK50	Public Health Reserve	-332			-332
AK54	Optalis Development Reserve	-81			-81
AK55	Brexit Funding	-299			-299
AK63	Cap Rcpts Unapplied Gen Fund	-551			-551
AL01	Graves In Perpetuity Mtce Fund	-8			-8
AL03	Arthur Jacob Nature Rsve Fund	-123			-123
AL04	Old Court Maintenance Fund	-34	-9		-43
AL08	Covid 19 Reserve	-	-1,157	1,157	0
AK20	Net Revenue General Fund BUDGET O	-8,231		5,497	-2,734
	TOTAL USABLE RESERVES	-21,740	-2,167	8,802	-15,105

Costc	Description	20/21 PROVISIONAL B/F £'000	20/21 Movements in £'000	20/21 Movements out £'000	20/21 Balance as at 21/08/20 to C/F £'000
UNUSABLE RESERVES					
AG33	Capital Adjustment Account	-193,414			-193,414
AG34	Revaluation Reserve	-227,476			-227,476
AK39	Financial Instruments Revaluation Res	2,034			2,034
AK25	Pensions Reserve	249,304			249,304
AF22	Collection Fund-NNDR	7,592		2,589	10,181
AF51	Collection Fund - Council Tax	54			54
AG36	Accumulated Absences Account	1,934			1,934
	TOTAL UNUSABLE RESERVES	-159,972	-	2,589	-157,383
	TOTAL RESERVES	-181,712	-2,167	11,391	-172,488
PROVISIONS					
AE09	Redundancy Provision	-24			-24
AE13	MMI Clawback liability	-242			-242
AE22	Provision for NNDR Deficit	-2,421			-2,421
AF53	Appeals provision for Business Rates	-1,024			-1,024
	TOTAL PROVISIONS	-3,711	-	-	-3,711

Item	MEETING TYPE AND DATES 2021/22 BUDGET BUILD	DATE
1	BSG - MTFP Assumptions/ identified gap & budget timetable	Wed 16-Sep-20
2	BSG - MTFP & 1st draft of ranked capital bids - identified pressures	Wed 30-Sep-20
3	FULL COUNCIL - MTFP AND BUDGET TIMETABLE	Wed 14-Oct-20
4	BSG - MTFP gap identified following Council, savings proposal initial review, 2nd draft capital programme.	Wed 21-Oct-20
5	Overview and Scrutiny panels - November/December tbc - to scrutise savings proposals	Nov/Dec tbc
6	BSG - MTFP, Fees and charges, update on savings and review of income exercise.	Wed 04-Nov-20
7	BSG - MTFP, savings proposals, savings proposals, taxbase, collection fund pre-declaration.	Wed 18-Nov-20
8	LEADERS BOARD	Thu 26-Nov-20
9	BSG	Wed 02-Dec-20
10	BSG - LG Settlement(if received) & MTFP	Wed 16-Dec-20
11	CABINET - BUDGET AND COUNCIL TAX REPORT	Thu 17-Dec-20
12	BSG Final - settlement received. Group to finalise MTFP proposals. Preparation and presentation to scrutiny panels.	Wed 06-Jan-21
13	BSG - Final preparations	Wed 13-Jan-21
14	Communities Overview and Scrutiny panel	Mon 18-Jan-21
15	Infrastructure Overview and Scrutiny panel	Tue 19-Jan-21
16	Adults Children & Health Overview and Scrutiny panel	Thu 21-Jan-21
17	Corporate Overview and Scrutiny panel	Tue 26-Jan-21
18	CABINET	Thu 28-Jan-21
19	BSG Final	Wed 03-Feb-21
20	BUDGET CABINET - FULL BUDGET REPORT	Thu 04-Feb-21
21	Council - full budget report and the capital programme for Childrens services	Tue 23-Feb-21

KEY
BSG Meetings
Leaders Board and Cabinet
O&S Committees
Council

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Report Title:	RBWM Recovery Strategy
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Johnson, Leader of the Council and Lead Member for Business, Economic Development and Property
Meeting and Date:	Cabinet, 24 th September 2020
Responsible Officer(s):	Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
Wards affected:	All

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REPORT SUMMARY

1. The covid-19 pandemic has had wide ranging impacts on communities, the economy and society. We are now moving into a stabilisation phase and recovery.
2. We have worked in partnership with organisations across the Thames Valley to develop a recovery framework across the region. A set of actions for Berkshire are being developed to enable sharing of best practice and co-ordination of activity where it is most appropriately undertaken at a county level.
3. This strategy sets out our approach to recovery at a Borough level to support our residents and businesses to empower communities to thrive, create great places and build lasting partnerships with our businesses.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the Royal Borough Support and Recovery Strategy to move into delivery phase.

