

# Public Document Pack

## NOTICE OF MEETING

# CABINET

will meet on

**THURSDAY, 28TH JANUARY, 2021**

**At 6.15 pm**

in the

**VIRTUAL MEETING - ONLINE ACCESS, RBWM YOUTUBE**

TO: MEMBERS OF CABINET

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

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

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

Councillor Cannon, Public Protection and Parking

Councillor Clark, Transport and Infrastructure

Councillor Coppinger, Planning, 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, 20 January 2021

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

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

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Royal Borough  
of Windsor &  
Maidenhead

## AGENDA

### PART I

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

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7. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

To consider passing the following resolution:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 8-9 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"





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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, 17 DECEMBER 2020

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

Also in attendance: Councillor Christine Bateson, Councillor John Story, Councillor Simon Werner, Councillor Lynne Jones, Councillor Carole Da Costa, Councillor Helen Price, Councillor Gurch Singh, Councillor Catherine del Campo, Councillor Karen Davies, Councillor Ewan Larcombe, Councillor Helen Taylor, Councillor John Baldwin, Councillor Mandy Brar, Councillor Clive Baskerville and Councillor Amy Tisi. Barbara Richardson (RBWM Property Company).

Officers: Duncan Sharkey, Hilary Hall, Adele Taylor, Russell O'Keefe, Kevin McDaniel, Andrew Vallance, Tracey Hendren, Nikki Craig and David Cook.

### APOLOGIES FOR ABSENCE

No apologies received.

### DECLARATIONS OF INTEREST

Councillors Rayner, Hilton, and Johnson declared a personal interest in item 9.1 St Clouds Way as they were all on the Joint Venture Board. The monitoring officer had advised that they could take part in the debate and vote on the matter.

### MINUTES

**RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 26 November 2020 were approved.**

### APPOINTMENTS

None

### FORWARD PLAN

Cabinet noted the contents of the Forward Plan for January 2021 to April 2021 and the changes made since last published.

### CABINET MEMBERS' REPORTS

#### A) ENVIRONMENT AND CLIMATE STRATEGY

Cabinet considered the report regarding the proposed adoption of the Environment and Climate Strategy and the adoption of the Single Plastics Strategy.

Cabinet was addressed by Fiona Hewar who informed that this was a big day in our lives as Cabinet were proposing to adopt the strategies. She thanked the councillors for their work and especially the Lead Member. This was the culmination of 2 years of lobbying and campaigning especially from the RBWM Climate Emergency Coalition. She thanked all the groups involved, councillors and officers. This is an emergency and writing the strategy was

the beginning the real work started now. It was hoped that many more people, businesses and organisations would join them in tackling the climate emergency.

The Lead Member for Climate Change, Sustainability, Parks and Countryside thanked Fiona Hewar for her words and informed Cabinet that the strategy had been developed by many people and she thanked Orlagh McColgan, who at nine years old in February 2019, inspired by Greta Thunberg, pressed her mum Sarah and subsequently our councillors to declare a climate emergency, which Council did in 2019.

She also thanked the 80 stakeholders who contributed to the strategy, to the councillors who unanimously approved it in June 2020, to the 347 residents who responded to the public consultation, to the cross party steering committee, to LEAFY (our Local environment action for youth) and to the stakeholder advisory group, all of whom have moulded and shaped this document since we held our first workshop late last year. She also thanked officers Chris Joyce, Olivia MCGregor, James Thorpe and Russell O'Keefe for their hard work.

The consultation showed that there was strong support for the strategy overall, with the vast majority of people in support of the four themes and objectives. It also revealed that there is a lot of enthusiasm in the community to help us deliver the strategy as we move forward. Our ambitious plans recognise the key role the Government will have in driving the agenda forward at a national level and enabling action at a local level through supporting policy and funding.

Cabinet were informed that there had been several improvements as a consequence of the public consultation:

- we have strengthened the trajectory to be consistent with the Paris Climate Agreement, and will be using the Tyndall figures.
- We will have to ensure faster decarbonisation earlier, so as to keep up with our trajectory
- Set more specific targets for improved air quality.
- To expand our engagement section, with the advisory board including young people.

Alongside the strategy, the Lead Member was seeking endorsement from Cabinet for the Single use plastic strategy which had been driven and created from within the community. This had been as a result of the hard work of Paul Hinton, who had worked initially with colleagues from Plastic Free Windsor and then with the officers to create the plastic free strategy, with action plans for the community and council to take forward.

The next stage was to prioritise and have collaborative working. The high percentage of emissions came from energy consumption in buildings so she would be working with the Lead Member for Planning on an action in the energy theme

A “sustainability and energy efficient design” position statement was due to go to cabinet in January. It would set out how the Council will ensure compliance with the adopted planning policy, NPPF, and national commitments relating to climate change. It will apply to all development proposals with a floor space above 100 sq.m2.

Cabinet were informed that the document would drive decisions, resources and actions. When acted upon, it would create a more sustainable borough that was also a healthier, more community focussed places to live.

The Chairman endorsed what had been said but also mentioned that it was a shame it had not been implemented faster but they had been restricted by the pandemic.

The Lead Member for Transport and Infrastructure mentioned that he had presented the original motion to Council and was pleased to see the strategy being brought before Cabinet. The strategy was a result of much hard work and he read out the following vision statement ‘Our vision is to be a Borough where the community collectively works together to achieve a

sustainable future; by protecting and enhancing our natural environment and achieving net zero carbon emissions by 2050 at the latest, and rapid decarbonisation before then.'

The Lead Member for Finance and Ascot highlighted how a number of parties had been brought together to help tackle climate emergency with common objectives. He said he looked forward to the next steps.

Cllr Davies mentioned that as a member of the cross party working group she wished to echo the thanks to officers and those involved. She was pleased to see that residents' concerns about air pollution had been included as well as the air quality aim. She said residents had raised questions about the council's scope of monitoring pollution. She was pleased to see that the single use plastic strategy had been included. The climate emergency response had been the most important thing she had been involved in since being a councillor.

Cllr Jones thanked all who had worked on the strategies, especially the cross party working. She questioned if the air pollution targets were robust and how they would be monitored with more detail on areas of concern.

The reporting Lead Member responded that air quality had been an identified issue that would be taken forward and welcomed input from councillors.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health reported that he wanted to thank all the young people who had engaged with the development of the strategy. It was important to take difficult decisions to make behavioural change.

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

**i) Approves the Environment and Climate Strategy for adoption.**

**ii) Endorse the Single Plastics Strategy and approves that the actions set out in the document be incorporated into the action planning process for the Environment and Climate Strategy.**

**B) WINDSOR NEIGHBOURHOOD PLAN DECISION TO PROCEED TO REFERENDUM**

Cabinet considered the report regarding the approval for the Windsor Neighbourhood plan to proceed to referendum at the earliest practicable opportunity.

Cabinet was addressed by Claire Milne who was speaking on behalf of the Windsor Neighbourhood Committee. She informed that there had been extensive consultation over 6 years thanks to a variety of volunteers. Unfortunately Covid has delayed the process. She thanked those who had provided support including their consultants, Legoland, RBWM officers, financial support and fantastic support from local organisations. She thanked the committee members, John Bastow, Susy Shearer, John Bastow, Jane Carter, Alison Logan, Helen Price and Cori Mackin. The plan was community lead and showed that people valued open space, heritage, design and views. The plan will give people a voice in what is built in the area and what it would look like. They were proud of the plan that would assist officers and councillors in making planning decisions.

The Lead Member for Planning, Environmental Services and Maidenhead thanked Claire Milne for addressing Cabinet and her comprehensive speech. He informed that the Royal Borough had always supported neighbourhood planning. There currently five neighbourhood plans which have been formally made and are part of the development plan: Ascot, Sunninghill and Sunningdale, Hurley and the Walthams, Eton and Eton Wick, Old Windsor and Horton and Wraysbury. There were currently two plans being developed for Windsor, this one that covered the majority of the residential area and the Windsor Business neighbourhood Plan. This plan was especially interesting because of the high value placed on community engagement. The plan covered the period from 2019 to 2034 which was similar to the BLP. The neighbourhood plan was scrutinised by an independent examiner. The Forum had

considered the Examiner's recommendations and had modified their draft plan to incorporate the examiner's recommendations. Unfortunately the referendum has had to be delayed but it is hoped that it will take place on 6<sup>th</sup> May 2020, there was a £20k grant from Government.

The Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor also thanked Claire and the committee. This set out the different historical areas of Windsor. The investigation work and the skills taken to produce this was excellent. This will give valuable guidance for future development. Windsor was lucky that it had lots of green spaces and this document shows their importance.

Cllr Tisi congratulated the committee for all their hard work and the document demonstrated that Windsor was a lot more than the castle. It was great to have the community at its heart.

Cllr Jones mentioned that it had been strange that one part of her ward had been covered by a plan and the other had not, so she welcomed this plan and hoped it would be adopted.

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

- i) Confirms that the Plan meets the basic conditions test**
- ii) Accepts the proposed changes to the Neighbourhood Plan as set out in appendix B**
- iii) Agrees to put the modified Neighbourhood Plan to referendum.**
- iv) Delegates authority to the Head of Planning to issue a Decision Statement and**
- v) Delegates to the Head of Planning in consultation with the Electoral & Information Governance Services Manager and the Lead Member for Planning, Environmental Services and Maidenhead to decide on the date of the referendum.**
- vi) Delegates to the Head of Planning in consultation with the Lead Member for Planning, Environmental Services and Maidenhead to make minor non material amendments to the neighbourhood plan prior to the referendum being announced.**

**c) COUNCIL TAX BASE 2021/22**

Cabinet consider the report that dealt with the statutory requirement to set the Council's Council Tax Base for 2021/22.

The Lead Member for Finance and Ascot informed that the Council Tax Base was used by the Thames Valley Police, Berkshire Fire and rescue service, Parish Councils and the Borough to set precepts and Council Tax for next year. It included new build properties that were likely to be occupied before the end of the next financial year.

The Tax base was presented as Band D equivalent properties which had increase by 488.49 during the year. The target collection rate for council tax was 99.5% and an adjustment was made in the tax base to allow for this 0.5% shortfall. Appendix A was an analysis of properties and the numbers that were subject to various discounts, Appendix B was the Parish Council Band D equivalents and Appendix C showed the change in tax base from 2020/21 by parish.

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

- i) Approves, in accordance with the Local Authorities (Calculation of Tax Base) Regulation 1992, as amended, the amount calculated by the Council as its Council Tax Base for the whole of the Borough area for 2021/22 shall be 69,179.45 as detailed in this report and appendices. This is an increase of 488.49 over the 2020/21 Tax Base, a 0.71% increase.**
- ii) Notes a Council Tax collection rate target of 99.5% for 2021/22.**

**iii) Notes an estimated deficit on the Council Tax Collection Fund in 2020/21 of £142,000, of which the Council's share is £113,000.**

**D) DRAFT REVENUE BUDGET 2021/22**

Cabinet considered the proposed draft revenue budget for 2021/22.

The Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property informed that this was a draft proposed budget that was going out for consultation. He mentioned that this would not be the budget they would have set if it had not been for the pandemic, in a different world they would have started the process of building up the council's reserves using the predicted £4.5 million surplus from this year. In a none Covid world savings would still have had to be made but nowhere near the levels that have had to be done. The revised MTFS had been approved by Council after a thorough debate. The challenge caused by Covid had not lessened but it would have been more challenging if we had not been in a position to carry forward savings. Difficult, painful decisions had to be taken this year but they had been the correct decisions. There had been much talk about a possible S144 but due to a lot of work we had managed to get into a relatively stable position. This proposed budget will go to consultation and lay the foundations for supporting the economy, investing in supporting the most vulnerable and great a borough of opportunity and innovation. There were also difficult saving proposals so that a balanced budget could be set. There is a proposal of a 5% increase in council tax but the borough was in a position of having low tax levels. This was the most realistic, credible draft budget and he wanted genuine feedback from residents, businesses, stock holders and all councillors. It was important to note that for every saving removed there had to be an alternative or cross charge to balance the budget.

The Lead Member for Finance and Ascot informed Cabinet that today he presented the draft 2021/22 budget which would be subject to consultation with residents, businesses and council staff, the feedback from those consultations would inform final budget decisions which will be presented at the February 2022 Council meeting.

The impact of COVID-19 on businesses and communities and its negative impact on the Council's finances had been well publicised. This year COVID-19 will cause additional expenditure of £14.5m but it was expected to receive £13.1 million of COVID funding from Government, a shortfall of £1.4M. However, despite this we are forecasting a positive variance of around £3M.

The MTFS presented at Council in October projected that next year expenditure would exceed income by £8.4M. We have an obligation in law to deliver a balanced budget and this is the gap the draft budget closes. The draft budget shows the impact of COVID-19 next year to be £9.25M. Our projection of Government support is £4.71M so as a direct consequence of the COVID-19 pandemic we will need to manage a budget pressure of £4.5M. It is this covid pressure that has coloured the budget and forced some challenging proposals.

At July Cabinet we agreed an interim Corporate strategy which has informed the draft budget. The papers before Cabinet transparently explained the actions that are proposing to deliver a balanced budget. Savings and growth are shown by directorate, the appendices provide a detailed breakdown of increased costs and income loss as a result of the impact of COVID-19 together with growth bids from services and a detailed schedule of proposed savings.

The headlines were a 2% council tax increase and an additional 3% adult social care precept which will increase a band D property to £1131.27 This is unlikely to change our position as having the 8th lowest council in the country, charging £365 a year less than this year's Berkshire average.

Saving £8.4M had been a challenge but residents should be aware that we will continue to support older people through the provision of excellent services. Three of the Care homes we use are rated Outstanding and one is Good, my research shows that only 4% of homes in the Country are outstanding. Of four domiciliary care agencies used by Optalis, three are Good and one requires improvement. Working with Optalis our adult social care team have been at the forefront of the Council's transformation programme and are proposing savings many designed to improve the wellbeing of older people in care.

We will be investing additional funds in Children's services. Not only were children's services rated good by OFSTED earlier this year but so was the Youth Offending team reflecting the positive influence of Achieving for Children, the proposed budget will ensure that these high standards are maintained. Expenditure on Adults and children's service will be approximately £60M.

There are some services that will operate differently or be reduced and we are aware that a number of decisions may be unpopular but the draft budget will be subject to public consultation. We are awaiting the final details of the comprehensive spending review if this does not deliver additional income, all the savings will be needed. However, we will listen to resident's priorities and adjust the budget accordingly where we are able. So, the final outturn will not be known until nearer the Council budget setting meeting in February next year.

The Director of Resources gave the same budget presentation to all members, she stressed the need to set aside all in-year underspends in a Covid reserve to be used to manage one off overspends next year. Members were invited to look at the savings report at appendix D, where 30% of savings reported were £20K or less so what some might seem small sums really do matter. This was why Council earlier in the week did approve additional expenditure that some saw as a small amount.

In order to create the capacity and expertise to help us deliver our longer-term ambitions we have allocated £850K to increase Corporate capacity in the areas of:

- Strategy and policy development
- Procurement
- Transformation
- Contract management
- Data analytics
- Project management.

Officers have, with enthusiasm and goodwill taken on different roles and performed remarkably effectively in helping the Royal Borough through the COVID-19 pandemic and deserve a pay increase. This is built into the budget as RBWM did not use the Green Book and could set local pay and conditions.

The Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor informed that she was delighted that a draft budget had been brought forward so we get residents views. She thanked officers for providing the challenge that enable a balanced budget. In her portfolio we were proposing a staff wage increase even though national government had announced a pay freeze, there was a chance for transformation in the library service, there would be consultation on the best location for the container library, Old Court and Nordens Farm both get high levels of community support and we want to continue to support them with a new package. Leisure services had been affected by the pandemic with a new provider being required to replace Parkwood Leisure, the pressure would continue but hopefully decrease as participants return. Continued investment in ICT was important as demonstrated during the current crises. There were pressures on the registrars department due to a reduction in weddings,

The Lead Member for Planning, Environmental Services and Maidenhead informed that even without the need to make savings he would still be asking about moving to fortnightly black bin

collections. Earlier this year it had been proved that the borough could move to fortnightly collection. He was determined to increase recycling and this could help so he was asking for residents views.

The Lead Member for Public Protection and Parking informed that it was proposed to review how the community wardens work and looked forward to residents views. With regards to parking revenue was going to be down and we would be looking at a standardised parking charges across the borough. The old on road parking charging machines would be removed.

The Lead Member for Transport and Infrastructure informed that there would be rationalisation of street cleaning so they were cleaned when required and it was proposed to reduce the number of council pool cars from 30 to 8. He looked forward to seeing the consultation results.

Cllr Jones mentioned that it was good to see a draft budget presented in time to allow to allow all councillor to give their views. She acknowledged that not all the information was available at this present time and also agreed with some of the capital slippage. She had raised concern about the authority keeping council tax low and the consequences of this had been evidenced by the pressures of the recent pandemic. She wanted to highlight the reduction in services so residents were aware such as libraries, community wardens, back office staff, road cleaning, day centres, home to school transport as well as placing additional demand on the voluntary sector. She asked how we could be sure all residents would be aware of the consultation.

Cllr Werner mentioned that he would review the proposed budget over the next couple of months and mentioned his view that the council needed a long term strategy. It was important that the consultation was a real exercise and not just rubber stamping. When he was part of the Liberal Democrats administration they had undertaken meaningful consultation allowing residents to express their views on shaping the budget. Residents needed to be aware of the effects of the budget.

The Chairman confirmed that there were a number of unknowns still to be confirmed, however this would be a meaningful consultation and an opportunity for all councillor to put forward there alternative proposals that resulted in a balanced budget. He felt that this was the best budget given circumstances and looked forward to the consultation results.

Cllr Baldwin raised concern that one Lead Member was proposing a fortnightly bin collection whilst another was proposing reducing street cleaning, the combination would have unfortunate consequences. The Lead Member for Planning replied that during the pandemic when there was fortnightly black bin collections there was not issues of bins overflowing and rubbish on the streets as implied.

Cllr Tisi raised concern about the speed of the transformation in adult social care. Talking to officers she understood the need but was concerned about the implication as residents needed the context and reasons behind changes and time for services to be shaped and not axed.

Cllr C Da Costa agreed that it was good to have a draft budget to comment on supported the proposals to go to a fortnightly black bin collection to help increase recycling. With regards to transformation with the children's services felt it would the public to have more information in bite size pieces on areas such as the changes to children's centres.

Cllr Del Campo mentioned that community wardens were introduced in 2004 and had undertaken a crucial role in decreasing anti-social behaviour and the fear of crime. The wardens role was highlighted in 2010 when police budgets were cut. In her ward her residents appreciated the help and support they provided but if reduced there would be no dedicated support in the area and her residents would have to result in calling the 111 police number instead to talking to a warden. She raised concern about the cuts to the arts and also

mentioned the importance of libraries above the need to loan books and she would like them to remain open weekend and evenings.

Cllr Bhangra raised his support for Norden's Farm and its importance to the community and in his ward.

Cllr Price mentioned that there had been a long discussion but little mention on the impact on RBWM staff as some will be fearing for their jobs or the jobs of those they are working with. She offered her support to the MD and his team managing during these difficult times. Reading the budget she concluded that if you are both affluent and able you will be fine, if not you will find it tough for the near future and next five years. She also raised concern about the ability or perception that the voluntary sector would step into the gaps. She felt that they would be a shadow of themselves over the next coming years. She questioned if the voluntary sector would be consulted. The chairman confirmed they would as part of stakeholders.

The Lead Member for Housing, Communications and Youth Engagement informed that the fundamental point was that in order to continue to deliver vital services we needed a balanced budget. If you looked at other authorities such as Croydon who had to deliver a section 144 notice there were many authorities who would struggle to have a balanced budget. With regards to housing there was a large pressure within the budget but it was important that those that require our support received it and our statutory role was fulfilled. During this year all rough sleepers within RBWM had been housed or offered accommodation. With regard to the consultation this would allow residents to understand the rationale for suggestions and make representation. He welcomed alternative budgets from the opposition groups and residents views.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health reiterated the comments made by the Lead Member for Finance about his portfolio. He said that with regard to children's services we remained committed to protecting the most vulnerable within our borough. With regards to comments made about school transport this would be focused on those who need it most, the most vulnerable. With regards to adult social care as mentioned it was important to protect vulnerable residents but also to help support those to have independent lives.

**Resolved unanimously: that Cabinet agrees the draft budget that will be consulted upon prior to final budget setting during February 2021 including:**

- i. The draft budget and revised Medium Term Financial Plan set out in Appendix A.**
- ii. The proposed Covid-19 pressures set out in Appendix B**
- iii. The proposed growth and budget pressures set out in Appendix C.**
- iv. The proposed savings set out in Appendix D.**

**E) DRAFT CAPITAL PROGRAMME 2021/22 - 2023/24**

Cabinet considered the report regarding draft Capital Programme for 2021/22 – 2023/24 and Capital Strategy 2021/22 – 2025/26.

The Lead Member for Finance and Ascot informed that the report presented the Draft Capital Strategy, the Draft Capital Programme for 2021/22 and the capital cash flow. The Draft Capital Strategy was similar to that published with the Budget in February but for clarity it had been reformatted. A notable change was the removal of Repairs and Maintenance as capital



investment as such costs should be funded from revenue. The introduction in the current budget of a £20,000 de minimus level for Capital had started this process.

The value of the Capital programme for 2021/22 was nearly £61M but this was dominated by previously approved major schemes which are shown in appendix C. The most significant addition was funds to allow early surrender of the lease on Maidenhead Golf Course. Despite withdrawing from the River Thames Scheme we have not removed the budget from the Capital programme and will continue to work to establish an affordable funding mechanism.