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

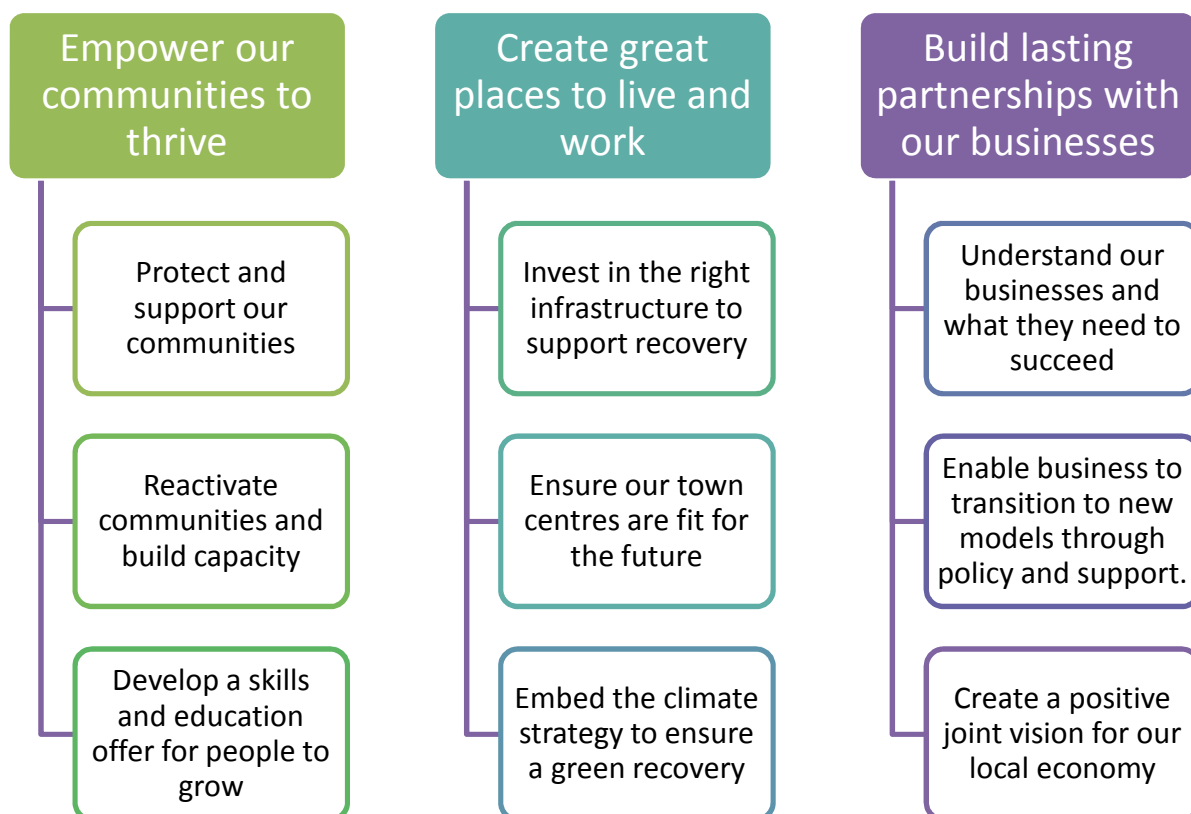
Options

Table 1: Options arising from this report

Option	Comments
Approve the strategy and move to the delivery phase. This is the recommended option	This will allow us to move to delivery phase and support businesses and community through recovery.
Delay approval and adoption of the strategy until we understand more about the recovery phase. This is not recommended	This would delay taking action on key issues and likely result in worse outcomes for the community and businesses.
Rely on the Thames Valley Recovery Strategy and do not adopt a local strategy This is not recommended	This would remove the local elements of the strategy, which would provide more tailored support for needs in the borough.

- 2.1 The Covid-19 pandemic has had wide-ranging impacts on the UK and the Royal Borough. The response effort has been genuinely innovative and collaborative across the community with people coming together to tackle the health, economic and societal impacts of the crisis, with unprecedented action from central Government.
- 2.2 The council is moving out of crisis response into a stabilisation phase and then recovery. We are still having to manage the pandemic with responsibilities for management of local outbreaks of the virus. Now that local outbreak plans are in place, the command and control structures are being stepped down and management of the recovery efforts will need to be through new business as usual structures.
- 2.3 Whilst some of immediate effects of the crisis are becoming clear, the longer-term effects will only be known over time. Therefore, a flexible and agile approach to dealing with recovery will be needed. This will need to react to the changing priorities and direction from central Government as well as the emerging local evidence and data.
- 2.4 A regional recovery strategy has been developed at the Thames Valley, working with partners across Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes. This provides a framework for the development of local recovery strategies that are to be implemented at a county and local level, with four priorities:
- **Health and wellbeing:** support for those who have had the virus and are recovering, support for people and families who have lost someone to the virus and support for those affected by the wider impacts of the pandemic.
 - **Direct hardship:** assistance for those that have lost their livelihoods and homes, support for learners and recent leavers who need educational and career support and memorials and other marks of respect.
 - **Structural economic impacts:** support for businesses to re-establish economic activity, assessment of the impacts across sectors and places, retraining and assistance for restructuring, business advice and counselling.
 - **Building resilience and seizing the positives:** future resilience to pandemics, return of services and new operating models, support for behaviour change to seize the positives and transformation.
- 2.5 A strategy and set of actions are being developed at a county level in partnership with the Local Enterprise Partnership and other local authorities. This is focussed on sharing of best practice across the area and identifying activities that are better delivered at scale through partnership working.
- 2.6 We have developed a common approach to our local strategies, based on three phases: Response, Recovery and Renewal. Recovery is focussed on short-term and more tactical actions to address the immediate impacts. The renewal phase is focussed on more strategic and transformational change.

- 2.7 The borough strategy is based on creating the right environment for communities and businesses to recover. This means providing a strategic framework to support people, places and partnerships that will bring lasting success.



- 2.8 Each of the strategic themes has been converted into a workstream of initial actions. The strategy highlights actions that have been taken or will be taken across each of the phases: response, recovery and renewal. These are not intended to be an exhaustive set of actions and the programme will evolve over time as we learn more.
- 2.9 The success of the strategy will be monitored through a series of measures, based around the four priorities at Thames Valley level. One of the first key actions of the strategy will be to collate a recovery data hub and dashboard to enable data-led decision making.

3. KEY IMPLICATIONS

- 3.1 The pandemic has resulted in a significant downturn in economic activity and likely to lead to high levels of unemployment as the government reduces its support. The long-term impacts on society in terms of education, economy, health and wellbeing will not be understood for some time. This means the strategy needs to be in place to guide decision making and help prioritise and manage activity in a co-ordinated way.
- 3.2 The strategy will need to be delivered across the organisation to ensure it is effective. It may also guide future decisions on prioritisation of revenue and capital budgets in the future.

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The strategy will be managed through existing resource and budgets, supported by bids for external funding including any available government grants. We will also look to work with partner organisations to maximise the value gained from available resources for the benefit of our residents and businesses.
- 4.2 Delivery of the strategy will be through a reshaped economic development function, working in partnership with other services across the council. As acknowledged in the council's interim strategy, recovery from covid-19 is an interim focus for the organisation but any longer-term resource implications will need to be considered as part of our Medium-Term Financial Planning.

5. LEGAL IMPLICATIONS

- 5.1 No significant legal implications have been identified but this will be kept under review as the strategy evolves and appropriate advice will be sought on individual projects as required.

6. RISK MANAGEMENT

- 6.1 The broad nature of the strategy means that there are multiple risks and issues associated with the subject matter. Individual projects will be managed to understand the risks and mitigations at project level. The biggest risk relates to inaction and failing to put in place an appropriate strategy for recovery and renewal. The strategy itself is seeking to minimise and mitigate significant risks to our residents, communities and businesses.

7. POTENTIAL IMPACTS

- 7.1 **Equalities.** the strategy is seeking to reduce inequalities and prevent further impacts that worsen existing inequalities within society. A screening assessment has been undertaken that has not identified the need for a full assessment is required at this stage. However, equalities impact screening will need to be undertaken for individual projects and initiatives as required.
- 7.2 **Climate change/sustainability.** The strategy seeks to embed the climate strategy into our recovery strategy, as part of our placemaking work. This is to ensure that future strategies are consistent with our climate objectives and we are able to deliver a 'green recovery'.
- 7.3 **Data Protection/GDPR.** The strategy in itself does not have any significant data protection or GDPR implications. However, individual projects will be reviewed to ensure that any implications are managed in line with the council's policies and procedures.

8. CONSULTATION

- 8.1 The strategy will be taken to Infrastructure Overview and Scrutiny Panel on 22nd September 2020 for review and comment. It has also been discussed

with the Recovery Member Reference Group in an advisory capacity, the details of which are included in the strategy document.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The strategy will be implemented as soon as it is adopted. A process for prioritising the actions within the strategy is being developed alongside more detailed delivery planning. The nature of the emergency has meant that some projects within the response and recovery phase have been delivered or are in delivery phase already.

10. APPENDICES

- 10.1 The strategy document is attached as an Appendix.

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Johnson	Leader of the Council and Lead Member for Business, Economic Development and Property	04/09/20	07/09/20
Duncan Sharkey	Managing Director	04/09/20	07/09/20
Russell O'Keefe	Director of Place	04/09/20	08/09/20
Adele Taylor	Director of Resources/S151 Officer	04/09/20	04/09/20
Kevin McDaniel	Director of Children's Services	04/09/20	
Hilary Hall	Director Adults, Commissioning and Health	04/09/20	
Andrew Vallance	Head of Finance	04/09/20	
Elaine Browne	Head of Law	04/09/20	10/09/20
Mary Severin	Monitoring Officer	04/09/20	07/09/20
Nikki Craig	Head of HR, Corporate Projects and IT	04/09/20	09/09/20
Louisa Dean	Communications	04/09/20	
Karen Shepherd	Head of Governance	04/09/20	15/09/20

Royal Borough Windsor & Maidenhead

Support and Recovery Strategy

September 2020

CONTENTS

- 1 Introduction
- 2 Impacts of Covid-19
- 3 Strategic Context
- 4 Local Strategic Framework
- 5 Implementation
- Appendices

1 INTRODUCTION

- 1.1 The Covid-19 pandemic has had wide-ranging impacts on the UK and the Royal Borough. It has changed the way we live and view the world. The response effort has been genuinely innovative and collaborative across the community with people coming together to tackle the health, economic and societal impacts of the crisis, with unprecedented action from central Government.
- 1.2 The council is moving out of crisis response into a stabilisation phase and then recovery. We are still having to manage the pandemic with responsibilities for shielding and management of local outbreaks of the virus. Now that local outbreak plans are in place, the command and control structures are being stepped down and management of the recovery efforts will need to be through new business as usual structures.
- 1.3 We enter the stabilisation and recovery phase with significant uncertainty. Whilst some of immediate effects of the crisis are becoming clear, the longer-term effects will only be known over time. Therefore, a flexible and agile approach to dealing with recovery will be needed. This will need to react to the changing priorities and direction from central Government and the emerging local evidence and data that will inform us of the impacts of the crisis on the economy and society.
- 1.4 The services that the council offer have had to adapt during the response phase and will be changing as we move into recovery. A separate organisational recovery strategy has been prepared. The first phase of this is service level step-up plans and changes to existing operating models to allow services to continue in a socially distanced and safe way. We are reviewing policies and putting in place the right support for our colleagues and managers for working in these different circumstances.
- 1.5 Whilst the recovery phase will require the support of many partners, organisations and communities, there is a key role for the council to provide leadership. This document sets out the strategic approach to managing the 'place' recovery within the Royal Borough of Windsor and Maidenhead. It will provide a flexible framework to guide decision making and prioritisation of activity. The remainder of this report is structured as follows:

Section 2 – Impacts of Covid-19	This section sets out the known and potential impacts of Covid-19 on the UK and the borough. Where possible these are quantified through data and evidence.
Section 3 – Strategic context	This section explains the activity at national and regional level, which sets the context for our own local strategy.
Section 4 – Local recovery strategy	This section provides the outline of our recovery strategy including the workstream structures and overall approach.
Section 5 – Implementation	This section sets out how the strategy will be managed and delivered.

2 Impacts of Covid-19

- 2.1 We are still learning about the impacts of the pandemic. Many of the longer-term health, societal and economic impacts of the crisis will not be known for many years to come. Therefore, our strategy will need to be informed by the emerging data and will need to be flexible to ensure that our actions can change as we learn more about the impact of the pandemic on society.
- 2.2 Whilst we do not have all the data required at this stage to assess the long-term implications, there are some emerging themes and issues that need addressing.