In order to constrain pressure of Minimum Revenue Provision and interest from borrowing on the revenue budget only essential items to the value of £2.237 was allocated for new bids in the 2021/22 programme, interest payments on schemes of over a year's duration were capitalised.

Table 4 on page 348 detailed the November level of CIL and S106. £3.767 is earmarked for use in 2021/2. Table B was the consolidated capital programme 2021/22 to 2023/24 this shows individual schemes by Directorate. Appendix D shows the detail of Capital bids and source of funding and appendix E the capital cash flow projection.

He draw cabinets attention to page 363 and account code CD 91 described as Windsor Town Centre package. An error was made when setting the 2020/21 budget, only the LEP funding was shown and not additional matched S106 funding of £850K. A cabinet paper would be required to add these funds in year but as the project will slip into 2021/22 the 2020/21 budget will revert to the original £1.563 M and £850K will be added to the proposed 2021/22 capital programme.

Cllr Larcombe addressed Cabinet about the River Thames funding issue and informed that there was a live petition with over 900 signatures to date. He mentioned that the river Thames was a major Environment Agency flood alleviation project. Appendix C on the major schemes document said that river Thames funding was approved by Council in 2015, since then there has been 19 meetings of the River Thames (Datched to Teddington) scheme, he read from the December minutes where a RBWM councillor said the Government should fund the £50 million gap, it was said that the Government would not fund more of the scheme after agreeing to provide £60 million. The money was not required upfront just a signed legal agreement. It was clear RBWM was fully aware that the project was fully funded in 2019. He was concerned that the full facts had not been made clear at council. He felt that the council had a moral duty to fully fund the RTS Channel .

The Chairman said that in terms of the project they remained committed however due to the current financial position additional borrowing would not be sensible. They had lobbied government but had not been successful. The Lead Member said he was totally committed to the scheme when funding permitted.

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

- i. The draft Capital Strategy 2021/22 – 2023/24 as set out in Appendix A**
- ii. The draft consolidated capital programme for 2021/22 – 2023/24 in Appendix B, including slippage from previously approved schemes and the proposed new schemes. Further detail is included in Appendices C and D.**
- iii. The capital cash flow in Appendix E**

**F) SCHOOLS CONDITION ALLOCATION 2021-22**

Cabinet considered the report regarding proposed schools conditional allocation for 2021-22.

The Lead Member for Adult Social Care, Children's Services, Health and Mental Health informed that this report seeks approval of Children's Services' bids to the 2021/22 capital programme, to be funded by the School Condition Allocation. This will allow planning and tendering of schemes in time for delivery over the summer in 2021, before schools restart in September.

The works were is intended to cover any works at community and voluntary controlled schools related to improvements to the school estate. This includes major replacements and improvements to the fabric of the buildings and grounds. The scheme includes compliance works to meet health and safety and building regulations.

The Lead Member for Finance and Ascot highlighted the grant funding that was available for decarbonisation schemes. Five schools had been identified for boiler changes to reduce carbon.

The director informed that once funding had been confirmed that a prioritisation exercise would be undertaken based on schools being Warm, safe and dry.

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

- i. approves the Children's Services 2021/22 capital bids for schemes to be funded by the School Condition Allocation, and includes them in the overall 2021/22 capital programme. This is subject to any changes that may be required to the list of schemes set out in Appendix B following confirmation of the level of grant.**
- ii. approves the listed schemes being put out to tender.**
- iii. delegates any variation of the list of schemes set out at Appendix B to the Director of Children's Services, in consultation with the Lead Member for Adult Social Care, Children's Services, Health and Mental Health.**

**G) DEMAND FOR SCHOOL PLACES**

Cabinet considered the report regarding the latest, 2020, projections of demand for school places in the Royal Borough.

The Lead Member for Adult Social Care, Children's Services, Health and Mental Health informed that the local authority had a legal duty to ensure there were sufficient school places to meet demand. This report provided the latest, 2020, projections. These projections indicate that additional school places may be required over the next four years to meet rising demand in Maidenhead primary schools and in Windsor upper schools.

The report proposed public consultation on a range of options for meeting this demand, including bringing the school site formerly occupied by Oldfield Primary School, the 'Chiltern Road' site, back into use as a primary school. Consultation is also proposed on options including expansion at Riverside Primary School, Larchfield Primary School, Lowbrook Primary School, St Luke's CE Primary School and St Mary's Catholic Primary School. In Windsor, it is proposed to consult on options to provide new upper school places for girls at Windsor Girls' School.

The Director for Children's Services informed that unusually there had to be a number of caveats added to the projections due to the impact of the pandemic for example an increase in elected home education. Along with the schools listed for consultation they were also open to other schools who wished to take part to help meet the need and choice for families at the right price.

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

- i. Approves public consultation on the options recommended in Appendix F to provide new primary school places in Maidenhead and new upper school places in Windsor.
- ii. Delegates authority to the Director of Children’s Services, in consultation with the Lead Member for Adult Social Care, Children’s Services, Health and Mental Health, to add any further options that may come forward into the consultation.
- iii. Requests that a report on the outcome of the consultation be brought back to Cabinet in Spring 2021, together with final recommendations.

H) HOUSING STRATEGY 2020 - 2025

Cabinet considered the briefing paper regarding the development of the Housing Strategy 2020 – 2025.

The Lead Member for Housing, Communications, and Youth Engagement informed that this was RBWM’s first Housing Strategy for some time. In the near future we should have an adopted local plan that will settle the quantum and location of housing. We can then start thinking about why we need new homes rather than where and meeting targets. We want to develop homes not just housing. The economic growth and increased population has not been met with sufficient housing stock and this has pushed up prices to the detriment of residents. We do not want a borough without enough social housing or having families leaving due to affordability.

This was a draft document that had been put together following a number of focus groups and consultation. It was now proposed to go out to a 6 week public consultation. The strategy had three clear objectives, building homes, promoting health and wellbeing and supporting vulnerable people.

Cllr Del Campo informed that she was pleased to see empty homes brought into focus and the breakdown of housing tenures with the proportion of affordable housing increasing.

Cllr Jones also supported the commitment for assessing the need for different tenures. With regards to homes for life she felt that support should be given to help with sustainable housing.

The Lead Member for Adult Social Care, Children’s Services, Health and Mental Health recommended that as part of the consultation that a focus group of young people be used. The Lead Member agreed with the idea.

Cabinet noted the report.

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.

The meeting, which began at 6.15 pm, finished at 9.25 pm

CHAIRMAN.....

DATE.....

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# Agenda Item 5

## CABINET

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

ITEM	SCHEDULED CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Development of a Youth Council	29/10/20	28/02/21	Further work required
Nicholsons Centre CPO	28/02/21	25/03/21	Awaiting planning permission
Position Statement on Sustainability and Energy Efficient Design	n/a	28/02/2021	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)
22 Budget 2021/22	Open -	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 4 Feb 2021	

**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	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll), Lead Member for Housing, Communications and Youth Engagement (Councillor Ross McWilliams)	Kevin McDaniel	Internal process	Cabinet 25 Feb 2021	
23 Datchet Design Guide	Open -	Public consultation finished in March and it is requested that the Design Guide subject to certain amendments is adopted by the Council for Development Management purposes.	No	Councillor David Coppinger	Adrian Waite	Internal process	Cabinet 25 Feb 2021	
School Transport Policy	Open -	To approve the updated strategy	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 25 Feb 2021	

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)
Housing Strategy	Open -	To approve the strategy.	Yes	Lead Member for Housing, Communications and Youth Engagement (Councillor Ross McWilliams)	Tracey Hendren	Internal process	Cabinet 25 Feb 2021	
Position Statement on Sustainability and Energy Efficient Design	Open -	To approve the statement	No	Lead Member for Climate Change, Sustainability, Parks and Countryside (Councillor Donna Stimson)	Adrian Waite	Internal process	Cabinet 25 Feb 2021	
Home to School Transport Policy 24	Open -	To seek approval for consultation on the policy.	No	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	External	Cabinet 25 Feb 2021	
Contract for Nursing Care Home Placements	Open -	Contract Award of a five year contract for 20 nursing care home beds for borough funded residents.	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Lynne Lidster	Internal Process	Cabinet 25 Feb 2021	

**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)
25 Standards and Quality of Education – A Review of the Academic Year 2018-19	Open -	Annual report on progress against the outcomes set by cabinet that highlights overall performance of all pupils in academic year 2018-19 including the attainment of disadvantage pupils. The report we reflect the current position of Ofsted judgements of schools in the Royal Borough and our progress in tracking the participation of 16 and 17 year old students.	No	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 25 Mar 2021	
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 25 Mar 2021	
Financial Update	Open -	Latest financial update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Taylor	Internal process	Cabinet 25 Mar 2021	

**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)
Highway Investment – Capital works programme 2021-22.	Open -	Further to the approval of the Councils capital budget for 2021-22. A Capital works programme has been compiled. The report seeks approval to spend the allocated budget on schemes set out in Appendices	Yes	Lead Member for Transport and Infrastructure (Councillor Gerry Clark)	Hilary Hall	Internal Process	Cabinet 25 Mar 2021	
Highways Maintenance and Management Contract – Options and future recommendations	Open -	The Highways maintenance management contract, which is currently awarded to Volker Highways is in the 4th year of a 5 year + 2-year contract. The report outlines options and recommendations for the future of this contract.	Yes	Lead Member for Transport and Infrastructure (Councillor Gerry Clark)	Hilary Hall	Internal process	Cabinet 29 Apr 2021	

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

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

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
<del>5</del>	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.

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

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Report Title:	<b>Library Transformation Strategy 2021-25</b>
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Rayner, Deputy Leader of The Council, Lead Member Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor
Meeting and Date:	Cabinet 28 January 2021
Responsible Officer(s):	Adele Taylor, Director of Resources
Wards affected:	All

www.rbwm.gov.uk



## REPORT SUMMARY

1. This report recommends that the draft Library Transformation Strategy goes out for public consultation and community, partner and stakeholder engagement, and returns to Cabinet in April 2021 for a decision.
2. The Library Transformation Strategy will contribute to and support the Corporate Transformation Strategy by helping to build a “Community Centric Borough of Opportunity and Innovation” while achieving essential savings for the Council.
3. The Strategy will prioritise strength-based activity in a co-ordinated manner to give communities more power to develop their own resilience and independence, and to mitigate against the digitally disengaged becoming more isolated, more disadvantaged and more excluded, so that communities can create and implement their own solutions.
4. Councils remain statutorily responsible for overseeing and ensuring the delivery of a ‘comprehensive and efficient’ library service and are also responsible for supporting the overall health and well-being of their communities.
5. As funding pressures on Adult Social Care and Children’s Services increase and resident expectations change the role libraries play in place shaping and preventing dependency has become more important than ever.

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) **Commence a full Public Consultation and extensive engagement with stakeholders on the proposed Library Transformation Strategy**
- ii) **Review the consultation outcome in April 2021 and consider approving a Library Transformation Strategy to shape the service, in line with the Corporate Transformation Strategy, until 2025.**

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

**Options**

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

<b>Option</b>	<b>Comments</b>
Hold an extensive public consultation with partner and stakeholder engagement to inform the adoption of a Library Transformation Strategy that supports the Corporate Transformation Strategy and delivers on Corporate priorities. <b>This is the recommended option</b>	Adoption of the strategy will provide clear objectives for the library service, taking into consideration current and future requirements, and will bring existing policies and strategy up to date and ensure they deliver on the Corporate Priorities, in line with the Corporate Transformation Strategy.
Reject the development of a Library Transformation Strategy and retain existing policies and strategies. <b>This option is not recommended</b>	This is not recommended as existing policies are being updated and refreshed to reflect current conditions.
Adopt the Library Transformation Strategy without public consultation or partner and stakeholder engagement. <b>This option is not recommended</b>	This is not recommended as the risk of challenge and Judicial Review is high with this approach.

2.1 The proposed Library Transformation Strategy seeks to support the Corporate vision of creating a “Borough of Opportunity and Innovation” by seeking to promote 6 strategic priorities:

- 2.1.1 Facilitate opportunities for young citizens to make a positive contribution to society
- 2.1.2 Empower citizens to be healthy, skilled and independent
- 2.1.3 Help shape vibrant, strong and resilient communities
- 2.1.4 Assist economic recovery and aspiration, achieve potential
- 2.1.5 Deliver value for the community by the community by managing resources well
- 2.1.6 Ensure access to trusted information without a commercial or partisan bias.

2.2 The strategy outlines how the library service will continue to adapt in an agile way to changing circumstances, opportunities and demands using innovative technologies, and will assist councillors, senior officers, library professionals, stakeholders, communities and customers to understand the role that library services can play in delivering other council priorities and shared objectives.

### 3. KEY IMPLICATIONS

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Sustainable and resilient library service coordinating and facilitating the delivery of support services through libraries that promote community resilience at no additional cost to the Council while meeting the requirements of the 1964 Public Libraries and Museums Act and related legislation.	Not achieved by 01 April 2022.	01 April 2022	01 Sept 2021	01 June 2021	01 April 2022
Deliver essential savings for the Council.	Savings not delivered by April 2022.	£292K savings delivered by April 2022.	10% additional savings achieved.	20% additional savings achieved.	April 2022
Continue to diversify the service by implementing actions as outlined in the Strategy.	Actions not carried out.	01 April 2023	01 Sept 2022	01 April 2022	01 April 2023
Ensure the digital offer is not “Our Best Kept Secret” evidenced by an increase in take-up by 1000 engagements per year and	No increase in take-up.	01 April 2024	01 April 2023	01 April 2022	01 April 2024

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
10,000 loans and visits per year.					
Provide services to the most vulnerable and young people via the Inclusions Reading Development Service, Schools Offer, Home Library Service, Mobile Library Service and Volunteer-led digital support services evidenced by an increase in take-up.	Equality Impacts are challenged and fail at JR.	01 April 2024	01 April 2023	01 April 2022	April 2024
Expand the strong foundation of co-location and shared spaces within communities by increasing the number of partners using and contributing to the upkeep of library buildings.	No new partnerships developed.	01 April 2024	01 April 2023	01 April 2022	April 2024
Support residents to access support and services to promote independence by facilitating and	No new community led support services delivered from libraries.	01 April 2023	01 Sept 2022	01 April 2022	April 2023



<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
coordinating new community-led support services.					
Increase in take-up, positive customer feedback and positive partner feedback.	Decrease in take-up, positive customer feedback and positive partner feedback.	01 April 2024	01 April 2023	01 April 2022	April 2024

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

4.1 Approval of the Library Transformation Strategy itself requires no additional funding

4.2 Savings of £292K per annum will be achieved by April 2022

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

<b>REVENUE COSTS</b>		<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Additional total		£0	£0	£0
Reduction		£0	£121,000	£171,000
Net Impact		£0	£121,000	£171,000

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

5.1 Library services must comply with the Public Libraries and Museums Act 1964 and other legal obligations, including the Equality Act 2010 (under which the Public Sector Equality Duty arises).

5.2 In providing this service, a library authority must secure adequate stocks sufficient in number, range and quality to meet the general requirements and any special requirements of adults and children; and encourage adults and children to make full use of the library service.

5.3 Equality Analysis must be carried out to demonstrate that decision-makers are fully aware of the impact that changes may have on those with protected characteristics in line with the Equality Act 2010.

5.4 The Secretary of State for Digital, Culture, Media and Sport (DCMS) has a duty under the Act to:

5.4.7 superintend and promote the improvement of the public library service provided by councils in England

5.4.8 secure the proper discharge by councils of their functions as library authorities

5.5 The Act also provides the Secretary of State with the statutory power to intervene and call a local inquiry when a library authority fails (or is suspected of failing) to provide the required service.

5.6 If a representation is made to the Secretary of State about a library service not meeting its legal obligations, the library authority will be required to demonstrate that it has met the legal obligations as outlined in the Library Transformation Strategy. Failure to do so puts the Local Authority at risk of Judicial Review.

## 6. RISK MANAGEMENT

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

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
A representation is made to the Secretary of State about the library service not meeting its legal obligations.	High	The Library Transformation Strategy is developed around local need, is consulted on extensively and includes a rigorous analysis of potential impact.	Medium
An individual or group challenges the lawfulness of decisions relating to the Library Transformation Strategy through a Judicial Review	High	During a judicial review, the courts will examine the council's decisions and the process the council took in reaching those decisions, including the council's approach to equality considerations. Therefore Councillors must make their decisions based on the statutory requirements of the relevant legislation and follow due process	Medium
Delivery of the outcomes and strategic objectives of the strategy are not achieved.	Medium	A phased action plan is developed with indicative timescales. The library lead officer drives delivery.	Low
The strategy is not aligned, conflicts with or does not complement other strategies and policies resulting in lack	Medium	Proactive communication with officers and Members to ensure that there is awareness and understanding of the strategy. Corporate Leadership Team to provide challenge in	Low

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
of clear objectives, inefficiencies and mixed messaging to residents.		decision and policy making to ensure that the strategy is recognised and considered.	
Delivery of the strategy is unaffordable.	Medium	The strategy has been developed to align with the current and projected financial position.	Low
The enduring impact of Covid-19 alters the library and community 'landscape' significantly.	Medium	The strategy will be reviewed and updated dynamically as the impacts of Covid-19 become clearer.	Low

## **7. POTENTIAL IMPACTS**

7.1 Equalities. A full EQIA has been carried out. Equality Impact Assessments are published on the [council's website](#).

7.2 Climate change/sustainability. The Climate Impact approach of the Library Transformation Strategy is included in Appendix K.

7.3 Data Protection/GDPR. The Library Transformation Strategy does not relate to personal data and a DPIA is not required. However a DPIA will be completed for individual elements of the action plan as they are developed and delivered if required.

## **8. CONSULTATION**

8.1 The strategy has been subject to internal review and will be extensively consulted on. Engagement with partners, stakeholders and residents will take place during February and March 2021.

8.2 A Consultation Plan will ensure that the relevant Forums such as the Disability and Inclusions Forum are consulted, that engagement with Parish Councils takes place, that the Service's Health and Wellbeing partners and Arts and Culture partners are involved and that residents without access to digital options or who may require Large Print documents are supported.

8.3 A revised Strategy informed by this consultation process is due to return to Cabinet in April 2021 for approval.

## 9. TIMETABLE FOR IMPLEMENTATION

**Table 4: Implementation timetable**

Date	Details
10 Feb 2021	Public and Partner Consultation
29 April 2021	Review of consultation outcome, Legal Advice, Cabinet
01 June 2021	Staff consultation
01 Sept 2021	Implementation

## 10. APPENDICES

10.1 This report is supported by 1 appendix:

- Appendix A RBWM Libraries Transformation Strategy 2021-2025

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by 15 background documents:

- Equality Impact Assessment
- Digi Bootcamp Minecraft Presentation
- ABCD Libraries Presentation
- “Volunteering that Creates Opportunities” Presentation
- Introduction to the Universal Offer (UO) Library Framework
- Universal Library Offers Handbook
- Children’s Promise Presentation
- Culture and Creativity UO Presentation
- Reading UO Presentation
- Digital and Information UO Presentation
- Health and Wellbeing UO Presentation
- Vision and Print Impaired People’s Promise Presentation
- Schools RDS (Reading Development Service) Library Offer
- Reading Development Inclusions Annual Report
- Carnegie Trust Making a Difference

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Rayner	Deputy Leader, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor	24/12/20	24/12/20
Duncan Sharkey	Managing Director	24/12/20	06/01/21
Adele Taylor	Director of Resources/S151 Officer	24/12/20	24/12/20
Kevin McDaniel	Director of Children’s Services	24/12/20	

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Hilary Hall	Director of Adults, Health and Commissioning	24/12/20	
Andrew Vallance	Head of Finance	24/12/20	
Elaine Browne	Head of Law	24/12/20	06/01/21
Mary Severin	Monitoring Officer	24/12/20	04/01/21
Nikki Craig	Head of HR, Corporate Projects and IT	24/12/20	04/01/21
Louisa Dean	Communications	24/12/20	
Karen Shepherd	Head of Governance	24/12/20	04/01/21
Louise Freeth	Head of Revenues, Benefits, Libraries and Resident Service	24/12/20	24/12/20
Adrien Waite	Head of Planning	24/12/20	
Barbara Richardson	Director: RBWM Property Company	24/12/20	
Chris Joyce	Head of Infrastructure, Sustainability and Transport	24/12/20	

## REPORT HISTORY

<b>Decision type:</b> Key decision (entered into the Cabinet Forward Plan 08/12/2020)	<b>Urgency item?</b> No	<b>To Follow item?</b> No
Report Author: Angela Huisman, Library and Resident Contact Lead, 07717 693031		



# Royal Borough of Windsor and Maidenhead

## Library Transformation Strategy

### 2021-2025

#### **“BUILDING A COMMUNITY CENTRIC BOROUGH OF OPPORTUNITY AND INNOVATION”**

The RBWM vision is underpinned by six priorities:

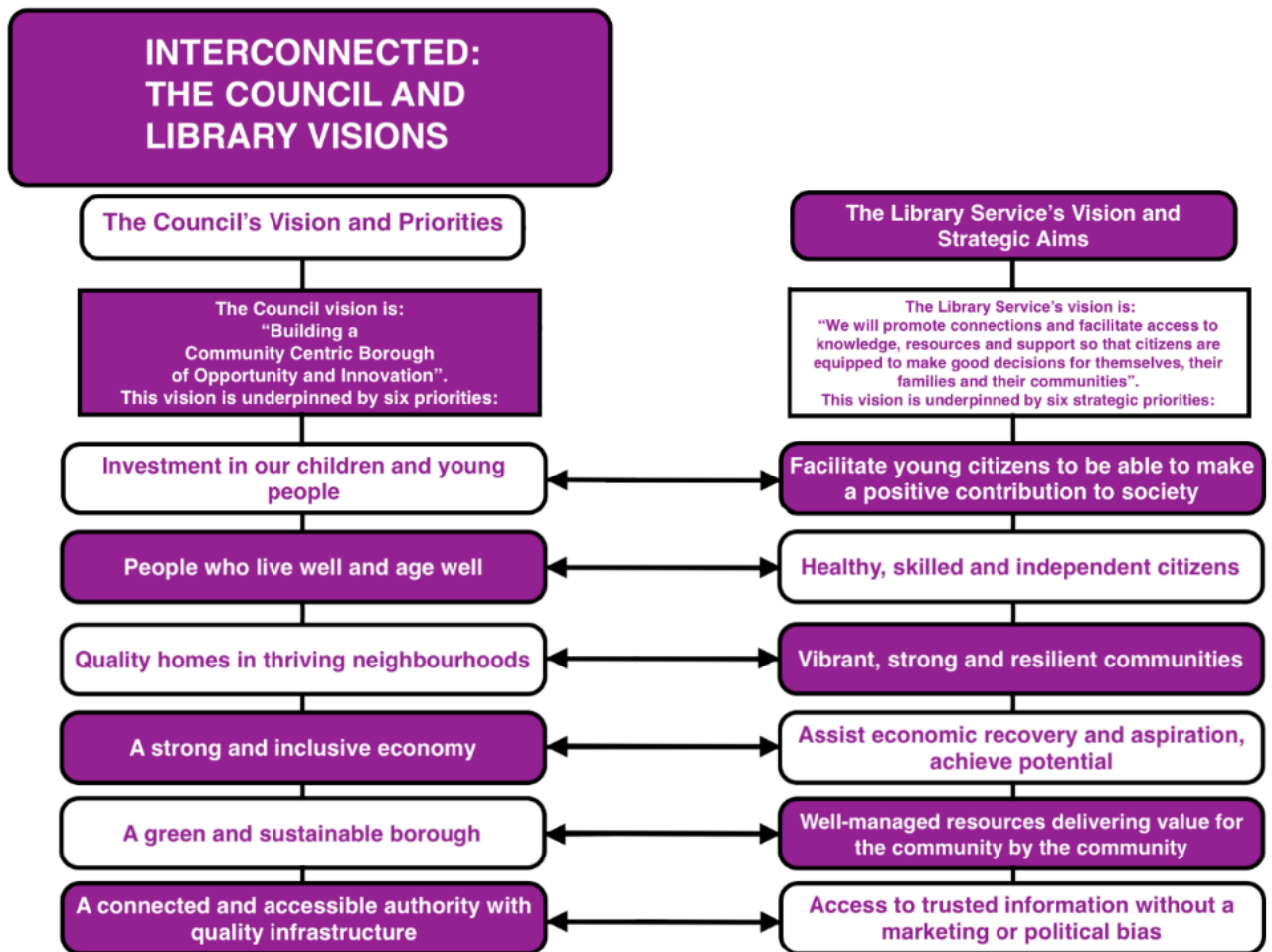
- Investment in our children and young people
- People who live well and age well
- Quality homes in thriving neighbourhoods
- A strong and inclusive economy
- A green and sustainable borough
- A connected and accessible authority with quality infrastructure

#### **The RBWM Library Service Vision:**

*We will nourish connections and facilitate access to knowledge, resources and support so that citizens are equipped to make good decisions for themselves, their families and their communities.*

**The Library Service vision is underpinned by 6 Strategic Priorities:**

- Facilitate opportunities for young citizens to make a positive contribution to society
- Empower citizens to be healthy, skilled and independent
- Help shape vibrant, strong and resilient communities
- Assist economic recovery and aspiration, fulfil potential
- Well-managed resources delivering value for the community by the community
- Access to trusted information without a commercial or partisan bias



## 1. Introduction

- 1.1. The council is introducing a more radical and transformational approach to providing local services to deal with pressures on resources, increasing demands for social care and changing expectations from local communities.
- 1.2. Financial, technological and demographic challenges are increasing. Councils must give communities more power to develop their own resilience and independence, and to mitigate against the digitally disengaged becoming more isolated, more disadvantaged and more excluded, so that communities can create and implement their own solutions.
- 1.3. A robust, objective and evidence-based library strategy is required in order to help deliver corporate priorities through a Library Service that helps release the power and assets within communities to meet local need. The impact that this approach to delivering library services has on lowering costs in Adult Social Care, Children's Services, Housing, the NHS and other Public Services is significant<sup>1</sup>.

<sup>1</sup> <https://www.artscouncil.org.uk/sites/default/files/download-file/The%20health%20and%20wellbeing%20benefits%20of%20public%20libraries.pdf>



- 1.4. This strategy outlines how the library service will continue to adapt in an agile way to changing circumstances, opportunities and demands, and will assist councillors, senior officers, library professionals, stakeholders, communities and customers to understand the role that library services can play in delivering other council priorities and shared objectives.
- 1.5. This strategy will be clear about aims, priorities and outcomes for the service, with an understanding of the changing environment in which libraries operate.
- 1.6. It will be creative, realistic and designed around new possibilities and ways of working.
- 1.7. It will challenge complacency, inspire innovation and demand continuous improvement.
- 1.8. It will be clearly aligned with – and integral to – wider corporate strategies and plans.



*Library Services Summer Reading Challenge supporting literacy*

## **2. Background**

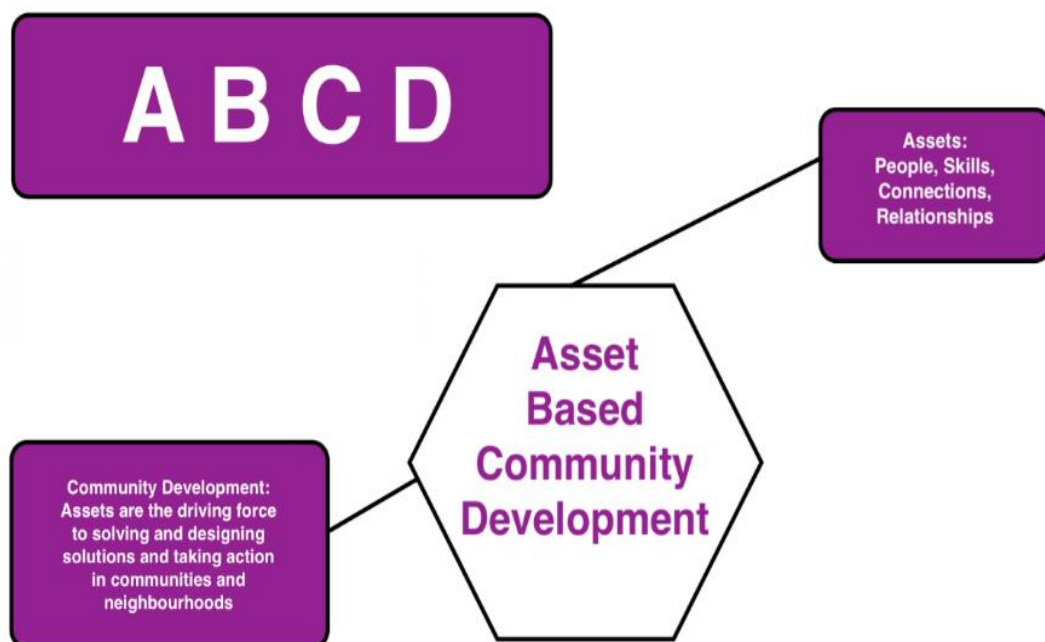
- 2.1. The Royal Borough's Library Service introduced an Asset-Based Community Development (ABCD) approach to the Royal Borough in 2013. The expressed aim of the new Offer was "Volunteering that creates Opportunities" and the objective was to "Maintain and plan for a sustainable delivery of extended services offered by volunteers" in the community.
- 2.2. The Community Libraries are embedded in their communities. Over a hundred volunteers, many of them young volunteers, and close to a hundred partners (community groups, charities, individuals, public services, council services and other organisations) have recourse to the significant reach the

community libraries have into local communities, providing a cost-effective way to link capacity with need.

2.3. When the success of the NHS's MECC (Making Every Contact Count) approach to behaviour change<sup>2</sup> became evident, library staff were not only trained but became a source of accredited trainers and are able to deliver this training to council colleagues in Public Health and other services.

2.4. MECC is an evidence-based approach to behaviour change that encourages people to come up with and implement their own solutions and encourages changes in behaviour that have a positive effect on the health and wellbeing of individuals, communities and populations.

2.5. Traditionally, public services, Social Services in particular, focused on weakness, providing services by responding reactively to identified problems. Strong evidence, however, supports expanding the ABCD and MECC approach already utilised in libraries across the Council to achieve Council and Community aims. See the [Corporate Transformation Strategy](#) for more detail on how this approach will be implemented across the Council.



## Strengths of Libraries in ABCD

- **Place based:** Community Libraries, Mobile, Maidenhead and Windsor Libraries – in the locality, with the resources and spaces for learning, IT, meeting, responsive opening times, access to online resources, current and potential shared use of infrastructure space
- **Local partnerships:** with schools, volunteers, CAB, police, community wardens, parish councils, Friends of RBWM Libraries, local funding organisations, Ascot Durning Trust, local businesses Royal Ascot, nurseries, activities such as knit and natter, rhymetimes, storytimes
- **Community Builders:** Library staff trained and local and wider knowledge focused, always sharing, signposting, focused on people development, human connectedness, informed empathy
- **Community Connectors:** staff, library members/readers, library volunteers, library volunteers and their links and skills, Friends of RBWM Libraries, reading group members, school teachers, parents, CAB colleagues
- **Asset mapping:** our activities and resources are shaped by community connectors and partnerships, libraries facilitate development of skills, promote literacy, nurture talents, progressive approach to inclusion and learning

<sup>2</sup> <https://www.makingeverycontactcount.co.uk/>

2.6. Councils remain statutorily responsible for overseeing and ensuring the delivery of a 'comprehensive and efficient' library service<sup>3</sup> and are also responsible for supporting the overall health and well-being of their communities.

2.7. This strategy will promote books, digital resources, reading and literacy.

### 3. Methodology

3.1. Evidence used to develop this strategy included current usage data, local knowledge, comparative statistics, JSNA, local plans, neighbourhood plans, schools' data, CIPFA, Libraries Taskforce core datasets and digital exclusion heatmaps.

3.2. Strategies and Documents that have been referred to during the development of this strategy have included The Corporate Plan, Environment and Climate Strategy, RBWM Transformation Strategy, Asset Strategy, Maidenhead Vision Charter and Libraries Ambition<sup>4</sup>.

3.3. Expertise and evidence from sector support organisations, DCMS, library professionals and staff have guided the development of this strategy.

3.4. In order to implement the Strategy the Service will implement a combination of physical, digital, social and content-based offers to ensure residents have access to the means, the information and the connections they need to make good decisions in order to achieve the six Strategic Aims of this Strategy.



*Promoting Bookstart<sup>5</sup>*

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<sup>3</sup> <https://www.legislation.gov.uk/ukpga/1964/75>

<sup>4</sup> <https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021>

<sup>5</sup> Impact of Bookstart Programmes: <https://www.booktrust.org.uk/what-we-do/impact-and-research/Research/>

#### 4. Current Position:

- 4.1. Up until the start of the Pandemic, more people visit libraries than attended Premier League football games, the cinema, and the top 10 UK tourist attractions combined. Maidenhead Library regularly had more than a thousand visits a day as residents used the space to access a wide variety of information, resources, books, support and services.
- 4.2. There is strong evidence that reach, quality interaction, support and access to physical resources have been significantly limited and have curtailed the library services' ability to deliver a curated social experience and wider range of benefits to communities. This was particularly felt in relation to opportunities for structured and unstructured forms of interaction and engagement<sup>6</sup>.
- 4.3. Use of other community spaces such as community centres and youth clubs are very low in comparison to libraries. People still choose, in very high numbers, to go to the library rather than make use of other community spaces for activities such as study, social contact, community groups exercise and access to support.
- 4.4. While all age ranges are well represented amongst library users, the under 24 demographic had the highest usage prior to Lockdown. The Pandemic, however, has seen highest usage amongst the 18-35 age group.



*Maidenhead Library Teenagers*

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<sup>6</sup> [https://d1ssu070pg2v9i.cloudfront.net/pex/carnegie\\_uk\\_trust/2020/10/13090335/Overarching-report-Making-a-Difference-1.pdf](https://d1ssu070pg2v9i.cloudfront.net/pex/carnegie_uk_trust/2020/10/13090335/Overarching-report-Making-a-Difference-1.pdf) p23-27

- 4.5. Prior to Lockdown RBWM libraries visits and loans increased every month when compared to the same month of the previous year, with almost a million visits and over 700,000 loans in 2019-20. Close to a hundred partners deliver services to residents via libraries.
- 4.6. The Royal Borough is not unique in experiencing this increase in demand for library services. About one quarter of library services are seeing an increase in demand as councils centre libraries in place-shaping, prevention and community development.
- 4.7. Demand for the Royal Borough's Library Schools Offer has increased since schools opened after the initial Lockdown as children and parents turned to books to support mental and emotional health as well as academic achievement. Schools can select from five different options depending on their budget, needs and numbers of pupils. Subscriptions range from £350pa to £2500pa. Add-ons such as topic boxes and additional reading development sessions can also be purchased on an ad hoc basis. 5 schools have recently upgraded their collections to include Reading Well and Empathy sets.
- 4.8. The Local Studies service is particularly valued by residents, with a collection that includes very valuable primary and secondary material from the 1500s onwards. Appendix 1 outlines the resources available and some examples of the Local Studies enquiries that have been dealt with since the start of the pandemic. Curation of the collection and ensuring the resources are accessible to residents is an integral element of the core, statutory library offer.
- 4.9. The Royal Borough's library service was the first RBWM council service to introduce many innovations such as tablets, wifi, interactive webpages, social media, interactive facilities, extensive volunteer programmes including one for teenagers, VR (Virtual Reality), MECC and ABCD.
- 4.10. Working closely with sector leaders and partners, thinking creatively and making evidence-based decisions, the service aims to be innovative, agile and ahead of the curve. The "Digi-offer" was expanded with the initial Lockdown and take-up was high. The expanded Digi-offer can be viewed in Appendix 2.
- 4.11. Take-up of the blended offer prior to the Pandemic was of course many times higher and the service looks forward to facilitating the full range of support services, via community partners, to residents once again when it is safe to do so. Many of those services will have developed their digital offer and together the aim will be to create a truly blended support community that enables people to stay independent, active and healthy and avoid the need for costly crisis interventions.

- 4.12. The RBWM Library Offer is underpinned by the Libraries Connected Universal Offers<sup>7</sup>. Support from many organisations such as the Reading Agency, BookTrust, Public Health and ACE (Arts Council England), and successive successful funding bids, have enhanced Royal Borough Library Services without adding cost to the Council Tax Payer.
- 4.13. The community library model requires one single part-time staff member on site for a limited number of hours per week to facilitate and coordinate the range of activities and support services delivered by volunteers, charities and other organisations while helping residents navigate access to digital and physical information sources and books. It is worth noting that there are significantly more library volunteers (102) than library staff (58).
- 4.14. RBWM libraries are co-located with several other services and running costs, excluding NNDR, are low.
- 4.15. The option to form a Trust to reduce the NNDR bill has been reviewed but as libraries are fully merged with Resident Services and deliver such a wide range of support services, other expenses related to establishing and running a Trust alongside continuing those services would negate the NNDR savings.
- 4.16. Sufficient income to cover other costs as well as volunteer support mean that NNDR is the only expense for some RBWM Libraries. It is an interesting aside that the rules for NNDR are the only driver to close the library in some instances.
- 4.17. Most community libraries are located in rent-free shared spaces. Library spaces are available to the community 7 days a week and are regularly used by volunteers, community groups, charities and other partners such as Thames Valley Police outside of library opening hours.
- 4.18. Community groups, Charitable Trusts and Parish Councils contribute to the running costs of the community libraries.
- 4.19. The Library Service is an integral part of the Dedworth and Clewer Community Pilot Project and has already enabled the establishment of a Cycle Hub on the Dedworth Library site. The supervisor has extensive experience working with the community, having been involved in drone filming for teens, a pop-up café, film clubs, and many other community endeavours. See Appendix 3 for a Case Study: Dedworth Library supporting the Local Community.
- 4.20. Many of the support services delivered via libraries emerge from within the local community to meet the unique needs of that community (“what the

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<sup>7</sup> <https://www.librariesconnected.org.uk/page/universal-offers>

community cares enough about to do something about”). Library volunteers are key as they have an important influencing role on the service.

## **5. Statistics and comparators**

5.1. See Appendix 4 for comparator statistics against similar Library Authorities

5.2. See Appendix 5 for key facts and figures for RBWM Libraries

5.3. See Appendix 6 for key partners (this list is not exhaustive or static).

## **6. Outcomes delivered by RBWM libraries (see Appendix 7 for details):**

6.1. Cultural and creative enrichment

6.2. Increased reading and literacy

6.3. Improved digital access and literacy

6.4. Helping everyone achieve their full potential

6.5. Healthier and happier lives

6.6. Greater prosperity

6.7. Stronger, more resilient communities.

## **7. Future Needs and Forecasting**

7.1. The way in which customers use and engage with the service is constantly changing. Specialist library staff ensure the service remains ahead of the curve in terms of technological and social developments, introducing new technologies and innovations to the Council every year.

7.2. As funding pressures on Adult Social Care and Children’s Services increase, the role libraries play in preventing dependency has become more important.

7.3. The service has responded quickly to the increase in demand for business start-up advice, job seeker support, UC support and Basic IT Skills Training (See Appendix 8).

7.4. Libraries are perfectly placed for Social Prescribing<sup>8</sup> and a funding bid to the Thriving Communities Fund is currently being developed. GPs have stated that the Social Prescribing Service has the potential to save the NHS millions

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<sup>8</sup> <https://www.england.nhs.uk/blog/social-prescribing-at-the-library/>

of pounds. In Shropshire, where the Library Service played a significant part in the Social Prescribing Offer, a statistically significant reduction of 40% was seen in visits to the GP for people who used the social prescribing service<sup>9</sup>.

- 7.5. Staff are already MECC trained and have access to the information needed to link activities and services to those with the greatest need, to help prevent dependency For staff, MECC means having the competence and confidence to deliver healthy lifestyle messages and the encouragement for people to change their behaviour and to signpost to local services that can support them to change.
- 7.6. The spike in demand for digital library services is being met, but decision-makers must be cognisant of the significantly higher cost of e-books and digital reference resources and arduous licencing restrictions in comparison to traditional books, and the very limited range of (mostly American) titles to choose from. This is a challenge for the sector that is being brought to Government attention via appropriate Government Select Committees<sup>10</sup>.
- 7.7. Job losses and financial constraints may mean an increasing number of citizens will require access to public PCs and library volunteer support for online Job search and training if unable to access or afford digital services from home. Public PC access points for those who cannot travel into Maidenhead and Windsor Town Centres will need to continue to be provided via community libraries to ensure access to Benefits and other support services for the most digitally disengaged.

## **8. How will the Library Service achieve its Vision and Strategic Aims**

- 8.1. The library service will support the Council's vision and priorities by implementing an action plan that will focus on achieving the 6 strategic aims of this strategy.
- 8.2. This will be done by facilitating and coordinating, via community groups and other partners, a range of services for everyday life to meet community needs as set out in the illustration below.

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<sup>9</sup> [https://42b7de07-529d-4774-b3e1-225090d531bd.filesusr.com/ugd/14f499\\_131547f575344dcdbf4c8281f80ea18c.pdf](https://42b7de07-529d-4774-b3e1-225090d531bd.filesusr.com/ugd/14f499_131547f575344dcdbf4c8281f80ea18c.pdf) p49

<sup>10</sup> A comparison of physical and e-book NF titles to support learning and education can be viewed here: <https://docs.google.com/spreadsheets/u/0/d/1ix8AkrDisZnO9TEPD0wFtPdG8to9WQ28l0qAqJ9ZOI0/htmlview>



# RBWM Libraries Deliver Services for every day life



## Active learners

- Users' needs including:**
- Reading
  - Digital literacy
  - Health and wellbeing
  - Study space
  - Connectivity
  - Careers information
  - Learning resources

- Libraries deliver services including:**
- Free WiFi and computers
  - Health information
  - Social spaces
  - Free study space
  - Books and e-resources
  - Homework clubs
  - BookAhead and Quick Reads



## Children and young people

- Users' needs including:**
- Reading
  - Digital literacy
  - Health and wellbeing
  - Family activities
  - Life skills

- Libraries deliver services including:**
- Free WiFi and computers
  - Health information
  - Social spaces
  - Bookstart
  - Rhymetime
  - Summer Reading Challenge
  - Code Clubs
  - Volunteering



## Active ageing

- Users' needs including:**
- Reading
  - Digital literacy
  - Health and wellbeing
  - Family activities
  - Social activities

## wonderful libraries that will make every kid a reader

Sunninghill Library, Windsor



## Active citizens

- Users' needs including:**
- Reading
  - Digital literacy
  - Health and wellbeing
  - Community
  - Business support
  - Family activities

- Libraries deliver services including:**
- Free WiFi and computers
  - Health information
  - Social spaces
  - Local information
  - Business Start-up Advice
  - Books and e-resources
  - CV and Job Search support



- Libraries deliver services including:**
- Free WiFi and computers
  - Health information
  - Social spaces
  - Books and e-resources
  - Events and activities
  - Home delivery service

8.3. The Library Service will also deliver on the outcomes expressed in the strategic priorities by supporting and coordinating targeted services for specific life situations as illustrated below.