Health and wellbeing

- 2.3 There have been some clear and immediate impacts on the health and wellbeing of our community. So far, there have been 541 recorded cases in the Royal Borough of Windsor and Maidenhead and 131 Corona virus related deaths. We also do not fully understand the longer-term effects on those who are recovering from the disease.
- 2.4 These direct impacts will have affected many families and communities across the Royal Borough, who will need support as we move on from the immediate emergency response. Key workers across the NHS, wider health and social care sector have had to work for prolonged periods in difficult circumstances. This is likely to have longer-term effects and we will need to support those who have been affected by working through these unprecedented.
- 2.5 In addition to this, there have been a series of knock-on impacts on health. The NHS has had to pause non-emergency procedures. The government guidance to stay at home has also resulted in some people choosing not to access care and a delay to some non-emergency treatment.
- 2.6 The direct impact of the pandemic, the lockdown and other wider economic impacts that result will also impact mental wellbeing. This will require close examination to ensure that these longer-term effects are monitored, and appropriate actions taken to support our communities. The impact of the closure of schools on the education and development of young people is of particular concern to ensure their long-term economic and social potential is not unduly impacted.
- 2.7 The immediate response from the local authority was to establish a Community Hub to support residents and recruit volunteers. During the lockdown there were over 2,700 shielded individuals with over 800 community requests. In the local area we recruited over 750 volunteers with almost 400 of those matched where help was needed. The Community Hub also signposted to other agencies where residents could access help.
- 2.8 As we move into recovery, the Royal Borough is establishing the management of shielding, other vulnerable residents and volunteers as business as usual, including the development of a bespoke case management/allocation system.

Direct hardship

- 2.9 Traditionally, unemployment in Berkshire and the Royal Borough has been low. In 2019, the Royal Borough had an unemployment rate of 2.4%, below the average in the South-East of England of 3.0% and 3.9% in the whole of Great Britain.
- 2.10 The crisis is expected to have a significant impact on unemployment and numbers of benefit claimants. In the Royal Borough the number of claimants rose from 1,300 in March 2020 to 3,920 in June 2020, which is a rate of 4.2% compared to the UK average of 6.3%. Government support measures, in particular the furlough scheme, may be artificially suppressing unemployment impacts. The latest Government data up to June 2020 suggests that there are 20,800 employees in the Royal Borough within the scheme.
- 2.11 We are also expecting to see a substantial rise in vacancies in both retail units and office space. Some businesses will fail or cease trading and there will be some consolidation and rationalisation of office space and stores by larger companies. We have already seen a number of national retailers announce they will not be reopening their stores in our larger town centres of Windsor and Maidenhead.

Structural economic

- 2.12 Prior to Covid-19, Berkshire had one of the strongest performing regional economies in the UK. The GVA figures per job and per hour worked were comparable with London and much higher than the UK average. The number of businesses were growing by around 3.5% a year and RBWM had the largest number of registered businesses of all of the Berkshire Authorities with over 9,500 in 2019.
- 2.13 There are a number of high-risk sectors, which are being more heavily impacted by the pandemic. The economy in our area is more reliant on the hospitality and tourism than the UK as whole. This sector is responsible for around 8,000 jobs (8.6%) and 1.5 times more important than the national average. We are also reliant on arts, entertainment and recreation which employs 4,800 people (5.8%) which is 2.3 times the national average.
- 2.14 We have seen an acceleration of retail trends that will further impact the high street. Online sales have been increasing and footfall has been impacted by the lockdown and closure of businesses (either short term or long term). To date footfall in Windsor town centre is down 43.5% year to date and Maidenhead is down 35.9%. In the South East footfall is down 42.2% and the UK is down 44.7%.
- 2.15 This could have significant knock-on impacts on the property sector, land uses in town centres. Therefore, having plans for the short-term impact on vacancy rates and a longer-term renewal strategy to ensure the ongoing vitality and viability will be important.
- 2.16 The government advice to work from home has also impacted many organisations, in particular those with larger numbers of office workers. It has helped to test and prove video-conferencing technology on a greater scale and demonstrated the ability for many to work productively away from the office.

2.17 Many organisations, including the council, are considering their flexible working policies and actively reviewing office space requirements for the future. This could have wide ranging impacts on the future office market, land-use and transport planning.

3 Strategic context

- 3.1 Our recovery strategy is being developed in the context of activity at a national and regional level. The local strategy has been developed to support the overall approach and ensure that activity is taking place at the appropriate level.

Government recovery strategy

- 3.2 In May 2020, the UK government released its recovery strategy 'Our Plan to Rebuild' which was updated in July. This set out a phased approach to reopening the economy and society. It includes a series of measures for smarter controls for managing the pandemic, which is known as Phase 2. These controls will need to be in place until we reach Phase 3, where reliable treatment is in place to tackle Covid-19.
- 3.3 There have also been a series of actions by Government to support the economy through the crisis. This has included business support grants and loans, sector specific funding packages and the furlough scheme. Funding packages for local transport have been made available to support train operating companies, local bus operators and to invest in walking and cycling measures that support social distancing.
- 3.4 The government is also looking at the longer-term strategy for the economy, to bring together the economic recovery from covid-19 alongside changes resulting from Brexit and our commitment to net zero carbon emissions by 2050. A series of business round tables and working groups have been established to consider the longer-term strategic issues for economic recovery including:
- **Green Recovery** – how to capture economic growth from the shift to net zero carbon.
 - **Increasing opportunity** – how to level up economic performance across the country, including through skills and apprenticeships.
 - **Backing new business** – to make the UK the best place to start and scale a business.
 - **The future of industry** – how to accelerate business innovation and leverage private sector investment in research and development.
- 3.5 Government has also asked Local Enterprise Partnerships to review and update the existing Local Industrial Strategies. These will form new Local Industrial and Recovery Strategies to guide economic growth in the recovery phase. The Royal Borough is one of the six local authorities in Berkshire, working in partnership with the Thames Valley Berkshire LEP to develop this.
- 3.6 In July 2020, the Government released its 'Plan for Jobs'. This set out a series of measures to support the economy and jobs as we transition out of the current furlough scheme. Measures include: a job retention bonus, to encourage employers to retain furloughed workers; supporting jobs through a new kickstart programme, protecting jobs through support for affected industries such as hospitality and tourism through reduced VAT; and creating jobs through stimulus investment in infrastructure, green homes grants and a temporary cut to stamp duty.

Regional strategy

- 3.7 The crisis has been managed through the Local Resilience Forum and emergency planning structures. Berkshire sits within the Thames Valley Local Resilience Forum, along with Buckinghamshire, Oxfordshire and Milton Keynes. A strategic recovery

group has put in place an overarching recovery framework to guide development of local recovery plans. This is based on four key areas of focus:

Health and Wellbeing

- Assistance for those who have had the virus and are recovering.
- Support for those who have lost someone to the virus.
- Support for those affected by the wider impacts of the pandemic and the threat of future pandemics.

Direct Hardship

- Assistance for those who have lost their livelihood homes, relationships and more because of the global pandemic.
- Support for learners and recent leavers who need educational and career support to move to the next stage of their life.
- Memorials and other marks of respect

Strucural economic

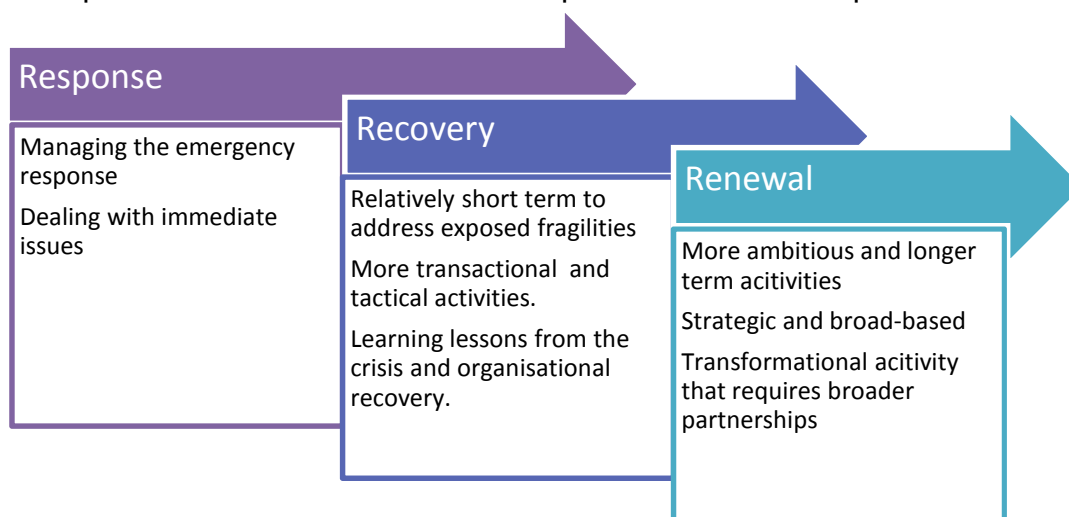
- Support for business to re-establish economic activity.
- Assessments of impact across sectors and places
- Retraining and funding to assist restructuring.
- Apprenticeship support and job brokering.
- Business advice and counselling.

Building resilience

- Future resilience to pandemics viruses
- Return of services and new operating models
- Development of policy and regulation to support behavioural changes and seize the positives
- Transformation opportunities

Berkshire Recovery Strategy

- 3.8 Tactical recovery planning has been delegated to county level, with four groups in the Thames Valley Area. The Berkshire Recovery Co-ordinating Group is made up of the six unitary authorities and the Local Enterprise Partnership.
- 3.9 There is an emerging strategy for Berkshire seeking to identify joint priorities, share best practice and identify issues that are best dealt with at a Berkshire level, with the benefits of delivering at scale. A common language of the phases of recovery has been developed for the Berkshire. With three phases which are expected to overlap:



4 Local Place Recovery Strategy

4.1 Our approach to recovery has been guided by four key principles which were built into the recovery cell of the emergency response:

- Co-ordinate the recovery for businesses and communities in the borough.
- Minimise the impacts on the economy, population health and quality of life;
- Maximise opportunities for ongoing transformation of service delivery.
- Embed changes to business as usual that deliver benefit the council, businesses and communities

Recovery phase

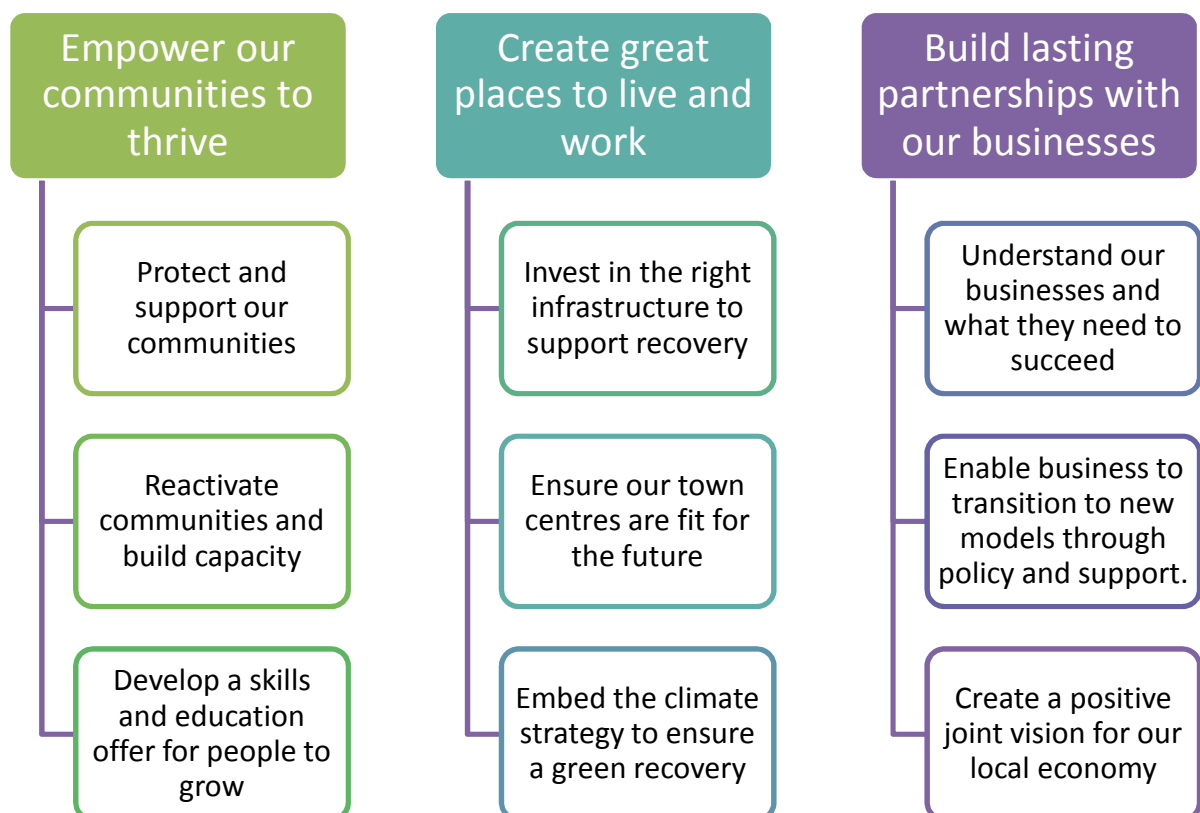
- 4.2 The Community Hub has brought together nearly 50 community groups across the borough and recruited well over 700 volunteers providing invaluable assistance to **shielded and vulnerable residents** in the borough. As part of our organisational recovery we are embedding this into our service provision and will continue to support those people as part of our business as usual.
- 4.3 The initial phases of our recovery have been about **building trust and confidence** in the easing of the lockdown. We have worked hard with businesses and other partners to enable the **safe reopening** of our main town centres. This has involved creating guidance for businesses, helping to build reassurance with increased and visible cleaning regimes and providing signage to support social distancing. We have also been successful in securing funding from DfT to provide improved walking and cycling facilities to **support social distancing**.
- 4.4 We continue to promote our businesses and have launched specific campaigns to **support local** and promote our **independent businesses**. We are now moving onto promoting the Royal Borough as a destination. This will start as a local campaign to **Rediscover Your Local Borough**. This campaign will focus on encouraging local residents to reconnect with local places to visit and take the opportunity to enjoy some of the local attractions they haven't visited for a long time or have never visited. This will then transition into a **domestic visitor campaign** to seek to capture the day visitor and staycation market.
- 4.5 To support our town centres, we are reviewing opportunities for businesses to **make better use of street space** and **expand their capacity**. We are also building up a register of landlords so that we can work in partnership with them to create **meanwhile uses** and **pop-up space**. We are also curating a **programme of events** to support reactivation and engagement with our communities and support the vitality and vibrancy of our town centres.
- 4.6 Infrastructure will play a key role in the **green recovery**. We will seek to maximise opportunities to invest in walking and cycling measures through the Government **active travel fund**. We will promote the **green homes grant** to help our residents to improve energy efficiency and support our journey to net zero carbon.
- 4.7 The pandemic will have a significant impact on jobs and unemployment. We will continue to work with the Local Enterprise Partnership to promote **Berkshire Opportunities**, a local redeployment scheme with the National Careers Service. We will **promote the central Government support schemes**, set out in a 'plan for jobs'. Working with our business community we will explore opportunities to set up **mentoring**