## Libraries deliver targeted services for specific life situations

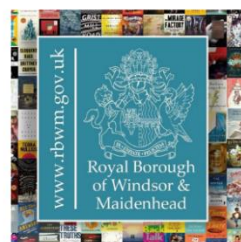


## Health

- Long term health issues:**
- Books and information
  - Meeting spaces for groups

- Disability support:**
- Access to equipment and facilities
  - Accessible spaces
  - Information resources

- Mental and wider health issues**
- Reading Well: Books on Prescription
  - Autism and dementia-friendly libraries
  - Safe and inclusive spaces



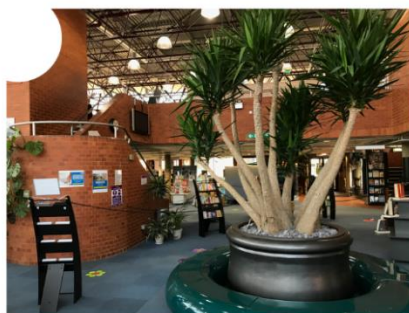
## Services

- Urgent needs:**
- Access to legal services
  - Signpost to food banks
  - Emergency information
  - Local community information
  - Citizenship test support

## Skills

- Lacking digital skills and access:**
- Digital skills training
  - Free WiFi and computers
  - E-resources

- Looking for work or starting a business:**
- CV and job search support
  - Start-up business support
  - Shared work spaces



## 9. Next Steps

- 9.1. Implement Wi-fi printing, a Library App and a digital library card, which will negate the need for plastic membership cards and allow customers to conduct all library transactions using their SmartPhone.
- 9.2. Loan digital devices such as tablets, with training, to support video and zoom GP and other medical appointments
- 9.3. Further develop VR, interactive digital technology for children and platforms such as the library Minecraft Server, Instagram, Coding Clubs and YouTube.
- 9.4. Expand, reinforce and energise Local Partnerships to add community asset value to serviced locations. Resume lapsed partnerships with Looked After Children services, Young Offenders, National Careers Service and Business Start-up Services.
- 9.5. Submit a funding BID for Social Prescribing<sup>11</sup>. This funding is designed to increase social connectedness, help communities cope with the impact of COVID-19 and enhance collaboration and networking between local organisations. It aims to strengthen the range of social prescribing activities offered locally and enable social prescribing link workers to connect people to more creative community activities and services.
- 9.6. Explore ways to make partnerships and activities sustainable over time
- 9.7. Raise awareness amongst Elected Members, partners, senior leaders and residents of the opportunities to make use of library spaces during and outside of library opening hours.
- 9.8. Take advantage of library design which has ensured maximum flexibility to facilitate multiple potential uses of the space for cultural activities, educational services, health and wellbeing events, community support and volunteering opportunities.
- 9.9. Make every effort to ensure the digital offer is inclusive to all and fully blended with the physical offer. It is essential that mitigation against digital exclusion continues to be a priority across the service.
- 9.10. Continue to deliver volunteer-led IT drop-ins and more formal assistance and training at all locations and over the phone, and develop video and VR technologies to support this strand further.
- 9.11. Library staff, as community builders & connectors, will coordinate and facilitate community-based services ensuring exclusion is avoided, safeguarding is robust, health and safety regimes are compliant and efficient,

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<sup>11</sup> Social prescribing - Shropshire Libraries got funding from University Westminster to train staff on this and have already seen 40% reduction in GP appointments and health benefits.

and individual privacy is protected. The value of a limited paid staff cohort is centred in their knowledge and expertise, their relationship with the community groups, charities and volunteers, and the professional approach to ensuring access to all.

- 9.12. Libraries are place based – in the locality with resources and spaces attuned to the locality. Place-shaping is local public service provision which is neither prescribed nor so fragmented that no meaningful direction is apparent. It empowers local groups to act consciously to cultivate the unique strengths and assets and meet the specific needs and concerns of their communities. See Appendix 9 for the pivotal role the Library Service must play in Place Shaping in the Royal Borough<sup>12</sup>.
- 9.13. Whilst many residents use the library service extensively, few have knowledge of the wide range of services available. This must be improved.
- 9.14. Review alternative delivery proposals such as schools or parish councils.
- 9.15. Budget efficiencies will continue to be sought via:
- Joint Procurement (CBC, SELMS)
  - Shared Services (all CSC Council Services, CAB and the range of partners already using library spaces)
  - Co-Location
  - Selling Services such as training
  - Income generation
  - Funding bids
  - Direct trading such as the Schools Offer
  - Retail
  - Charitable and other donations
  - Trust funding support
  - Friends of the Libraries
  - Funding from parish councils to support libraries
  - Section 106 agreements, CIL
  - Fees and Charges
  - Rents and hire of spaces

## 10. Core Values

- 10.1. The Library Transformation Strategy will ensure that the library service
- meets legal requirements
  - is shaped by local needs
  - focuses on public benefit
  - delivers a high-quality user experience

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<sup>12</sup> The Contribution of Public Libraries to Place Shaping: A report by Shared Intelligence for Arts Council England July 2017: <https://www.artscouncil.org.uk/sites/default/files/download-file/Combined%20placeshaping%20report%2017%20July.pdf>

- makes decisions informed by evidence
- builds on success
- supports delivery of consistent England-wide core Universal Offers
- promotes partnership working, innovation and enterprise
- uses public funds effectively and efficiently.

10.2. RBWM Community Libraries are embedded community hubs used by a range of partners to bring people together, give them access to a greater breadth and depth of services, and support and operate as a gateway to physical and digital information.

10.3. They are also trusted safe spaces.

10.4. Public health, adult learning, employment advice, access to the police, and a broad range of business, community and cultural services are already delivering services through library spaces. However, in redesigning the overall library service, the aim is to be economic and efficient while continuing to grow capacity and resilience within the community.

10.5. RBWM libraries will continue to be co-designed and co-created with the active support, engagement and participation of their communities, so that services remain accessible and available to all who need them in a way that builds connections and encourages independence.

10.6. The Library Friends group and other partners will be central to delivery of the strategy, promoting partnership working, innovation and enterprise

10.7. A Climate Strategy has also been included. See Appendix 10

## **11. Steps to implement the Strategy**

11.1. Identify community libraries to remain open and agree savings to be made. See Appendix 11

11.2. Identify mitigations for those communities that will lose their community library

11.3. Present the proposals for review - Public Consultation 2

11.4. Review consultation results and alternative proposals

11.5. Present options to Cabinet for a decision

11.6. Staff consultation

11.7. Communication and Implementation of the Strategy

## **12. Strategic Outcomes: Impact and what success will look like**

- 12.1. Sustainable and resilient library service
- 12.2. Deliver essential savings for the Council
- 12.3. Continue to diversify the service
- 12.4. Ensure the digital offer is not our “Best Kept Secret”
- 12.5. Provide services to the most vulnerable and young people via the Inclusions Reading Development Service, Schools Offer, Home Library Service, Mobile Library Service and Volunteer-led digital support services
- 12.6. Expand the strong foundation of co-location and shared spaces within communities
- 12.7. Support residents to access support and services to promote independence
- 12.8. Increase in take-up, positive customer feedback and positive partner feedback

## **13. Legal and Statutory Requirements**

- 13.1. Library services must comply with the Public Libraries and Museums Act 1964 and other legal obligations, including the Equality Act and Public Sector Equality Duty.
- 13.2. In providing this service, a library authority must secure adequate stocks sufficient in number, range and quality to meet the general requirements and any special requirements of adults and children; and encourage adults and children to make full use of the library service<sup>13</sup>.
- 13.3. Equality Analysis must be carried out to demonstrate that decision-makers are fully aware of the impact that changes may have on those with protected characteristics.
- 13.4. This does not mean that all library branches must or should remain open. There are libraries within the Borough that may be in the wrong location or in buildings unsuited to delivering the services needed by today’s and future communities
- 13.5. Library services must be delivered efficiently, within the resources available

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<sup>13</sup> <https://www.legislation.gov.uk/ukpga/1964/75>

- 13.6. If a representation is made to the Secretary of State about a library service not meeting its legal obligations, the library authority will be required to demonstrate that, in drawing up its strategy, it had
- consulted with local communities alongside assessing their needs using robust evidence to make its judgements about assessing local need
  - considered a range of options to sustain library service provision in its area
  - undertaken a rigorous analysis and assessment of the potential impact of its proposals
  - considered accessibility, quality, availability and sustainability.

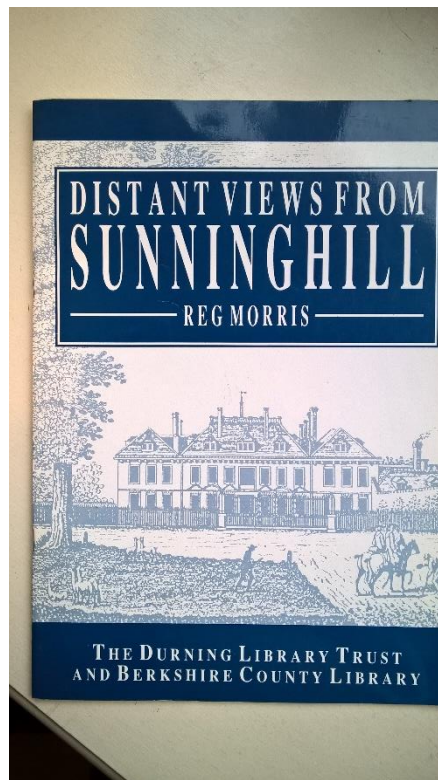


## RBWM Libraries Local Studies Service

The Library's Local Studies Collection has been professionally maintained and developed for over a hundred years. Primary and secondary collections dating from the 1500s and 1700s are available to view.

Some of the resources available include:

- Census returns from 1841
- Cuttings and ephemera – hundreds of cuttings, red boxes and wallets of documentation going back a hundred years, all indexed and ordered to be accessible to researchers.
- Electoral registers from 1947
- Historic council minutes from 1908
- International Genealogical Index (IGI) (1988)
- Kelly's directories: City and town from 1823
- Kelly's directories: County and regional from 1830
- Local newspapers from 1870
- Maps including original historical maps from 1868
- Online resources -such as Ancestry and Times Digital Archive (from 1785)
- Other materials including notebooks from 1797
- Parish register transcripts from the 1500s
- Periodicals such as Berkshire Archaeology Society Reports from 1879
- Telephone directories from 1955
- Unpublished indexes

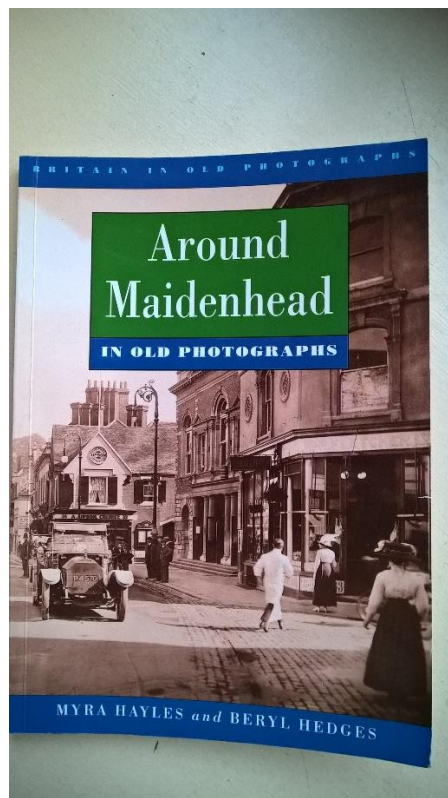




Examples of research conducted since the start of the Pandemic:

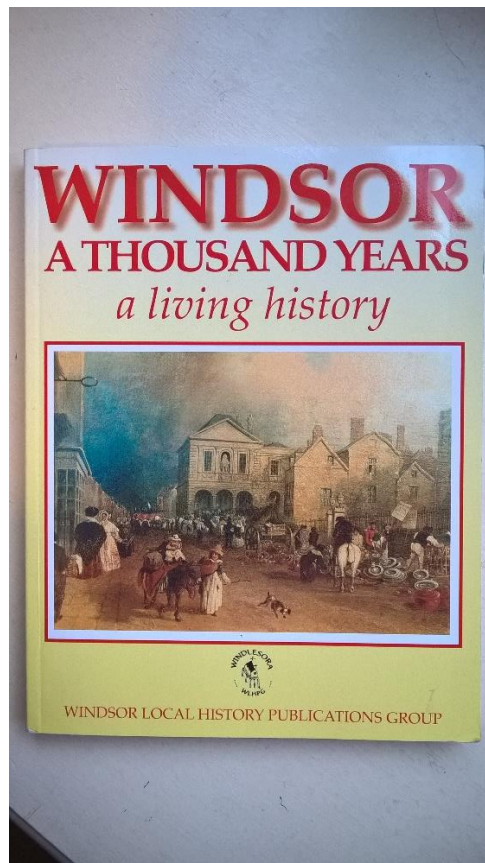
## **Maidenhead**

- Photographs of St Mark's Hospital
- Photographs of Maidenhead in the 60s, 70s and 80s.
- Budgens supermarket in Maidenhead
- King Charles last meeting with his children
- The establishment of Maidenhead football ground
- Photographs of a Maidenhead pageant
- History of the Langworthy family in Holyport
- Ockwells Manor, history and ownership
- RBWM's planning archives
- Access to historical newspaper archives
- Weather records for Maidenhead and district
- The nature of a property in Penystone Road
- The last resting place of Lucy Dobson
- 19th century Cookham, family history
- Location of the plans for the Brocket Building
- Newspaper accounts of a family murder
- History of Tittle Row stores
- Record high temperatures, September 1906
- Riverside flooding and relief scheme
- Request to view the Darby notebooks
- The Home Guard in Maidenhead



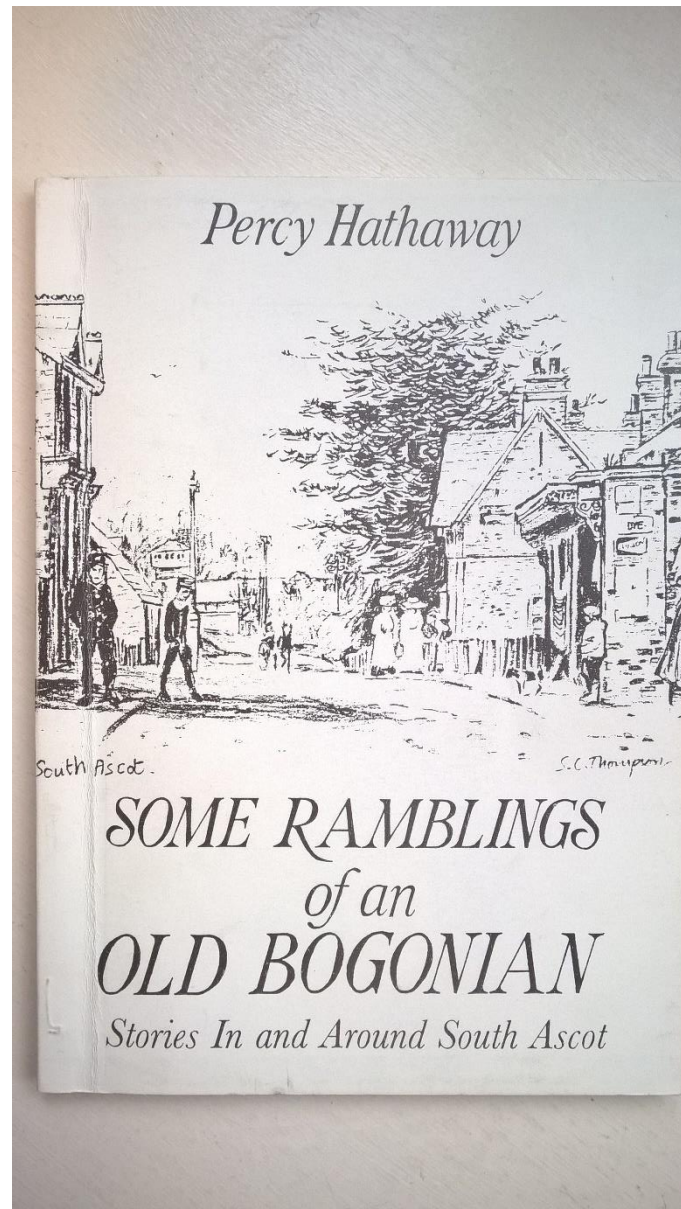
## Windsor

- Presentation of a Stag's Head to Sir Frederick Dyson
- Hamilton Lodge, history
- Date of a 19<sup>th</sup> century photograph of a shop in Thames Street
- The purpose of the Long Walk
- Who are the major land owners in the Borough?
- The Flowerdew business in Windsor in the 1950s
- History of 13, High Street, Windsor
- History of 20, Thames Street, Windsor
- An Italian who may have worked in the Royal Household
- A possible footman at Windsor Castle
- Queen Victoria's statue and the Christmas tree, Castle Hill
- A couple who may have worked in the Castle in the 19th century
- History of Burton Way, Dedworth
- Windsor police in the mid-19th century
- Court reports in the 1970s
- Safeway / International Stores in William Street Windsor, 1980s, photos
- Edward VII Coronation medal issued in Borough
- Closure of the Royalty and Empire Exhibition
- An early address in Windsor, does it still exist?
- Query about a medal issued in 1977 – a jubilee year



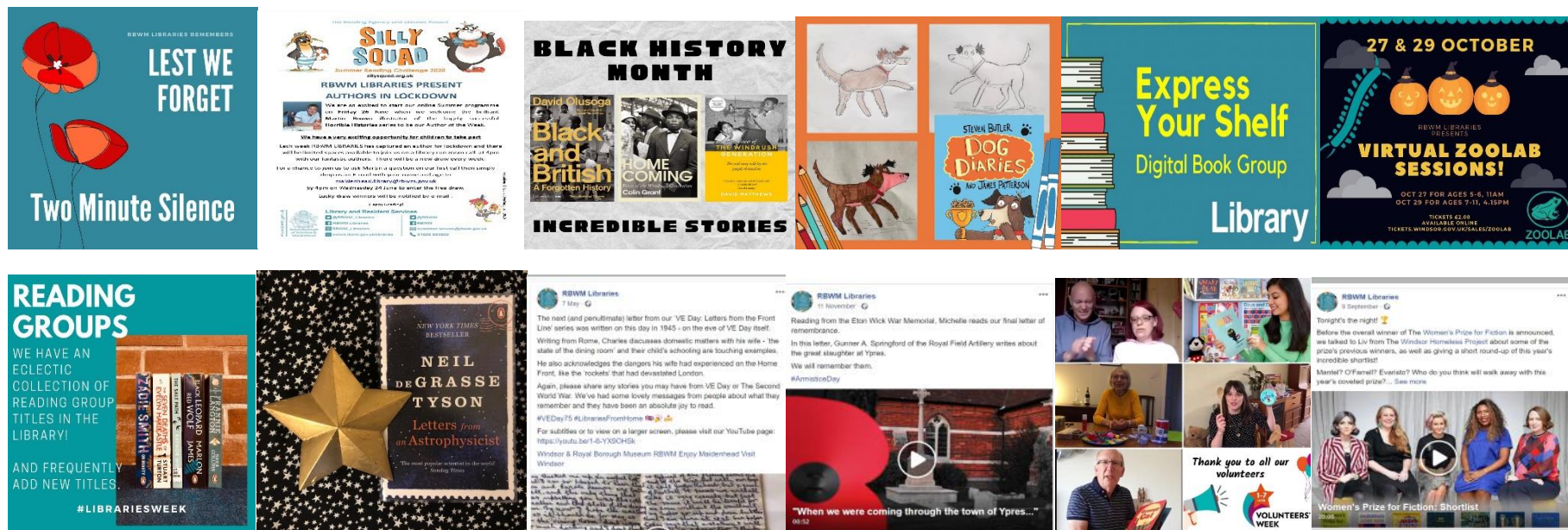
## Ascot

- The route of a stream running through Ascot and Sunningdale
- History of Knole Wood House in Sunningdale
- Tittenhurst Park and the Beatles
- Monk's cottage in St Mary's Road
- Kings Rise House, Ascot





## Pandemic Library Digi Offer 2020



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### From April to September 2020 the Library Service delivered

- 7486 Naxos Tracks played (records)
- 3489 Kanopy Plays (films)
- 15,059 Magazine loans
- 8907 E-audio loans
- 10 Adult events
- 9 Family events
- 6 Young Teenage events
- 23 further events for everyone
- October 2020 Overall engagement with the Digi Offer: 11,554 including Facebook, Instagram, Twitter, You Tube

Activity	How	Platform	Outcomes	Target Audience
Library Minecraft	RBWM Library Minecraft Server was set up during the 1 <sup>st</sup> lockdown and moderated 7 days a week by staff.	Minecraft	Social contact for young children during the first lockdown when schools were closed. Parents trusted library staff to moderate effectively. It encouraged development of digital skills.	<b>Children</b>
Queen's Birthday 21/04/2020	Posted a special Royal Storytime using the book <i>The Queen's Lift Off</i> by Steve Anthony. Links to our online books for the best birthday cake recipes. Links also to our digital stock about the Royal family.	Facebook, YouTube, links from twitter & library catalogue (WPAC)	Timely post linking to a current event in the public eye. Additional storytime for children and promoted relevant stock in the library.	<b>All</b>
Earth Day 22/04/2020	Created a special post providing links to Earth Day events. Posted a list of books available online connected with Earth Day. Posted a craft video for children using recycled paper. Linked to relevant videos available on Kanopy, our video streaming platform.	Facebook, Twitter, YouTube and links to WPAC and web pages	Posts to link in with the National Earth Day programme. To generate interest in library stock and available online resources through linking to a worldwide event.	<b>All</b>
Kanopy	Created interesting posts with links to Kanopy. Posts scheduled and released across the first week of release then reposted.	Facebook, Twitter, YouTube and links to WPAC and web pages	To promote the newest online resource. To provide information on the resource in order to create interest and raise visits to online resources page. To engage new viewers with additional resources.	<b>All</b>

Online Resource Videos & Niche Academy	Short "How to" videos created showing the process of how to search and download eBooks, audiobooks, magazines & newspapers online; the process for using a selection of online resources such as Kanopy, Naxos, Press Reader, RBDigital and OverDrive. Videos posted on WPAC, web pages and Facebook.	Facebook, Twitter, YouTube and links to WPAC and web pages	To provide support to customers with the move to online resources whilst libraries are closed. To provide information and to promote use of FREE online resources via library membership.	<b>All</b>
Intro. videos made on all online resources.	Short "How To" videos on our main online resources were made, i.e. Libby for OverDrive, Press Reader, RBDigital & Kanopy. We posted these on all our platforms on a regular basis.	Facebook YouTube & Instagram	With the library closures we wanted to not only promote our online resources but to make sure that our residents knew how to use them.	All
World Book Night, Thursday 23rd April 2020	We created a range of media to link to World Book Night. We also linked content to Shakespeare's birthday, which falls on the same date.	Instagram, Facebook, Twitter, web pages & WPAC	To support national initiatives and promote the benefits of reading and sharing books. To create conversations around reading and demonstrate library stock available via online platforms.	Adults
	Shakespeare Quiz.	Instagram and Facebook	To promote interest and provide activities for customers whilst at home.	Adults
	Montage of Shakespeare quotes.	Facebook, YouTube & link via Twitter	To promote interest and engagement from customers. To involve a large group of staff in social media promotion, linking libraries to those at home and increasing visits to social media platforms.	All

	Books influenced by Shakespeare.	Facebook, Instagram & Twitter	To promote interest and provide stock suggestions for customers whilst at home.	All
	Recorded Zoom call to talk about what you are planning to read.	Facebook	To promote interest in book titles, provide recommendations of titles to read, to increase visits to social media platforms, online resources and promote stock.	Adults
	Picture of a book you are currently reading.	Facebook	To promote interest in book titles, provide recommendations of titles to read, to increase visits to social media platforms, online resources and promote stock.	Adults
Why Do We Read	Created a series of posts using images, quotes and book recommendations outlining why we choose to read, the benefits of reading and linking posts to the Health & Wellbeing agenda.	Facebook	To support mental health and wellbeing agenda by promoting the benefits of reading for mental health and to promote the benefits of library membership and reading.	Adult
BBC Books That Shaped Our Lives	We continued to expand our online offer working in conjunction with the BBC 2020 project, The Novels That Shaped Our Lives. Having stocked the libraries with the books just before we closed our doors, we bought as many of the eBooks for our digital offer as possible. We continued to promote readership of these novels by posting the monthly books and	Facebook	We wanted to continue and create awareness of this programme to encourage issues and library membership. The videos made were to encourage resident feedback and seek engagement in the project.	Adults and young people



	themes and recording videos of books that have shaped our lives.			
My to Read Pile	We asked staff to take a picture of their 'to read book pile' and to say why these are their next choices to read. We posted a mixture of images and videos.	Facebook & Instagram	Promote interest and suggest books to encourage viewing and engagement.	Adults and young people
Book Covers quiz & Guess the Character and Opening Lines	Created online quizzes, two for adults and two for children. Quizzes consisted of an 'opening lines' quiz for adults, featuring a mix of genres from classics through to more modern titles, and an adult 'book cover' quiz with a 'guess the character' quiz for children.	Facebook & Instagram	To create interest in our social media platforms and to create content to engage residents looking for activities whilst libraries are closed. To create discussion around books and to promote library engagement by linking to stock. To promote an interest in reading for pleasure.	All
National Bookstart Day - Pyjamarama	We created a special Pyjamarama story and rhyme video with staff using featured books from Bookstart, dressing in pyjamas and promoting sharing books at bedtime with children. We also used links on Facebook and Twitter to promote the Bookstart channel, which had a wealth of author events and resources for families to engage with.	Facebook & Twitter	To support the National Bookstart event and to promote reading for pleasure and sharing stories. To engage interest in social media and promote use of library services.	Families/adults with children under 5 years

May 4th - Star Wars	Created a fun video linking to May The 4th Be With You and Star Wars Day. The video featured a mix of images along with books and magazine titles available from library online resources. We also created special Facebook & Twitter posts featuring Star Wars creatures created by the Library Lego Club.	Facebook, Twitter & links to WPAC	To link to available library stock.	All
VE Day - Friday 8th May	Posted daily videos in the week leading up to VE Day. A series of letters from a staff member detailing the last few days of the war and the build up to VE Day. We put together a video of resident VE Day pictures and WWII book covers with a backing track of 1940's songs from the local singing group the Oh Lala's. We also read out residents' experiences of VE Day that were sent in upon our request. Child and adult WWII book lists were posted demonstrating the titles available online. This offer was posted at timed intervals throughout VE Day and in conjunction with the RBWM Museum offer.	Facebook, Twitter & YouTube	We had 2 large events planned in the libraries for VE Day before libraries were closed. We wanted to still celebrate and offer the residents the opportunity to acknowledge this important date.	All
Where Do You Read Project	Created a series of posts using images, quotes and book recommendations outlining where we choose to read, the benefits of reading and linking posts to the Health & Wellbeing agenda.	Facebook	To support the mental health and wellbeing agenda by promoting the benefits of reading for relaxation and mental health. To promote the benefits of library membership and reading. To encourage customers to engage in posts and to create a conversation	All

			around reading habits and reading for pleasure.	
National Numeracy Day	Created posts linking to activities for National Numeracy Day.	Facebook & Twitter	To support National Numeracy Day and signpost customers to a large range of available content and resources.	All
Mental Health Awareness Week	We gathered library staff together and recorded a Zoom call called Desert Island Reads. The idea was to talk about the book you would choose to take with you and what question you would ask the author. We gathered pictures of best feel good books and made a montage and posted comments on why they made us feel good. We delivered a special storytime with Tom Percival's Ruby's Worry to help address young children's worries. We posted videos and pictures of staff walks in our local countryside, promoting walking as a brilliant aid to good mental health. We signposted to the Mental Health Awareness Week website and sent links of our online books addressing all sorts of issues, in particular, the Reading Well collection which launched this February & the teenage and adult listings.	Facebook, Twitter, Instagram and YouTube	To signpost our residents to mental health aids & create an awareness of the week. We delivered on all platforms with a mix of videos /posts and book links. We put a montage of feel good books on Instagram for a younger audience and a Zoom book chat on Facebook to address older residents. We delivered an under 5's storytime to address the younger readers and teenage self-help book links to capture this audience. We tried to focus on reading and walking, both of which are known to have positive benefits to mental health.	

Niche (online resources)	Signposted and sent links to our online training at regular intervals.	Facebook, Twitter & Instagram	To create awareness of this service. Also, a great time for online learning	All
Bookshelves Exposed	We posted pictures and videos of staff bookshelves along with comments on the books.	Facebook, Twitter & Instagram	For discussion and book suggestions.	Adults & young people
Black Lives Matter.	Posted a collection of books written by black authors	Facebook, Twitter & Instagram	Celebrate some of the superb black writers currently on offer.	Adults and teenagers
National Volunteer Week - 1-7 June	Posted a montage of each of our library volunteers to say thank you. We signposted and sent links across our platforms from the main volunteer website.	Facebook, Twitter & Instagram	We have a fantastic group of volunteers in the library service and we wanted to acknowledge their hard work. It was also an opportunity to let the residents know how valued our volunteers are, to increase awareness of the whole volunteer network and advertise library opportunities.	Adults and teenagers
The Summer Reading Challenge	We created a promotional video and sent it to all the local schools and put out on all our social media platforms on launch day.	Facebook, Twitter, Instagram, YouTube, Schools	To rise to the challenge of delivering a new SRC online and to support our residents in a new online programme.	Children, schools and families
	Regular share of online links to the Reading Agency			
	Schools toolkit sent to schools			
	Purchasing of eBooks and audiobooks on OverDrive and RBDigital to support the challenge.			

	Author of the week: A programme designed to encourage children to sign up to the challenge and promote awareness. Due to our excellent author relationships, each week we post a motivational video encouraging the children of RBWM to sign up and get reading. Halfway through the week books and links are posted to encourage the children to read the chosen authors books.	Facebook, Twitter, YouTube, Schools	To provide a local offer to children of the borough.	
	Authors in Lockdown programme: Every Friday the author of the week is booked for a 4pm Zoom call, where children can win the opportunity to enter the call and ask our authors any questions they have.	Facebook, Twitter, YouTube, Schools	Promote interest and suggest books to encourage viewing and engagement.	
Adult Summer Reading Challenge 27 July - 19 September	Submit book reviews for a chance to win book vouchers from The Little Cookham Bookshop.	Facebook, Twitter, YouTube, Schools, Website, e-newsletter	Encourage adult reluctant readers to read and review books alongside their children for SRC.	Adult reluctant readers
Carers Week - June 8th - 14th	Links and signposting to websites.	Facebook, Twitter & Instagram	To acknowledge carers & offer information and support to our residents.	Adults and teenagers
Empathy Day - Tuesday 9th June	Links to website and wellbeing books promoted on our channels. EBooks bought to support this promotion.	Facebook, Twitter & Instagram	To raise awareness of our collection of empathy books which can assist families with issues they may be dealing with. To show that books in themselves can offer support. Also, to advertise our online collection.	All

Online Book Promotions	Regular postings with links to our new online collections. From Summer Reading Challenge suggestions, VE Day and Reading Well collections to new adult books (fiction and non-fiction).	Facebook, Twitter, Instagram & YouTube	To advertise our online offer of ever-increasing e-audio & books.	All
Gardens in Bloom Week 1st June to 12th July	In support of the RBWM annual Gardens in Bloom competition we created a catalogue of images of staff members gardens to allow weekly posts, showing gardens in bloom and to promote the competition. Posts contained links to gardening related books and magazines held on the library catalogue.	Facebook, Twitter & WPAC	RBWM runs Gardens in Bloom every year and this year is the first time it has been done online. We created posts in support of this competition: to signpost customers to entry page on the RBWM website and to promote stock relating to gardening to increase issues/visits	All
National Reading Group Day - Saturday 20th June	Recorded Zoom call of a local book group meeting. We also produced a video of a collection of book group 'best reads' with questions and answers. We encouraged residents to join a reading group. Signposted to the Reading Agency's World Book Group Day offer.	Facebook, Twitter, Instagram & YouTube	We wanted to celebrate National Book Group Day. We would have delivered an event in the library so delivered online due to library closures. We wanted to demonstrate the benefits of joining a reading group and support the Reading Agency. From this platform we plan to launch a digital reading group.	Adults
Women's Prize for Fiction	Online events in place of the annual physical event. We used six local women from charitable organisations to read the shortlisted books and give their opinions.	Facebook, Twitter, Instagram & YouTube	Promote interest and suggest books to encourage viewing and engagement.	Adults

Roald Dahl Day 13/09	Online quiz for families.	Facebook, Twitter, Instagram	Inspire children to read Roald Dahl books.	Children, schools families
Windsor Fringe Festival	Author interviews with Maz Evans, Alex Bell and Helen Dennis for children; and Women's Prize interviews for the adults.	Facebook, Twitter, Instagram, YouTube and Windsor Fringe website	Promote interest and suggest books to encourage viewing and engagement.	All
Man Booker Shortlist 15/09/2020	Review shortlisted titles to promote interest.	Facebook, Twitter and Instagram	Promote interest and suggest books to encourage viewing and engagement.	Adults
Buying books online	Purchasing e-audio books and advertising on all platforms	Facebook, Twitter, Instagram & YouTube	Response to library closures	All
Banned Books Week 28/09/2020	Provoke discussion on controversial books.  We created a quiz on Instagram to support this event.	Facebook, Twitter and Instagram,	Promote interest and suggest books to encourage viewing and engagement.	Adults
National Poetry Day 01/10/2020	Poet A.F. Harrold recorded 3 special videos for social media and school assemblies.	Facebook, Twitter, Instagram & YouTube	Highlight Poetry Day and the theme of Vision.	Children & Schools
Black History Month October 2020	Celebrating the achievement of Black people in Britain.	Facebook, Twitter and Instagram	Promote interest and suggest books to encourage viewing and engagement.	All
National Libraries Week 5 - 10 October 2020	Staff interviews showing the vital work of librarians during the pandemic. Author Tom Palmer assemblies at Cookham	Facebook, Twitter, Instagram & YouTube	Celebrate libraries and their vital role within communities.	All

	Rise, Trevelyan and St Michael Primary schools.			
October Half Term	Online ZooLab sessions: - we set up Teams meetings so that children could interact with animals and their handlers in half term.	Microsoft Teams	Promote child non-fiction books	Children
October Half Term First children's online reading group 07/11/2020	Two craft sessions.	Facebook, Twitter, Instagram & YouTube	Activities linked to books and Halloween	Children Families
	Three Spooky storytimes.	Facebook, Twitter, Instagram & YouTube	Promote interest and suggest books to encourage viewing and engagement.	
	Chatter Books digital reading group with schools from the Clewer Cluster	Microsoft Teams	Promote interest and suggest books to encourage viewing and engagement.	
Remembrance Day	Readings from <i>Windsor in the Great War</i> and book title suggestions.	Facebook, Twitter, Instagram & YouTube	Promote interest and suggest books to encourage viewing and engagement.	All
Weekly Book recommendations for Adults and Children	Every week we promote one children's title and one adult title via Facebook.	Facebook	To draw attention and promote our wonderful and diverse stock.  These are incredibly popular and some videos have generated 1k+ views.	
Express Your Shelf	We set-up our first digital book chat in November in an attempt to connect isolated book worms.	Teams	To connect isolated residents and booklovers. We were able to promote our stock and existing services.	



Non-fiction November	Daily social media postings of book covers and brief description of the books.	Facebook, Twitter and Instagram	Promote an excellent selection of non-fiction titles from 2020.	All
Book Advent Calendar	Daily social media postings of the best books for all ages of 2020.	Facebook, Twitter and Instagram	Promote interest and suggest books to encourage viewing and engagement.	All
Rhymetimes	Weekly rhymetimes to replace usual physical offer	Facebook, Twitter, Instagram & YouTube	Promote interest and suggest books to encourage viewing and engagement.	Families
Storytimes	Weekly storytimes to replace usual physical offer	Facebook, Twitter, Instagram & YouTube	Promote interest and suggest books to encourage viewing and engagement.	Families
Craft Videos	Weekly craft activity to replace usual physical offer	Facebook, Twitter, Instagram & YouTube	Promote interest and suggest books to encourage viewing and engagement.	Families



## Dedworth Library supporting the Local Community

### A Case Study

Dedworth Library is a medium sized library within the grounds of the Dedworth Green First and Dedworth Middle schools. It is in the heart of the residential district of West Windsor with excellent access links for local residents. Since 2013, when the library was established in its current location, staff have actively facilitated, coordinated and promoted community events, activities and support for residents.

Carparking is sufficient but many residents walk or cycle - there are bike sheds.

Areas of deprivation in Dedworth have been identified, and the service has consulted heat maps, community partners and the local schools to ensure services are able to meet the needs and aspirations of residents who live within these pockets. Free wifi is available, and residents can access Public PCs at no charge with free printing to support activities such as homework. Free or low-cost events are delivered for all ages.

Groups are supported but encouraged to become self-sufficient and self-directed. Staff costs are low in relation to opening hours as the library is single staffed, with support from volunteers, for all opening hours other than evenings.

The Community Room is available for hire when not being used by the Pre-school. It is a particularly popular space for children's birthday parties and has been set up to facilitate IT training.



## Schools and young people

Library staff are actively involved with the local schools. They attend assemblies, support topic box and curriculum development, manage the RDS (school library support) and host regular school visits into the library. All reception school children receive a library card, and school teachers can have a class library card.

The library is ideally situated for the onsite schools, Dedworth Green First and Dedworth Middle, but some schools from a greater distance, notably Hill Top and St Edward's also visit regularly.

The library facilitates visits by the adjacent Lilliput pre-school. It is a safe and easily accessible venue for them. Lilliput staff can use the library for story time, or if time and staffing allow, then library staff will read stories. They are also able to access the BookAhead service which is part-funded by AfC.

The Thursday morning story time has been very popular and is a great introduction to the library and a place for new mothers to meet people. Library staff facilitate and coordinate storytimes which are, wherever possible, delivered by volunteers. Volunteers are provided with training and support. Storytime volunteers range from teenagers / young adults to retired couples who deliver the sessions together.

A significant number of new parents come into the library when visiting the Smith's Lane clinic. The library gives out Bookstart bags to parents with new babies. The library service works closely with health visitors to ensure all babies in the Borough receive these packs. A whole body of evidence has been produced to demonstrate the impact of the Bookstart initiative in particular on more disadvantaged children whose parents may not have considered taking them to the library if they had not received the pack and the support within the pack<sup>14</sup>.



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<sup>14</sup> <https://www.booktrust.org.uk/what-we-do/impact-and-research/Research/>

The Dedworth Library Supervisor has been doing Summer Reading Challenge assemblies for over 20 years and has built up a unique and very positive relationship with the schools. This work brings in families who may not be traditional library users. The Summer Reading Challenge is a national event that encourages children to continue reading throughout the long summer holiday and a significant amount of evidence has been produced to demonstrate the impact of this scheme on literacy levels and life chances<sup>15</sup>.

The SRC (Summer Reading Challenge) Teenage Volunteer Programme is very popular with young people in the Borough. From the age of 14 young people can sign up to participate in the 8-week programme which not only helps them develop very useful skills but also enables them to demonstrate these skills and provide evidence for their personal statements. The programme is rigorous and places high expectations on young people. They are trained in a wide range of skills (from basic skills such as appropriate dress code and arriving at work early to the importance of GDPR and Safeguarding). Those who do not demonstrate high levels of professionalism and commitment are not permitted to complete the programme.

Some of the young volunteers go on to become weekend library advisors at the age of 16. They are then able to develop a full range of skills and ultimately are able to single staff a library for a shift, taking full responsibility for the building, the customers, health and safety and any evacuations that may be required including fire drills. This is a very strong foundation for working life and many of our youngsters use the service as a stepping stone and go on to become architects, psychologists, solicitors, graphic designers, publishers, airline pilots, the Civil Service, and are even head-hunted by top international IT firms.

Celebrations such as World Book Day are always enjoyed in partnership with the schools.

The dependence on volunteers and community groups ensures that library staff remain fully embedded in the community and are able to respond in an agile manner in terms of delivering services that are useful to the community, in ways that benefit and are convenient to residents. The role of the staff member is to facilitate and coordinate, not dictate or deliver. However their professional expertise and commitment ensure high standards, effective delivery with excellent outcomes and beneficial impact.

The library is a pleasant place for parents and grandparents to wait at school collecting time. Many residents do not know about all the facilities on offer this is an opportunity for them to begin to use the wide range of services offered at the library. They are also able to socialise with one another offering mutual support and community cohesion. Parents with children at Maestros and the All Weather pitch also come into the library while their children are occupied.

The library is a Safe Place for children to be in while they wait to be collected after school. This is particularly useful for working parents. Staff are trained in the Library

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<sup>15</sup> <https://readingagency.org.uk/children/004-impact/>

Children's Policy, Safeguarding and the Children's Promise. They are selected for their caring and approachable natures. The library is a space free from bullying. Parents are sometimes late to collect, arriving after the library has closed. Staff will make sure that children are safe before they close up, allowing them use of a phone when required.

Some children do not have access to supported IT at home. The library provides free computer use and wifi, as well as free printing for homework. The free online resources facilitate homework and provide safe reliable information. Staff assist children so that they get the most out of their learning.

Staff also facilitate requests from Brownie leaders for an opportunity for the Brownie reading badge.

Library staff co-ordinate events with visiting authors and invite local schools to Dedworth library. Recent author events have included:

- Author and Illustrator Tom Percival
- Author and Illustrator Nick Sharratt.
- Poet James Carter
- Horrible Science author Nick Arnold

<https://www.windsorexpress.co.uk/gallery/windsor/157082/alexander-first-school-pupils-meet-childrens-illustrator-on-world-book-day.html>

Book Buzz courses and Literacy Days have been delivered in the schools. The service also delivered targeted training sessions to parents of those children receiving pupil premium support and invited appropriate families working with the schools.

Targeted work with Broom Farm is also undertaken by the service, partly funded by CLASS.

[https://www.readingforce.org.uk/avada\\_portfolio/dedworth-library-windsor/](https://www.readingforce.org.uk/avada_portfolio/dedworth-library-windsor/)

## **Library events**

The library staff co-ordinate a regular seasonal programme of holiday events. There are also topical ad hoc events.

Dedworth Library works closely with Tesco through their Community Champion. This is a value-added resource at no cost to the library and a range of community activities are delivered at the library. The Community Champion provides pumpkins, Gingerbread, Easter Eggs, for example, and a variety of ingredients free of charge and comes to help as well.

<https://www.baylismediaphotos.co.uk/gallery/home/125612/dedworth-129201.html>

The local PCSOs are very familiar faces at the library and come to events with their Fun Food Station to show how to make low cost healthy, tasty food which is handed out free to library customers. They engage brilliantly with the community, giving out freebies and advice. Tesco provides the ingredients for the food.



<https://www.windsorexpress.co.uk/gallery/dedworth/113665/children-visit-dedworth-library-for-fun-easter-activities.html>

Summer Holiday events tie in with the Summer Reading Challenge. These vary but nearly always include colouring, competitions, face painting/glitter tattoos and, of course, stories. <https://www.windsorexpress.co.uk/gallery/dedworth/91351/In-pictures--Reptiles-win-over.html>

Green Watch Fire engine has visited.