programmes for young people to ensure they are supported through these difficult times.

- 4.8 The crisis has highlighted the need to have more robust mechanisms in place to engage with our business community. As part of the recovery strategy we will be building stronger partnerships with businesses. We will create new **business engagement channels** as well as offering dedicated support to support them to **re-imagine their business model** for the new environment.

Renewal phase

- 4.9 The renewal strategy is based around creating the right environment for communities and businesses to recover. This means supporting **people, places and partnerships** that will bring lasting success.



4.10 To deliver the objectives set out at a Thames Valley level, each of the themes has been developed into a workstream. The entire programme will be supported through a communication and marketing workstream. A programme of activity to promote the reopening of the economy and a place marketing campaign to encourage local, domestic and finally international re-engagement with the Royal Borough.

	Empower our communities to thrive	Create great places to live and work	Build lasting partnerships with our businesses
Health and wellbeing			
Direct Hardship			
Structural Economic			
Building resilience			

4.11 The strategy will be converted into a series of projects, actions and activities. A summary of the current activities that have been identified across the response, recovery and renewal phases is set out below. These will be reviewed and updated as we learn more, this is not intended to be an exhaustive list of activities but provides the basis for planning our initial priorities.

Empower our communities to thrive	RESPONSE	RECOVERY	RENEWAL
	<p>Volunteering programme</p> <p>Support for shielding individuals.</p> <p>PPE and logistics support.</p> <p>Support for key worker children to remain in education</p> <p>Signposting to on-line learning resources.</p> <p>Working with schools on phased reopening plans.</p> <p>Sharing government messaging of 'Stay home, save lives, protect the NHS'</p> <p>RBWM together campaign</p>	<p>Transition of shielding support service measures into BAU</p> <p>Working with businesses to help vulnerable residents to access reopened economy</p> <p>Embedding community response including potential for hubs.</p> <p>Mental health support programmes and promotion of physical wellbeing</p> <p>Curation of a borough-wide event programme</p> <p>Investigate options for recognition and memorials to recognise the impacts on communities.</p> <p>Engagement with higher and further education providers in the borough to understand their needs</p> <p>Promotion and signposting of LEP redeployment scheme and Government support programmes.</p> <p>Develop pathways for those affected by unemployment and mentoring opportunities and education support for young people impacted.</p>	<p>Develop a "place" strategy for physical and mental health and wellbeing that promotes a new relationship between organisations and communities focused on self-care, prevention and maintaining independence</p> <p>Community capacity building</p> <p>Skills gap analysis through engagement with businesses – through new local industrial strategy.</p> <p>Regional education and skills programme to support retraining.</p> <p>Support for development of start-up and grass roots business</p>

Create great places to live and work	RESPONSE	RECOVERY	RENEWAL
	<p>Changes to local bus services</p> <p>Free resident parking in key car parks.</p> <p>Temporary highways measures to support social distancing.</p> <p>Town centre safe reopening plans.</p>	<p>Enable acceleration of walking and cycling measures through bids for investment.</p> <p>Encourage and attract investment to support transition to net zero.</p> <p>Engagement with digital infrastructure providers to understand how they can support a low carbon recovery and embed behaviour change.</p> <p>Work with landlords on meanwhile uses and popups to support town centre vitality</p> <p>Develop stronger relationships with local transport providers to understand how their services are responding to Covid.</p> <p>'Discover Your Royal Borough' local borough campaign'</p> <p>'Rediscover the Royal Borough domestic tourism campaign</p>	<p>New Local Transport Plan to support new patterns of travel.</p> <p>New Digital infrastructure strategy and support for acceleration.</p> <p>Embed the Climate Strategy into the council and across the borough.</p> <p>Place marketing strategy for the Royal Borough tailored for our various audiences.</p> <p>Future of town centres vision for all areas of the Borough</p> <p>Ensuring regeneration programme is supporting our wider recovery strategy.</p>