[https://www.windsorexpress.co.uk/gallery/dedworth/102567/in-pictures--dedworth-library-s-summer-fun.html?refresh\\_ce](https://www.windsorexpress.co.uk/gallery/dedworth/102567/in-pictures--dedworth-library-s-summer-fun.html?refresh_ce)

The library has held football competitions.

<https://www.windsorexpress.co.uk/gallery/dedworth/119240/football-fans-design-their-own-boots-at-dedworth-library.html>

A drone was funded and used for a teen film making series of events. Film clubs, board games clubs, a pop-up cafe and any other activity that the community wish to participate in are facilitated and coordinated by the service,

Dedworth Library events are always oversubscribed. Parents often comment on how nice it is to have events in Dedworth rather than having to trail children into town.

Home schooling families use the library as well and free books are distributed throughout the community as part of the World Book Night initiative.

Booksales are popular.

<https://www.windsorexpress.co.uk/gallery/dedworth/106144/bookworms-pick-up-a-bargain-at-dedworth-library.html>

And the library has even returned a lost bear to a child via the local newspaper:  
<https://www.sloughexpress.co.uk/news/dedworth/79985/Dedworth-Library-hoping-to-send-lost.html>



*Children enjoying a Halloween storytime*

## **Social Isolation**

The Knit and Natter group is a very friendly, welcoming group that has been running since 2013. It is more than just knitting; the participants are concerned and check up if anyone does not turn up in case they are sick or need help. They are a mix of ages and backgrounds but they mingle and share advice supporting one another. Some of the participants would be very isolated without this weekly drop-in session. The library helped set up this group but as with many on site activities it now runs itself. There is a small voluntary donation to cover tea/coffee and biscuits. The library service ensures the activity is promoted, that it is coordinated with other activities and that the refreshments are topped up as required, and that anyone is welcome.





One lady who had recently moved to Dedworth from Australia commented that she didn't know what she would do without Knit and Natter. She didn't know anyone when she came here. She was effusive in her enthusiasm. Conversely another lady is the retired Lollipop lady from Dedworth school, who knows a lot of locals, but is missing seeing people now she no longer works. Someone else retired from Yorkshire and moved to Dedworth and enjoys the library atmosphere. There are also younger members who come occasionally depending on their other commitments. The IT volunteer joins the group from time to time as well.



## IT

Staff are regularly called on to help people using the computers. They are trained in digital support skills which is one key element of the core Public Library Universal Offers as laid out by DCMS / Libraries Connected.

There are people who need help to access their emails and others who download photos from family who live far away. They benefit from coming to the library, learning new skills, keeping their minds active and keeping in touch with family.

There are still numbers of digitally illiterate users who need a lot of support. Even people who appear able to use their phones for social media are sometimes surprisingly digitally impoverished - they cannot log on to a PC, make a word document or download.

Some people need to access Universal Credit and could not do this without help. A known customer on UC regularly visits the library after going to the Food bank next door. The IT volunteer has helped him set up his accounts, and staff assist when required as well.

The IT volunteer is available at Dedworth library weekly. She is excellent, patient and non-judgmental. Residents drop in every week to see her. Here are her comments:

“I have been helping at RBWM libraries since the autumn of 2017, first with Job Match at Maidenhead Library and then with general IT at Dedworth.

I have helped set up applications for Universal Credit, in one case involving a client with very low literacy skills. I have had a number of people who want to declutter laptops, sort ipad password problems and malfunctioning apps and who need to connect to the library wifi. On the library computers I have helped with scanning, saving and emailing attachments, printing and using memory sticks.

A lot of the time I feel I’m there to be reassuring and to give people confidence about using their devices.”

## Customers

The demographic using Dedworth library is primarily parents of school children, retired people, new mothers, families, children, those who access the digital support facilities and a significant minority who use their laptops at Dedworth library for working from home when they need a quiet space away from home distractions. Bereaved people also tend to visit their local library for support.

## Reading groups

There are two Reading Groups facilitated by the library service. One is led by a volunteer and the other is a U3A Reading Group. School reading groups are also supported.

<https://www.maidenhead-advertiser.co.uk/news/windsor/74859/Teen-Read-Club-launches-at-school.html>



## **Community Room**

The Community room is attached to Dedworth library. It is used by a pre-school during term time. This ensures a stable income stream for the library. As no rent is paid by the library service and utility costs are very low the only significant costs are NNDR. Other Community Room hirers pay a small charge for use of the room as indicated on the RBWM website. Local councillors have used the library for surgeries and to distribute non-political updates.

Other regular uses of the community room include weekly Yoga classes, MIND Mental Health Choir – Friends in Need sessions. Other events include Green Box First Aid Training and the Windsor and Royal Borough Museum Friends.

## **Health and well being**

The library is a social space and many of the events listed above offer multiple benefits, are very low cost to coordinate or facilitate and contribute to the health and well-being of residents as well as community cohesion. The staff and volunteers in the library are welcoming and friendly to all. Some library users would be extremely vulnerable and isolated without this resource.

The library offers a very comprehensive e-resources reference service. Sylvia in her 90s, for example, uses Ancestry regularly.

Dementia Friends have presence in the library, giving residents the opportunity to speak privately to someone about Dementia.

The Community Wardens run a drop-in session once a month and give advice on safety and security.

Adult Learning provide courses, some of which are free, on Monday mornings.

Halsa Care group have been to the library to advise on spine health and posture giving free five-minute checkups.

Curves Gym, a fitness club for women, come to Dedworth Library after Christmas to advise on slimming, exercise diet better health.

## **Going Forward**

Dedworth library is involved with the Dedworth & Clewer Community project which is working to integrate volunteer organisations across the area; it is encouraging the community to help themselves and support one another.

The library will engage and facilitate events and activities in line with the Kruger report and ABCD (Asset Based Community Development).

The library supervisor has met with the trustee of Maidenhead Cycle hub to arrange Dr. Bike sessions to take place at Dedworth library. The library is ideally situated in a residential area and has suitable facilities for the bike volunteers. Bicycles will be repaired for little, or no cost. Residents will benefit from free sustainable transport and a healthier lifestyle. Fewer cars on the road will help the environment and improve the area and town.



### Comparative Library Statistics

Libraries	Population	No of Libraries	Area in hectares	Population per hectare (Density)	Issues per 1000 population	No of terminals with library catalogue and internet access	No of hours available for use of Public PC
<b>RBWM</b>	150,900	18	19,843	7.6	3,272	123	238,154
<b>Herefordshire</b>	192,100	11	217,971	0.9	2,452	66	113,030
<b>Isle of Wight</b>	141,500	13	37,961	3.7	3,028	106	109,427
<b>North East Lincolnshire</b>	158,900	4	19,186	8.3	1,330	38	76,219
<b>Reading</b>	163,200	8	4,040	40.4	3,004	65	111,054
<b>Richmond</b>	196,900	13	5,741	34.3	5,268	135	287,181
<b>Slough</b>	149,100	4	3,254	45.8	3,280	84	185,513
<b>Thurrock</b>	172,100	10	16,349	10.6	not supplied	153	257,504
<b>Torbay</b>	135,800	4	6,289	21.6	2,354	90	176,900
<b>West Berkshire</b>	158,500	9	70,417	2.3	2,954	60	99,621

<b>Libraries</b>	<b>No of service points with Public access WIFI network</b>	<b>No of issues per busiest library per annum</b>	<b>No of visits per busiest library per annum</b>	<b>No of volunteers</b>	<b>No of volunteer hours</b>	<b>Total Book Stock at 31 March 2019</b>	<b>Total Electronic items products available for loan</b>
<b>RBWM</b>	18	208,894	303,397	100	6,434	193,267	2,253,706
<b>Herefordshire</b>	1	147,900	145,136	66	2,794	197,666	2,370
<b>Isle of Wight</b>	6	117,190	214,275	27	3,965	171,428	2,243,035
<b>North East Lincolnshire</b>	4	75,701	97,535	46	2,186	155,941	2,281
<b>Reading</b>	7	196,546	246,243	not supplied	1,501	289,597	1,250
<b>Richmond</b>	12	161,755	246,540	158	5,248	268,880	2,251,996
<b>Slough</b>	4	167,494	348,520	268	4,379	144,798	8,749
<b>Thurrock</b>	9	103,450	378,045	83	2,028	155,344	3,589
<b>Torbay</b>	4	90,463	198,386	64	3,238	143,103	5,034
<b>West Berkshire</b>	8	174,603	167,311	322	12,035	115,807	6,689

<b>Libraries</b>	<b>Total electronic annual Issues</b>	<b>No of requests for specific items</b>	<b>No of visits per library purposes</b>	<b>Visits for library purposes per 1000 population</b>	<b>Virtual visits</b>
<b>RBWM</b>	26,887	41,809	722,005	4,785	195,096
<b>Herefordshire</b>	5,712	34,976	459,689	2,393	153,102
<b>Isle of Wight</b>	49,856	16,349	606,084	4,283	138,408
<b>North East Lincolnshire</b>	5,055	12,529	254,824	1,595	35,937
<b>Reading</b>	16,389	17,232	458,996	2,812	not supplied
<b>Richmond</b>	67,520	87,911	1,374,154	6,979	284,939
<b>Slough</b>	20,553	10,259	584,003	3,917	62,202
<b>Thurrock</b>	7,655	42,845	659,818	3,825	68,893
<b>Torbay</b>	17,810	10,962	not supplied	not supplied	159,095
<b>West Berkshire</b>	39,419	37,680	349,365	2,204	102,499





## Key Facts and Figures – RBWM Libraries

The Royal Borough of Windsor and Maidenhead Library Service consists of the following:

- One Central Library in Maidenhead
- One Town Centre Library in Windsor
- Ten Community Libraries
- Container Library that serves 5 different locations in the Borough
- Mobile Library that stops at around 100 sites across the Borough
- Home Library Service to ensure Housebound residents are also able to benefit from library books and other resources.



***Maidenhead Library***

**In 19/20 the Library Service delivered:**

- 662,924 physical visits to libraries
- 317,906 virtual visits to libraries
- 625,677 physical book loans
- 107,338 eBook loans
- 2794 children enrolled on the Summer Reading Challenge
- 360 visits by the Home Library Service
- 5148 visits by the Mobile Library Service
- 12,545 issues by the Mobile Library Service
- 55,092 hours of public PC use
- 102 volunteers
- 7316 volunteer hours

## **From April to September 2020 the Library Service delivered**

- 7486 Naxos Tracks played (records)
- 3489 Kanopy Plays (films)
- 15,059 Magazine loans
- 8907 E-audio loans

See Appendix 1 for detailed information about the Digi offer

## **Year on Year Comparisons:**

### **Ancestry:**

Last year total searches: 16,011

**First 6 months** of the current year: 111,229

### **Overdrive** (E-Books and E-Audio)

Last year total loans: 23,807

**First 6 months** of the current year: 25,865

### **PressReader** (E-newspapers)

Last year total: 62,091

**First 6 months** of the current year: 102,364

## **Understanding population size and characteristics informs effective planning and service delivery. The Library Transformation Strategy is mindful of the following factors:**

- RBWM's boundaries contain 83% green belt land interspersed with villages, hamlets, and three urban settlements with a population estimate of 151,900 in 2020, rising to 152,500 in 2021. The Royal Borough has a high number of physical libraries in relation to population size and area. This is due to the nature of the spread of small villages across the Borough with very unique identities and few transport links between them.
- Population projections for 2041 suggest a slight shift towards an older population, estimating that 25.9% of the population will be aged 65+. However high levels of library usage are seen in the under 24 age group due to the number of students who rely on library spaces and families who frequent libraries, accessing the range of resources, events, activities and opportunities available across the Borough.
- The current Borough population has the following composition based on broad age group, 20.3% aged 0-15 years, 60.9% aged 16-64 years, 18.8% aged 65+<sup>16</sup>

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<sup>16</sup> Office of National Statistics (ONS), 2019.

- 23% of the Borough population is aged 0-17 years with 74% of children achieving a good level of development at early years<sup>17</sup>.



*Ascot Library literacy development with little children*

- 77.5% of residents in RBWM define themselves as 'White British' and 17.4% were born outside of the United Kingdom, which sits slightly above the South East average
- A snapshot of the local economy shows 9,550 businesses<sup>18</sup>
- Highly qualified workforce with 96% holding qualifications: 56% to degree level or higher
- Above average number holding managerial or professional roles: 63% compared to 46% nationally

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<sup>17</sup> ONS:2019

<sup>18</sup> ONS:2020

## **What do customers think about the service?**

Customer Experience Survey Summer 2019 – Key Findings<sup>19</sup>

### **Q3. Did you find what you were looking for?**

388 answered

96.91% answered yes

### **Q4. How would you describe staff?**

384 answered

Friendly 98.7%

Knowledgeable 77.34%

### **Q5. How would you rate your experience today?**

385 answered

Very Good or Good 98.44%

58 written feedback forms named individual staff as excellent

A further 73 feedback forms said “staff” were excellent

Library complaints remain consistently very low and have primarily been about faulty IT equipment.

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<sup>19</sup> The full survey and results can be made available on request

## Key RBWM Library Service Partners



*Dementia Awareness Week at Maidenhead Library*



*Author event at Windsor Library*

## Current Partners

Achieving for Children

Action on Hearing Loss Drop-ins

Adviza Careers guidance and support for young people

Age Concern

Ahmadiyya Muslim Women's Association

All Saints Junior School

Army Welfare at Broom Farm

Ascot Durning Trust

Authors Aloud

Booktrust

Boyn Grove Dementia Centre

Boyn Grove LD Activities at Boyn Grove Library

Braywick Nursery employment and support for people with Autism

CAB at Ascot Library

CAB at Windsor Library

Cards for Good Causes

Carewatch

Children's Centres:

The Manor, Windsor

Poppies, Windsor

The Lawns, Windsor

Little Cygnets, Datchet

South Ascot, South Ascot

Riverside, Maidenhead

Pinkneys Green, Maidenhead

Woodlands Park, Maidenhead

Larchfield, Maidenhead

CLASS – Community Learning Courses

CLASS Inclusions Work

Community wardens

Cookham and Maidenhead Arts Trail

Cookham Parish Council

Cookham Rise School

Cox Green Parish Council

Cox Green School Library

Dash Charity

Dedworth Green and Dedworth Middle School

Dementia Action Alliance WAM

Energy Kids

Explore Learning

Family Friends Charity

Forest Wood School

Friends of the Borough Museum
Friends of the Libraries
Hilltop and St Edward's schools
History Society at Eton Wick Library
Immersive Experiences
Inclusions Reading Development schools: Eton Wick First School Alexander First School Homer First School Woodlands Park School South Ascot Village School Datchet St Marys School St Lukes Primary School Riverside School Woodlands Park School Boyn Hill School Eton Porny School Dedworth First School Wessex Primary School Manor Green School Maidenhead
Kennedy Scott Careers support
Knit and Natter groups
Larchfield SEND Group via Achieving for Children
Lego Robotics Groups
Lilliputs Nursery
Lions Club of Windsor
Mad Science
Maidenhead Advertiser
Maidenhead Amateur Dramatic Society
Maidenhead Arts Council
Maidenhead Book Festival
Maidenhead Drama Guild
Maidenhead Macular Support Group
Mental Health Scrabble Club
MIND choir
National Citizenship Service
Norden Farm
Nurseries - targeted groups (Reading Development Inclusions work): Transition Group                      Riverside School Nursery Class Buffer Bear Nursery                  Larchfield School Nursery class                              Woodlands Park School Nursery Class                              Datchet St Marys School Nursery Class                              Eton Wick first school Nursery class                              Alexander First School Nursery class                              Homer First School
Old Windsor Parish Council

Optalis
PCSOs with Fun food factory (Dedworth & Old Windsor)
Pets as Therapy
Pilates and Yoga Groups
Pre School Partners: Bray Pre School William Street Day Nursery Windsor Little Monkeys Windsor Natures Nursery Ascot Montessori Ascot Dreamcatchers Sunningdale Eton Pre School Eton
RBWM Museums
Reading Development Service (RDS) Schools: All Saints Maidenhead Braywick Claire's Court Cookham Rise Eton Porny Hilltop Lambrook Oldfield Queen Anne First School Sandhurst Secondary School St Josephs Grammer School Slough St Michaels CofE Primary Sunninghill Westgate Secondary School Slough Woodlands Primary School
Reading Groups
Rutherford Appleton Laboratory
Scratch Code Clubs
Spoore Merry Rickman
Storytimes and Rhymetime Groups
Sunninghill Reading Room Trust
Tesco Dedworth Community Group
Thames Valley PCSOs
Thames Valley Positive Support
The Old Court Windsor
Treehouse Community Café Windsor
Wellesley House
Wellpoint Health Support
Westborough Pre-School
Windsor Fringe
Youth Services





## Outcomes delivered by RBWM libraries

1. **Cultural and creative enrichment** delivered via commemorative events and promotions, displays, forums for creative sessions, arts and craft sessions, museum displays, art exhibitions, author events, poet and poetry events, storytimes, rhymetimes.



*Children's craft activities*

2. **Increased reading and literacy** delivered via Bookstart, BookAhead, Audio Books, Braille and Makaton, Large Print, Quick Reads, Pictures to Share (Dementia Collections), Barrington Stoke (Dyslexia Collections), Dual Language, Deposit Collections, Magazines, Reading Group Collections. The photos below show children engaging in reading and literacy promotional activity at RBWM libraries.



*Literacy activities in RBWM Libraries*

3. **Improved digital access and literacy** delivered via PC Access, printing provision, IT help, drop-in support sessions, technical books, training courses, online resources.
4. **Helping everyone achieve their full potential** delivered via Job search, CV support, job application support, provision of papers, magazines, market intelligence and consumer insight, safe and comfortable space to work
5. **Healthier and happier lives** delivered via Reading Well Collections, Health and wellbeing events, Books on Prescription, Mood Boosting Books, Shelf-Help, Reading Well for Children, Book Groups, Knit and Natter, Coding Clubs, Lego Robotics, Games Clubs



*Outdoor literacy events hosted by RBWM Libraries*

6. **Greater prosperity** delivered via access to expertise, knowledge and information
  
7. **Stronger, more resilient communities** delivered via coordination and facilitation of the range of services and support delivered by the community through volunteers, charities, organisations and partners using the assets already held within the community to meet the needs of the community.



*Remembrance at Windsor Library*

## Click and Collect Services

1. Click and Collect Library Services are integral to the RBWM library offer. RBWM Library Customers search the catalogue and place their requests, being notified when their books are ready for collection or ready for delivery by the Mobile Library Service or the Home Library Service.
2. Items that are not available on the RBWM Library Catalogue but are available elsewhere in the country, including at the British Library and University Libraries, are made available via the Inter Library Loan network.
3. Any item available at any of the 13 SELMS Library Authority partners appears on the RBWM Library Catalogue and may be requested via the website.
4. Customers may also request items in person, over the phone, via email or on any of the many library social media platforms.
5. In July 2020 the Click and Deliver Service was expanded as only Maidenhead and Windsor Libraries were able to open safely to the public. This service requires staff members to take books to 13 sites across the Borough every day, in their own cars. Customers pick up their books from those sites (mostly car parks).
6. This service has supported RBWM Library Provision ensuring that residents across the whole Borough have had access to library books without having to go to either Maidenhead or Windsor libraries. This has been a highly valued service during lockdown.



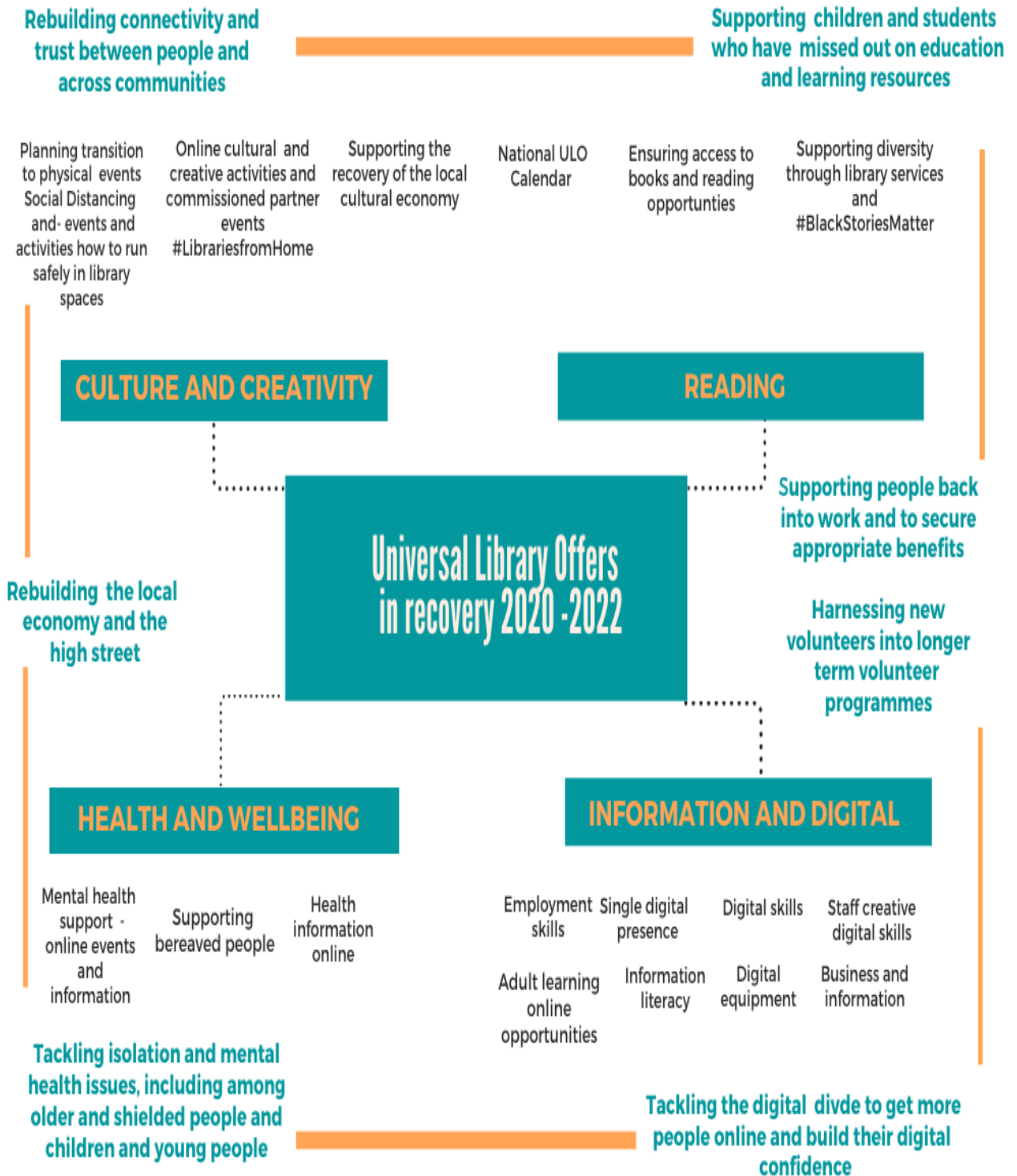
*Packs of books waiting to be picked up by library staff for delivery*

7. However, the Select and Deliver model is a very expensive and inefficient way of delivering library services, with an annual cost of £175K, and could not be sustainably replicated for the hundreds of thousands of books that are loaned by the library service each year.
8. Community Library buildings that are rent-free with low staff costs and income-generating potential are far more efficient as the book request process is largely self-service and can be supported by volunteers. The items are requested online. When they become available an automated email is sent to the customer. Customers visit the library and help themselves to the requested items, using the self-service kiosk to issue the items and then to return them at a later stage. The only significant cost for this model is the NNDR charge as staff costs are low and building-based service delivery is well supported by volunteers.
9. The Click and Deliver service requires high levels of staff intervention at each stage of the process for each individual item and is therefore far less efficient and more costly but has been a lifeline for some residents during the lockdown.
10. The Mobile Library is at end of life stage. A funding bid is in progress for a replacement electric vehicle.
11. Termination of the Mobile Library Service in its current form was agreed in 2018 but implementation was not supported by the Council Leadership. The service supports the volunteer Home Library Service and ensures residents in outlying areas and residential care homes and nursery schools receive regular library visits and can place requests for selected items or select their own books by going on-board the vehicle.



*RBWM Mobile Library*

# Library Universal Offers for Pandemic Recovery:







## Business Support, Skills and Training

1. Libraries and the people working in them change lives through:
  - 1.1. promoting enjoyment in reading and other cultural and creative activities
  - 1.2. raising aspirations and building skills so people can achieve their full potential, regardless of background



- 1.3. actively sharing information, encouraging people to engage with, co-create and learn from each other
  - 1.4. providing trusted and practical support and advice to those who need it
2. Libraries and their staff don't sit in isolation; they support other public services that are vital for local and national prosperity and wellbeing. They not only encourage a love of reading, but also provide business support, build digital skills, organise cultural activities, host community events, offer a quiet space to study, and much, much more.
3. All this builds on one of the most important strengths of libraries: the trust people have in them to provide objective and accurate information and guidance in a confidential and even-handed way.



4. The service has responded quickly to the increase in demand since the start of the pandemic, offering business start-up advice, job seeker support, UC support and Basic IT Skills Training.
5. Local libraries provide a 'cradle-to-grave' service. They offer significant reach into local communities and a cost-effective way of ensuring that people are connected to the services they need when they need them. This helps local councils achieve their strategic objectives and boosts communities' resilience and independence. (Libraries Connected 2020)
6. Average usage in terms of PC hours was over 55,000 before the pandemic, and the service supported residents to get online to complete government forms and applications and job searches as necessary.
7. Going forward, in response to increased demand from residents, the service will offer:
  - 7.1. Business start-up advice, small business advice and support from qualified volunteer professionals
  - 7.2. Universal Credit Support for applicants
  - 7.3. CV and cover letter advice
  - 7.4. Volunteer led IT sessions
  - 7.5. Support for community initiatives that assist residents
  - 7.6. Increased free WiFi options
  - 7.7. Loaning of digital devices along with practical support to empower residents to access online services, skills training and job search and applications.





## Place Shaping and Library Design Criteria

### Libraries' contribution to place-making

1. In July 2017, Arts Council England published a report compiled by Shared Intelligence on the contribution that public libraries make to place shaping<sup>20</sup>.
2. Estate agents point to the presence and proximity of libraries in their brochures. Libraries are perceived as safe, neutral and trusted spaces, free from political agendas, reaching all sections and demographics within the community, although under 24s are the largest demographic to use libraries.
3. Libraries play a vital role in defining the areas where they are located, they give communities a sense of social space and collective purpose.
4. The NPPF<sup>21</sup> requires local authorities to
  - 4.1 Plan positively for the provision and use of shared spaces and community facilities
  - 4.2 Consider and support the delivery of local strategies to improve health and social and cultural well-being for all sections of the community
  - 4.3 Guard against the unnecessary loss of valued facilities and services, particularly where this would reduce the community's ability to meet its day-to-day needs
  - 4.4 Ensure that established facilities and services develop and modernise, and are retained for the benefit of the community
  - 4.5 Ensure an integrated approach to considering the location of housing, economic uses and community facilities and services.
5. CIL can be used to fund a broad range of infrastructure including libraries.
6. Libraries are accessed and accessible by all regardless of levels of deprivation.

<sup>20</sup> <https://www.artscouncil.org.uk/sites/default/files/download-file/Combined%20placeshaping%20report%2017%20July.pdf>

<sup>21</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/810197/NPPF\\_Feb\\_2019\\_revised.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/810197/NPPF_Feb_2019_revised.pdf)

7. Public libraries are a population-scale platform for meeting the population scale challenges of aging. There are very few other public services which achieve regular personal contact with over one-third of the 75+ population. Those which do, notably GPs, are urgently seeking ways older people can be targeted by preventative interventions which reduce the likelihood of them needing more serious help from social care agencies and the NHS.
8. In this context libraries have a significant role to play in place-shaping because they are one of the most familiar, well-recognised, and trusted local institutions with very high levels of engagement across all demographics. Any decisions in regard to place-shaping that aims to centre residents and empower communities must place libraries at the heart of those decisions.



9. There is strong evidence that the Community Library approach boosts communities' resilience and independence<sup>22</sup>. The offer developed at each library location is different, reflecting and tailored to the unique assets, capacities, needs, interests and priorities of that community.
10. The Maidenhead Vision Charter, 2020<sup>23</sup> identified priorities for Maidenhead that are already delivered through the library, for example exhibition space, community activity spaces and the teenage volunteer programme. The teenage response to the Vision Charter consultation and engagement process was that "the library needs to be bigger".
11. The demand for study space, with very high levels of occupancy during exam revision periods, and repeated requests for extended opening hours during these times, provide evidence of the value students place on these facilities to be available for them. During the pandemic the service received written requests from young people to open the library for study purposes, to allow for safer and more socially distanced study opportunities than they currently have in other locations. Young people do not choose to use halls and community centres for study and social contact; they prefer library spaces for a range of reasons.
12. Maidenhead Library is unique in terms of architectural design and offers unmatched flexibility. The library featured recently in the c20 Society Journal.<sup>24</sup> A recent internal refurbishment worked with this design. Spaces are now fully flexible with shelves and other furniture mobile in order to accommodate changing requirements during the annual cycle and to allow the building to host cultural events, exhibitions and other community activity.



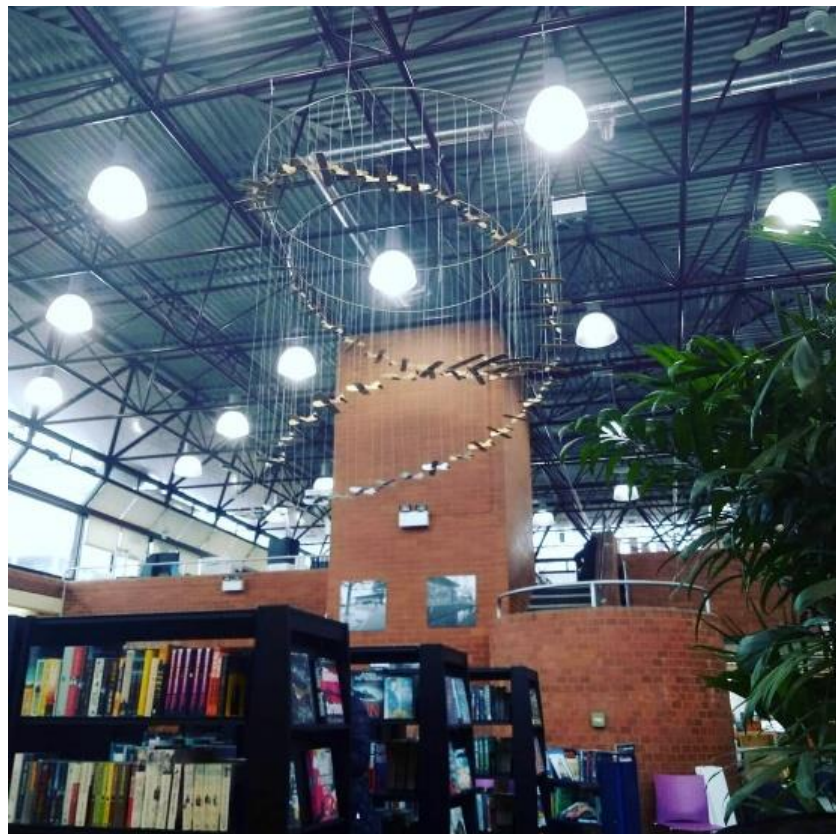
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<sup>22</sup> Great Britain. Department for Digital, Culture, Media & Sport. (2018). Libraries Deliver: Ambition for Public Libraries in England 2016 to 2021. Available at: <https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021> (Accessed: 20 November 2020).

<sup>23</sup> [https://www.jtp.co.uk/cms/pdfs/01755\\_Vision-Document\\_DRAFT\\_200115\\_FINAL.pdf](https://www.jtp.co.uk/cms/pdfs/01755_Vision-Document_DRAFT_200115_FINAL.pdf)

<sup>24</sup> <https://c20society.org.uk/news/tribute-to-paul-koralek>

13. High levels of Summer Reading Challenge participation, Work Experience via volunteering placements, deposit collections, the Schools Reading Development Service and Reading Development Inclusions work with schools and Children's Centres (funded by CLASS) demonstrate the reach and impact of the service on young people in the Royal Borough of Windsor and Maidenhead.
14. Facilitation and coordination of cultural activities, themed stock displays, well-attended Rhymetime and Storytime sessions, regular use of Library spaces by self-directed groups such as Knit & Natter, adult colouring clubs, scrabble club, boardgames club, history clubs and a range of other clubs and societies across the library estate contribute to maintaining community cohesion, connections and improved health and wellbeing.
15. The Service champions inclusive access evidenced by the Mobile Library Service, the Home Library Service, Welfare calls to vulnerable citizens, Dementia sessions, Accessibility mornings and links with the Disability and Inclusions Forum, Adult Autism Services and a range of other partners.
16. The Library Service is in regular contact with 50,000 library customers by email and uses a very wide range of social media platforms to engage with its customers, with events posted online having over a thousand views and being widely shared.



## **Library Transformation Strategy Design Criteria in relation to Place Making**

1. Distribution and reach to include population density, demographics, proximity to other services, co-located services
2. Location and vicinity to include distance from shops and amenities, transport links, parking
3. Buildings and spaces to include appearance, context, maintenance and operation costs
4. Digital engagement to include technology to enhance the delivery of services 24/7 and to provide new platforms for engagement while overcoming barriers to digital inclusion
5. Community consultation and engagement
6. Finance and funding to include innovation in looking at other sources of income generation.





## **RBWM Libraries Climate Strategy 2020-2025**

### **Background**

In June 2019, the Royal Borough of Windsor and Maidenhead Council declared an environment and climate emergency. The issues driving this decision were, and remain, some of the most challenging ever faced by humanity, with our climate changing on a scale and at a pace that threatens our way of life and that of future generations. The strategy formation was spearheaded by a cross-party councillor working group and was approved by the council for public consultation in June 2020.

### **The role of libraries**

Libraries have always promoted environmental sustainability. Simply by loaning one copy of one book to multiple residents our libraries help reduce the Borough's carbon footprint. Libraries lead by example and are green behind the scenes. They keep transportation to a minimum and recycle and reuse many 'disposable' products.

On a deeper level, by providing access to research, the library service brings about the changes in attitudes necessary to make a more sustainable society. Libraries teach information literacy, educating every sector of the local community. Alongside schools, libraries shape children's views about the environment and encourage them to make a difference.

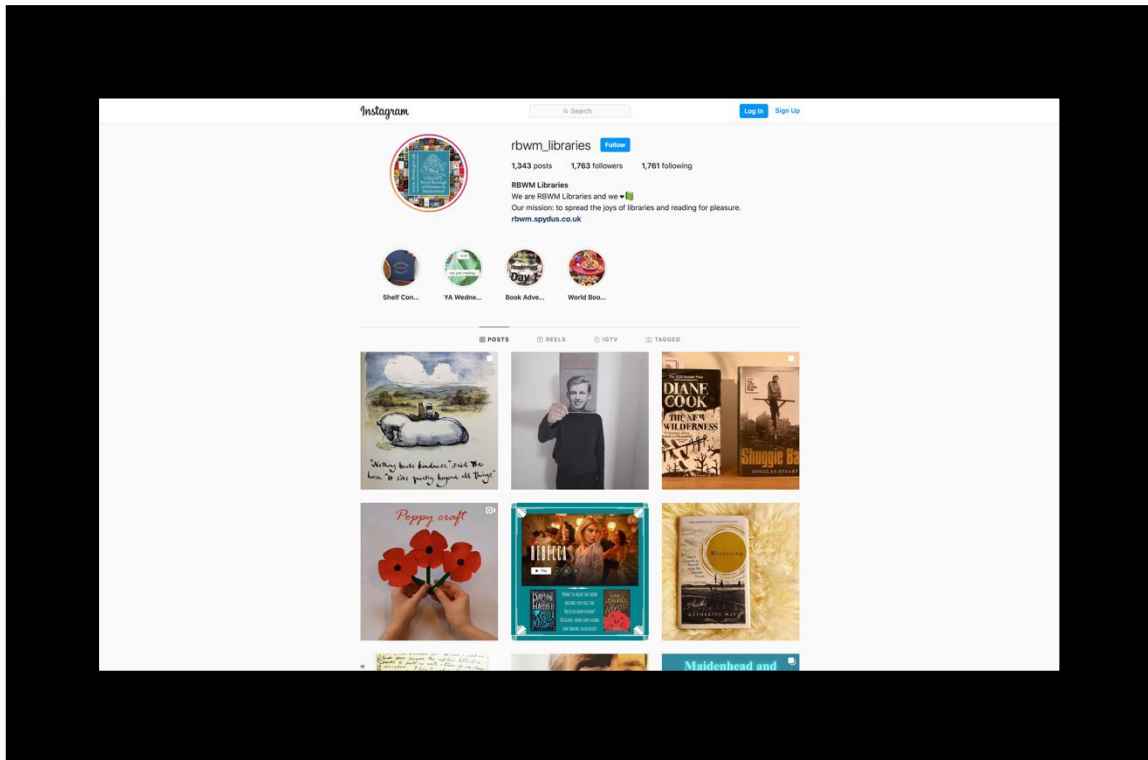
With a team of advisors, experts and volunteers on hand to help, residents come to the Borough's libraries to take part in traditional craft sessions and to view digital documents like the Environment and Climate Strategy. This strategy continued to be a priority throughout the pandemic.

### **Four key strategic themes**

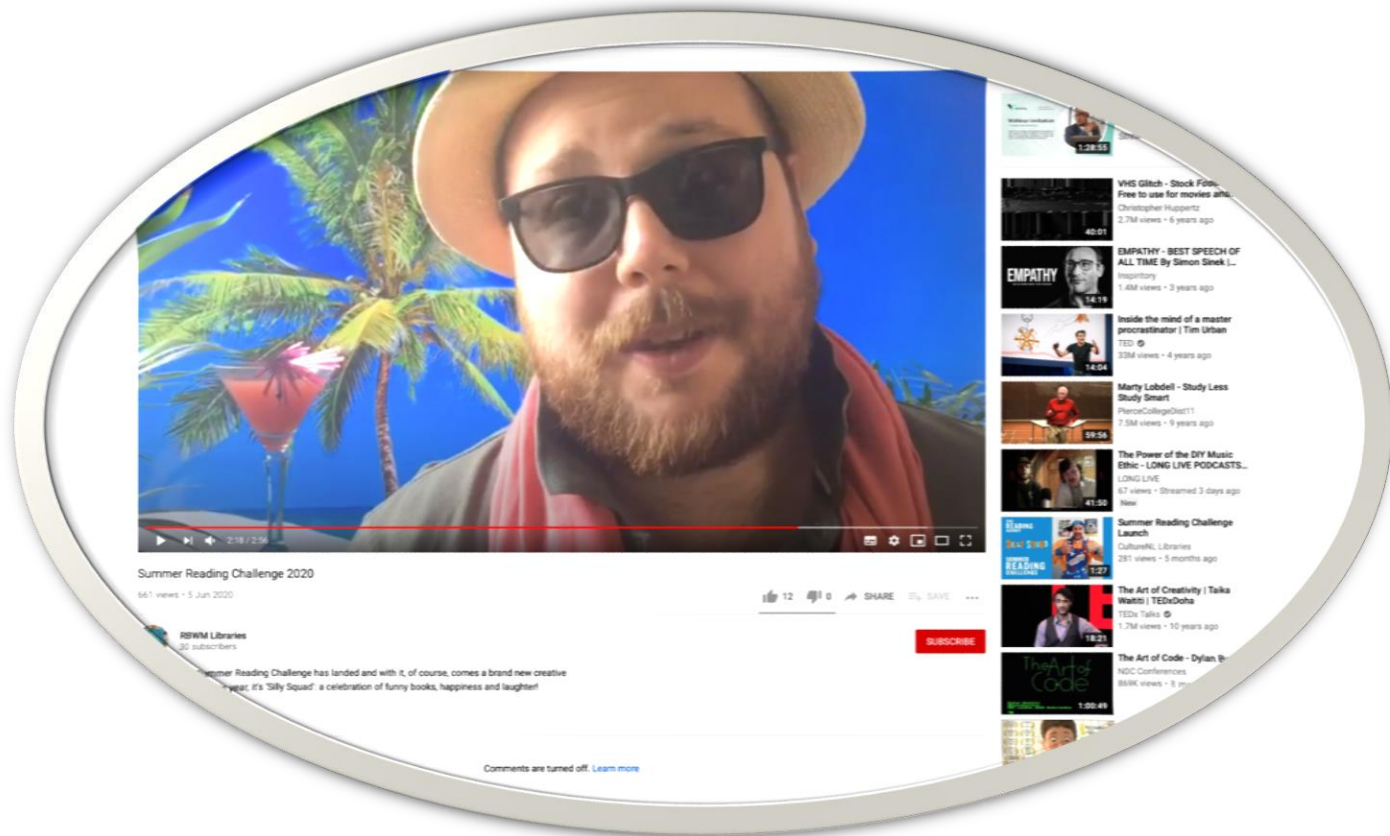
Taking our cue from the Climate Steering Committee's document, Library Services have committed to four key themes to challenge climate change:

- **Digital**
- **Environmental**
- **Agile**
- **Physical.**

# Digital

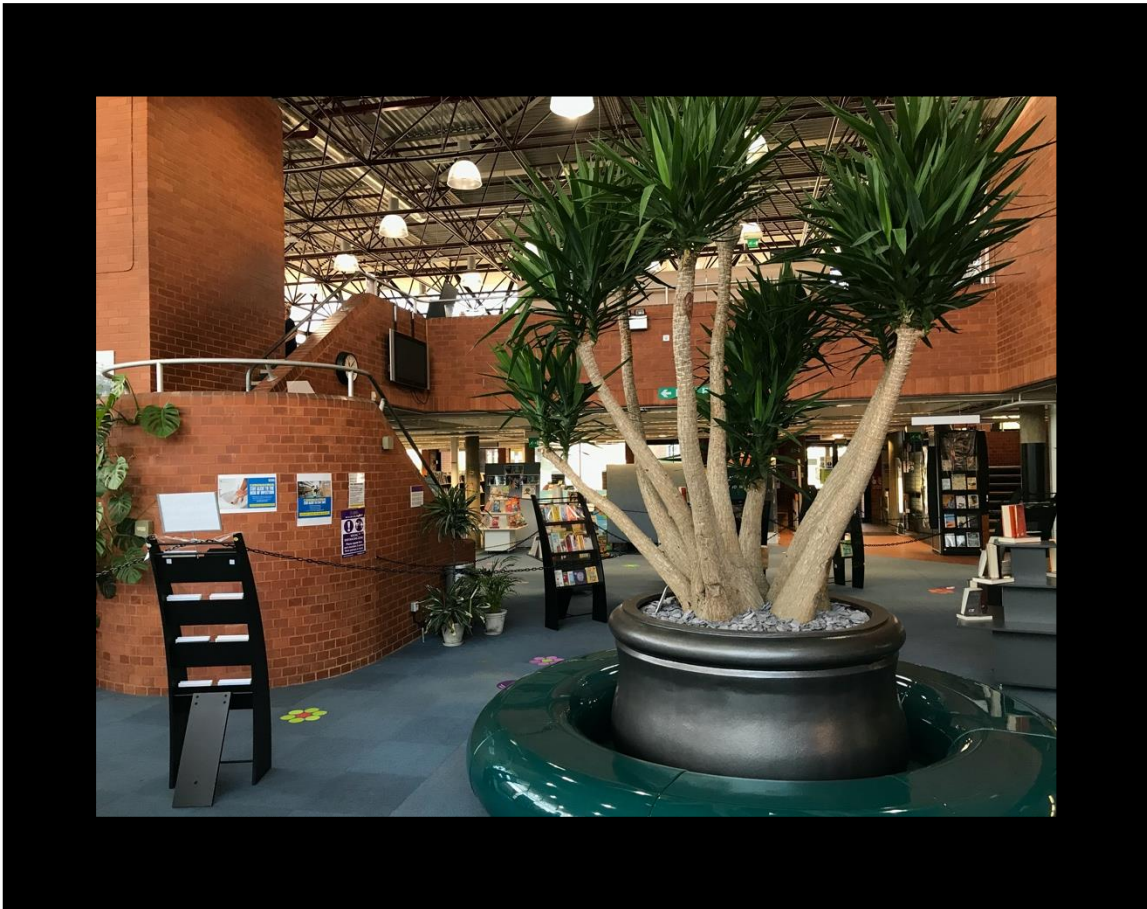


- Online registration allows instant access to resources from work, school or home
- Borrowing of E-audiobooks, e-books, e-magazines and e-Reference resources can be done from work, school or home
- Online Resource “Access to Research” can be accessed from any location
- Universal Credit assistance can be benefited from remotely



- Participation in online book groups and book chats can take place from anywhere
- Youtube, Rhymetimes, Storytimes and Craft sessions can be accessed from any location
- Customers can engage with the library Facebook, Instagram, Minecraft, Twitter, YouTube and other media from wherever they are
- Review purchasing newspapers for browsing and magazines for loan.