Building lasting partnerships with our business	RESPONSE	RECOVERY	RENEWAL
	<p>Promotion of open businesses.</p> <p>Business engagement meetings by sector.</p> <p>Business grants, advice and guidance on safe reopening</p>	<p>Development of comprehensive database of borough businesses by sector.</p> <p>New business engagement channels</p> <p>Reassurance messages through phased reopening</p> <p>Shop local / stay local campaign.</p> <p>Independents campaign</p> <p>Work with partners to set up the recovery data hub</p> <p>1-1 business support offer and networking opportunities to build stronger support within the business community.</p> <p>Signposting of support for redesign and reimagining business for the new environment.</p> <p>Place-based task force with local business to identify medium term actions.</p>	<p>Policy review to support businesses to change their business model, including potential for local development orders.</p> <p>Engagement with high growth sectors to support wider economy and community.</p> <p>Proactive inward investment strategy to identify the types of businesses we want in the borough</p> <p>Co-ordinate activity into a new Economic Development Strategy in partnership with business.</p>

Monitoring

- 4.12 As time passes, we will learn more about the direct and indirect impacts of the crisis on both the economy and society. Therefore, our decisions will need to be led by the emerging evidence and data. Therefore, we are setting up a series of indicators to track as we move through the phases of our strategy, which will be developed through the recovery data hub:

5 Implementation

- 5.1 Delivery of the strategy will require a flexible approach. As we learn more about the immediate and long-term effects of the virus on health, society and the economy we will need to adapt our approach to tackle emerging issues.
- 5.2 We are stepping down our emergency planning structures and therefore the delivery will need to be through business as usual structures and working through existing partnerships. The weekly recovery cell meeting will continue as a forum to co-ordinate day-to-day activity. This has representatives from different teams across the council and other organisations as required.
- 5.3 Individual project delivery groups will be set up to support delivery. A good example of this is the town centre reopening group that includes officers from across the council and other organisations which supported delivery of the safe reopening of Maidenhead and Windsor town centres for non-essential retail and then for the reopening of pubs and restaurants.
- 5.4 A director-level recovery steering group has been set up on a monthly basis as the decision-making forum for the recovery strategy. This will provide direction for the development of the recovery strategy. A member reference group has also been set up to advise on the recovery strategy. The terms of reference are included at Appendix A.

Appendix A

RBWM Recovery Member Reference Group

Terms of Reference

Context

- RBWM has established a Recovery Cell to support recovery from the impact and consequences of Covid-19 and provide visible and strong leadership during the recovery phase.
- The Recovery Cell has set strategic priorities which remain under review.
- Unlike other events, the scale of Covid-19 means that RBWM will likely be operating an on-going response (led by the Recovery Cell)
- It is likely that the Recovery Cell will have a role to play for some months if not years to come.
- The Recovery Cell is intended to complement recovery plans and activity that must be maintained at service area level and other agency recovery plans.
- Substantial elements of recovery are likely to have commonality across service areas and local agencies.
- The Recovery Cell will support alignment with any national, Berkshire and Thames Valley Recovery Plans and provide useful operating principles and joint work to inform delivery of local recovery plans and activity by agencies so they can deliver on their interests and statutory duties.

Purpose

The reference group is formed to act in an advisory capacity to:

- Review the strategy, priorities and activities of the RBWM Recovery Cell.
- Offer insight on where any improvements may be considered so that recovery is managed.
- Support the connection between national, Berkshire and Thames Valley Recovery Plans and local agency Recovery Plans.
- Promote understanding of purpose and strategy within political groups.
- Ensure political support for recovery plans and communications.
- Engage with the community as appropriate and identify emerging issues, reporting them into the RBWM Recovery Cell

Membership

- 6 Members
- Chairman – Leader of the Council

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Report Title:	Library Stock Purchase Contract
Contains Confidential or Exempt Information?	No
Member reporting:	Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor; Armed Forces Champion
Meeting and Date:	Cabinet - 10 September 2020
Responsible Officer(s):	Louise Freeth, Head of Revenues, Benefits and Library and Resident Services
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. This report deals with the retendering of the Central Buying Consortium (CBC) contract, that the Royal Borough of Windsor and Maidenhead (RBWM) has been part of since August 2010 for the supply of library stock, for two years from 1 April 2020 to 31 March 2022 with the option to extend for a further two years.
2. It recommends that the Council remains a part of the CBC contract for the purchase of library stock and notes the tender process undertaken by CBC.
3. The expected spend would be £341k over two years or £682k over four years.
4. These recommendations are being made because the contract represents very good value for money for residents whilst offering a timely and broad choice of current books.
5. If renewed, the CBC contract will continue to offer very high discounts for library books with individual suppliers, which would not be possible if RBWM were to approach booksellers on its own. The contract also includes all stock processing so an internal stock services team is no longer required.
6. An additional point to note is the CBC contract offers a central point of contract negotiation saving RBWM the additional staffing resource that would be needed to complete this on a local basis within the Council.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) **Notes the report and retender for the supply of library stock by the Central Buying Consortium under the OJEU compliant process.**
- ii) **Approves the Council continuing to remain an Associate Member of the Central Buying Consortium and utilising the new framework contract for the supply of library stock until 31 March 2022 with the option to extend for two years.**

- iii) **Delegates authority to the Executive Director of Resources & the Corporate Leadership Team in consultation with the Leader, the Lead Member for Finance and the Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor; Armed Forces Champion to award the tender and exercise the optional extension of the new contract for up to two more years, until 31 March 2024, if the Central Buying Consortium decides to pursue the extension.**
- iv) **To confirm the procurement process began prior to Lockdown with an effective contract start date of 01 April 2020. However, use was not made of this until the Library service re-opened in July. At that time, approval was sought from the Director of Resources, until such time as a paper could be brought before Cabinet.**

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

Options

Table 1: Options arising from this report

Option	Comments
This is the recommended option	
1. Continue with the CBC library stock supply contract. This is the recommended option.	<p>The renewal of this contract would reduce the need for significant additional staff resource, including legal and procurement resource, to negotiate and tender a library stock contract. It also increases the ability of the council to, jointly with other local authorities, negotiate higher discounts from suppliers.</p> <p>Service level planning and budgeting against consistent costs would continue ensuring high standards of service delivery would continue to be met.</p>
2. Buy stock independently at local level. This is not recommended	<p>Tendering for new contracts as a small local authority on its own would involve significant staff time and legal and procurement costs in going through a compliant tendering process. Suppliers would not be minded to offer equally competitive pricing to very small customer. Nearly all library stock purchasing in the country is via large consortiums due to the increased competitive edge and savings in staff recourse.</p>
3. Seek to set up a new consortium with members of SELMS (the library management system consortium for which the Borough is the	<p>The majority of SELMS members are already members of the CBC consortium. The time & cost of disentangling authorities from the</p>

Option	Comments
administrative lead). This is not recommended.	CBC arrangements and creating a new consortium would be more than any likely discounts achieved by a smaller number of partners (14 as opposed to 21 in CBC).

- 2.1 A robust open tender procurement process in compliance with West Sussex County Council Standing Orders on Procurement and Contracts and EU Procurement Directives has been undertaken..
- 2.2 Continuing membership of CBC and using the framework provides greater discounts on the purchase of library stock than would be possible with the buying power of a single library authority. Membership also significantly reduces the amount of staff resource required for local procurement activity.
- 2.3 Cabinet approved joining and continuing membership of the CBC library stock contract in 2010. As this offers excellent value for money, the Council has continued to approve associate membership of CBC and to take advantage of the contracts tendered and negotiated by CBC.

3. KEY IMPLICATIONS

- 3.1 RBWM's estimated spend on library stock and related peripherals in 2020-21 is £287,000. Approximately £160k of this spend would be via the CBC stock framework contract. The remaining £127k will be used to purchase Large Print, Spoken Word and non-English language stock from specialist suppliers, reference e-resources, audio-visual items and 24/7 digital services such as PressReader, E-magazines and E-books. It also covers the cost of inter-library loans and library stationery such as barcodes, RFID tags and date sheets.
- 3.2 The Council is charged a 1% fee by CBC for its participation as an Associate Member. This charge is invoiced on a quarterly basis based on stock spend via the appointed supplier for that quarter. The total fee for a spend of £160k will therefore be £1,600.
- 3.3 The expected level of spend over two years is likely to be £320k however there are no penalties should the spend be less than anticipated. If the opportunity to extend is taken up by CBC then the 4 year spend is estimated to be £640k.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Discounts of at least 40% are applied	<40% discounts are achieved	40% discounts are achieved	>40% discounts are achieved	>50% discounts are achieved	1 April 2020

4. VALUE FOR MONEY

- 4.1 The CBC contract represents excellent value for money as the 1% fee is far less than the savings made from the discounts negotiated. Furthermore the level of discount that can be achieved by the Consortium is far higher than a small authority could achieve on its own.
- 4.2 The RBWM library service issued 733,015 physical issues (loans) in 2019-20. This includes an element of digital issues. The potential discount of over 40% per item ensures that maximum value for money is achieved and the Council is able to meet its statutory duty under Subsection 7 (2) of the Public Libraries Act 1964 to “the keeping of adequate stock.... that facilities are available for the borrowing of, or reference to, books... sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children.” The current budget for book stock is £287,550 in total but it should be noted that only £186,500 is direct funding with the remainder being comprised of S106 funding and donations, such as that provided by the Ascot Durning Trust.

5. LEGAL IMPLICATIONS

- 5.1 CBC (Central Buying Consortium) was formed in 1991. It is a non-profit federation of 21 local authorities based broadly across the southern half of England. Members collective procurement spend is currently in excess of £5,000m with the authorities involved representing over 24% of the population of England.
- 5.2 West Sussex is the Lead and Contracting Authority for the Library Supply contract and manages the contract on behalf of Members. At the point of tendering the contract a full OJEU process was implemented. The market is a specialist library supplier market with limited suppliers to choose from. However the consortium ensures a robust process is followed with a competitive outcome.

6. RISK MANAGEMENT

Table 3: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Failure of core supplier	Medium	Invoices only paid after receipt of stock	Low
Spend drops causing core supplier to withdraw	Medium	Maintain levels of spend	Low
Supplier performance is poor causing delays	Low	Monitor performance via consortium	Low

7. POTENTIAL IMPACTS

- 7.1 Equalities. No change to previous EQIA assessments
- 7.2 Climate change/sustainability. The library loan service encapsulates a recycling ethos, discourages single use approaches and provides residents with the opportunity to share resources while ensuring equality of access.
- 7.3 Data Protection/GDPR. No GDPR implications

8. CONSULTATION

- 8.1 No consultation undertaken as this is an internal procurement process.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: 1 April 2020

10. APPENDICES

- 10.1 None

11. BACKGROUND DOCUMENTS

- 11.1 None

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Rayner	Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor; Armed Forces Champion	07.09.20	10.09.20
Duncan Sharkey	Managing Director	07.09.20	10.09.20
Russell O'Keefe	Executive Director	07.09.20	10.09.20
Adele Taylor	Executive Director	07.09.20	10.09.20
Andrew Vallance	Deputy S151 officer	07.09.20	
Elaine Browne	Head of Law	07.09.20	
Mary Severin	Monitoring Officer	07.09.20	
Nikki Craig	Head of HR, Corporate Projects and ICT	07.09.20	
Louisa Dean	Communications	07.09.20	
Kevin McDaniel	Director of Children's Services	07.09.20	
Hilary Hall	Director Adults, Commissioning and Health	07.09.20	
Karen Shepherd	Head of Governance	07.09.20	

REPORT HISTORY

Decision type: Key decision Non-key decision	Urgency item? No .	To Follow item? No
Report Author: Angela Huisman, Library and Resident Contact Lead, 01628 685641		

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

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