# Environmental



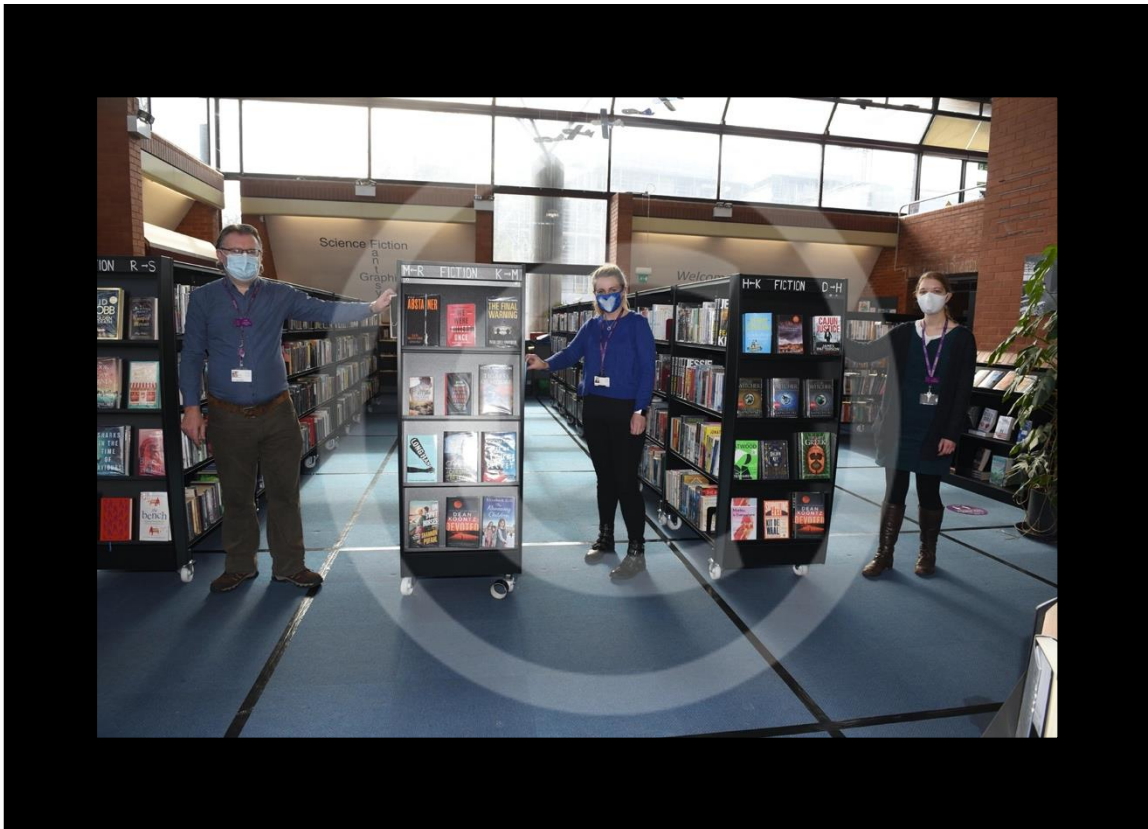
- Paper recycling
- No single use plastic cups
- No laminated signs
- Lights triggered by motion sensors
- Craft sessions using recyclable materials
- Re-selling of withdrawn stock

# Agile



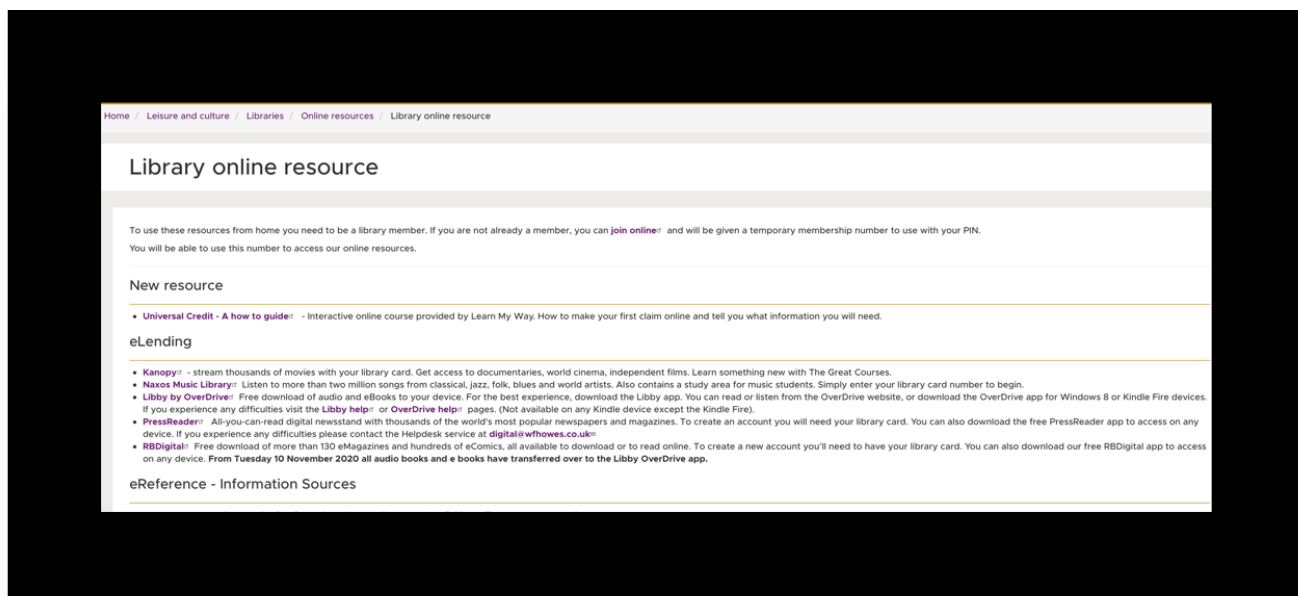
- A Click and Deliver service with local drop off and collection points reducing travel and increasing participation
- A single vehicle delivering books to large groups of residents
- A Home Library service, engaging community volunteers
- Emails notifying users when requested items are ready to collect
- Volunteer-led IT drop-ins

# Physical



- Lending books – reduce, re-use, recycle
- Building links with the local community including climate partners
- Improving mental health and well-being in a safe place with access to a range of community support networks, charities, volunteers and services
- On site café at Maidenhead Library
- Desirable and comfortable spaces for both Council staff and local people to work

# End this Emergency: One Vision for Our Future



## Coming soon:

- Wi-fi printing
- A Library App
- A Digital Library Card
- VR (Virtual Reality)





### **Next Steps**

- Switch wipes to plastic-free, biodegradable ones
- Use 5L refillable containers for hand sanitizers and sanitizer sprays
- Install water dispensers to encourage the use of reusable bottles
- Limit the use of 'pop up' free-standing promotional signs



- Stress to staff that they must have a reusable mask
- Small changes to embed greener habits helping to implement more environmentally friendly habits
- A domino-effect to be instilled in residents when things return to a 'new normal'
- More staff working from home, reducing pollution and paper waste
- MECC-trained library staff to help residents to find their own solutions and remain independent



- Further implementation of ABCD (Asset Based Community Development)
- Local partnerships will be expanded, reinforced and energised
- Resources and spaces will be further attuned to localities



## Transformation Savings Proposals

	Option	Reason	Risk	Mitigation	Savings	Comments	Investment Required
1	Close Boyn Grove Library	The space is very small which limits community support activity to mostly outside of library opening hours.	Impacts on 3 wards Well used by Dementia and Learning Disability partners High levels of book borrowing Supports schools Accessible with ample parking Passes building costs onto other services within the council such as Property or Optalis, who are already able to make use of the space if they wish to do so.	Schools can take up RDS (Reading Development Service) offer Families can use Maidenhead Library (2 miles) Inclusions work with Dementia and Learning Disability partners to be developed Mobile Library stops on site.	<b>22,000</b>	Staff savings: £18,000 Building savings: £7,000	Inclusions, RDS and Mobile Library top-up: £3000
2	Close Datchet Library	High rent and utility costs Low levels of usage when compared to most RBWM community libraries - library usage dropped when car park charges were introduced by the Council Building not fit for purpose with high maintenance costs	There are pockets of deprivation in Datchet The removal of access to IT support and facilities, along with a safe place for children to attend after school may impact the more vulnerable. However there is little evidence that the library is well-used by people in this demographic.	Mobile Library Weekly stops Schools encouraged to take up the RDS School Offer Customers can access library services at Windsor Library (2.3 miles) Targeted inclusions work by the Reading Development Inclusions Officer	<b>44,000</b>	Staff savings: 17,000 Building savings: £30,000	Inclusions, RDS and Mobile Library top-up: £3000
	Close Sunninghill Library	Very old building not fit for purpose Low visitor counts other than directly after school (3-4pm)	School children may not be taken to another library by parents / carers Children may not have somewhere safe to go after school	Families can use Ascot Library (1.6 miles) School can take up RDS offer Mobile Library stops	<b>28,000</b>	Sunninghill staff savings: £16,000 Sunninghill Building savings: £12,000	
3	Close Old Windsor Library	High rent Low levels of usage when compared to most RBWM Community Libraries	Capital improvements to and extension of this location were only completed last year	Mobile Library stops School encouraged to take up the RDS School Offer Customers can access library services at Windsor Library (2.1 miles)	<b>21,000</b>	Staff savings: £10,000 Building savings: £13,000	Inclusions, RDS and Mobile Library top-up: £2000
4	Deliver Container Library services from one of the sites	This will save on £50Kpa towage costs.	Impacts 3 villages	Mobile Library stops Schools encouraged to take up the RDS School Offer Customers can access library services at other Libraries Holyport is 3.3 miles from Maidenhead Library Furze Platt is 1.8 miles from Maidenhead Library Sunningdale is 2.6 miles from Ascot Library. Public Consultation and partner negotiation required to agree	<b>64,000</b>	Holyport Wraysbury and Furze Platt staff savings: £5,000 per site Sunningdale staff savings: £6,000 Container Towage savings: £50,000 (Consultation and negotiation with partners required)	Inclusions, RDS and Mobile Library top-up: £2000

	Option	Reason	Risk	Mitigation	Savings	Comments	Investment Required
				which sites will see the service withdrawn			
5	Reduce opening hours at Windsor Library by 4hpw	Open at 10am Monday, Tuesday, Thursday and Friday	Residents requiring urgent PC, printing or wifi facilities, residents using the library for work and business purposes, and students during peak study season will be most impacted		10,000	Staff savings: £10,000	
6	Reduce opening hours at Maidenhead Library by 5hpw	Open at 10am Monday, Tuesday, Thursday and Friday, and at 11am for the general public on Wednesday.	Residents requiring urgent PC, printing or wifi facilities, residents using the library for work and business purposes, and students during peak study season will be most impacted	Retain an "Accessibility Hour" at Maidenhead Library where the library is only open for those with Dementia, Autism or Learning Disabilities. Open on a Wednesday at 10am for accessibility customers and to the rest of the Public at 11am.	25,000	Staff savings: £25,000	
7	Retain Eton Wick Library Reduce opening hours further from 20hpw to 13hpw	Building costs for Eton Wick Library are very low (less than £2Kpa) due to the support provided by the Eton Wick Village Hall. The library is well-situated right in the middle of the village alongside the Youth Club, Social Club, Sports Fields and local shops. Eton Wick is a particularly community-orientated village with many groups, societies, clubs and volunteers who use the library space. Age Concern, PCSOs and Community Wardens are active partners. The library is an integral part of the community, blended into the fabric of Eton Wick community life. Several young volunteers are active in the library. The IT help volunteer is particularly busy every week. Excluded children also make use of the library with their teachers. Computer use at this location is high. Eton Wick has poor travel links to which means getting to another library is difficult for many residents. Of a population of 2260, books loans average 1400 per month, which is a high loan to resident ratio.	Reduction in hours may impact vulnerable groups	The site can continue to be used by community groups outside of library opening hours to continue to provide support by the community for the community	5,000	Open to the public each week for: one morning one afternoon one evening Saturday morning  The building will continue to be available seven days a week for community use.	Eton Wick Library would benefit from a small CIL investment to remove the wall between the IT Suite and main library in order to expand the available space and increase flexibility

	Option	Reason	Risk	Mitigation	Savings	Comments	Investment Required
8	Retain Dedworth Library Reduce opening hours further from 26hpw to 13hpw	<p>Dedworth Library is in the heart of the residential district of West Windsor</p> <p>Excellent access for local residents</p> <p>It is on the school site and the building is integrated into the school (it used to be used as the school canteen and kitchens)</p> <p>No rental costs, low utility costs, high income.</p> <p>Dedworth is one of the highest areas of deprivation in the Borough</p> <p>The library building is used throughout the week during and outside of library opening hours.</p> <p>The Community Room is rented by Lilliputs Nursery and is used out of school hours by community groups, individuals, families, volunteers and charities to provide services for the community. These include groups such as the Mental Health Choir, Dementia Friends and MIND - Friends in Need.</p> <p>The library works with young mums who attend the baby clinic, making sure they have Bookstart packs and are invited to the rhymetimes, storytimes and other events delivered by volunteers and partners.</p> <p>Many school children use the library after school to wait in a safe space to be picked up, and parents use the library when their children attend the range of events and activities on the site.</p> <p>Take-up for IT help provided by volunteers and training delivered by partners such as CLASS is high.</p> <p>Dedworth Library works closely with Community Champions, PCSOs, Community Wardens and many other partners to help support community resilience and independence.</p> <p>Residents are assisted with UC applications</p>	Reduction in opening hours may impact vulnerable children and adults.	The site can continue to be used by community groups outside of library opening hours to continue to provide support by the community for the community	9,000	<p>Open to the public each week for: one morning one afternoon one evening Saturday morning</p> <p>The building will continue to be available seven days a week for community use.</p>	Dedworth Library would benefit from a small CIL investment to extend the bike sheds and refurbish the Boiler Room building to provide additional community space.
9	Retain Cox Green Library Reduce opening hours further from 25hpw to 13hpw	<p>Cox Green Library is used throughout the week by the school. Library staffing is funded by the school for school opening hours. The building is fully integrated into the school and a peppercorn rent is paid by the Council for the space.</p> <p>The Parish Council pays RBWM libraries rent for use of their offices and the space is also shared with TVP.</p> <p>The library sits alongside the Leisure Centre and the Community Centre.</p> <p>Every Cox Green school pupil is a member of the library and usage is high.</p> <p>Many partners such as Age Concern deliver support services to the community from the library, in particular IT training.</p> <p>Library volunteers also deliver weekly IT drop-in sessions for residents who prefer less formal assistance with their IT problems.</p> <p>The Teenage Volunteer Programme is very popular with young people from Cox Green and many young volunteers go on to weekend and summer employment with the service</p> <p>The library is located very close to two primary schools</p>	Reduction in opening hours may impact vulnerable children and adults.	The site can be used by community groups outside of library opening hours to continue to provide support by the community for the community	8,000	<p>Open to the public each week for: one morning one afternoon one evening Saturday morning</p> <p>The building will continue to be available seven days a week for community use.</p>	

	Option	Reason	Risk	Mitigation	Savings	Comments	Investment Required
10	Retain Cookham Library Reduce opening hours further from 20hpw to 13hpw	Cookham Library is used throughout the week during and outside of library opening hours by a wide range of community users to support health and wellbeing, healthy lifestyles, children's events and activities, workshops for adults and children, IT assistance, community events, art and cultural exhibitions, council services, clubs, volunteers and charitable events. Cookham Parish Council has a 60 year lease with the library service and contributes to both opening hours and building costs. The Parish Council contributed £60,000 to the library building as well. Very accessible location, some distance from any other library location. Dual use library for the school, RDS School service funded by the school. The building is physically integrated with the school and is used by the school for PTAs, meetings, training and teaching purposes. Offers volunteering and job opportunities for young people Provides a safe place for children who are able to attend unaccompanied from the age of 8, particularly beneficial to children of working parents. Cookham Library was selected by Penguin Books as one of their 14 wonderful children's libraries.	Reduction in opening hours may impact vulnerable children and adults. Cookham Parish Council may withdraw their opening hours funding of £2kpa.	The site can continue to be used by community groups outside of library opening hours to continue to provide support by the community for the community	<b>3,000</b>	Open to the public each week for: one morning one afternoon one evening Saturday morning  The building will continue to be available seven days a week for community use.	
11	Retain Ascot Library	Library required in the south of the Borough. This library is supported by Ascot Durning Trust.			<b>0</b>		
12	Other savings / income	Income from Rio Café	Café may be impacted by Covid	3 year lease in place	<b>20,000</b>		
13	Supervisor	Reduction in library staffing and building responsibilities will allow for reduction in 1FTE at supervisor level	Loss of skills and capacity across the service		<b>33,000</b>		
	<b>Total Savings</b>				<b>292,000</b>		





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Report Title:	<b>Royal Borough of Windsor and Maidenhead Public Libraries Opening Hours Reduction / Closures</b>
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor
Meeting and Date:	Cabinet 28 January 2021
Responsible Officer(s):	Adele Taylor, Director of Resources
Wards affected:	All

www.rbwm.gov.uk



## REPORT SUMMARY

1. The decision was taken at Full Council on 25 February 2020 to conduct a public consultation to reduce library opening hours in order to make a saving of £145,000 (full year effect).
2. The Public Consultation on the proposals was due to take place in March 2020 but this was halted due to the uncertainty relating to the emerging Pandemic, the subsequent closure of libraries and the digital library offer being the sole library offer available to residents.
3. When Borough Libraries resumed a limited physical service in July 2020, plans to consult resumed. The consultation went live on Thursday 3 September and closed on Monday 30 November.
4. This report outlines the results of the consultation in Appendix A and proposes an amended opening hours schedule (Appendix B) based on feedback from respondents.
5. The full implications and mitigations relating to the proposed changes can be understood in greater depth if this report is read alongside the proposed Library Transformation Strategy. This Strategy aims to ensure the Library service contributes to the aims of the Corporate Transformation Strategy by focusing on building a community-centric Borough of opportunity and innovation.

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) **Subject to the outcome of the Library Transformation Strategy Consultation, approves the new schedule of Library Opening Hours detailed in Appendix B.**
- ii) **Delegates authority to the Director of Resources in consultation with the Lead Member for Lead Member for Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor, to make minor adjustments to library opening hours schedules as the need arises.**

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

### Options

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

Option	Comments
<p>Note the report and approve the new schedule of Library Opening Hours from 1 June 2021 in principle subject to the outcome of the Library Transformation Strategy Consultation.</p> <p><b>This is the recommended option</b></p>	<p>This option will ensure that the reductions proposed are implemented as part of the overall Library Transformation Strategy to ensure effective and robust mitigations are established to protect essential, targeted and universal library support services.</p>
<p>Approve the new schedule of library opening hours for implementation from April 2021.</p> <p>This is not recommended</p>	<p>This option will achieve the required library savings, however as the Library Transformation Strategy will not be ratified before this date, this decision may be viewed as pre-emptive and may therefore have the potential to risk costly Judicial challenge.</p>
<p>Not approve the new schedule of opening hours and retain the old schedule.</p> <p>This is not recommended</p>	<p>This option will not achieve the required savings.</p>
<p>Make amendments to the new schedule of opening hours.</p> <p>This is not recommended</p>	<p>This option may delay implementation. The schedule of opening hours has been designed in line with the feedback from the Public Consultation.</p>

- 2.1 This recommendation has been made in order to achieve essential savings for the Council while maintaining a sustainable and resilient library service that continues to meet the needs of Royal Borough residents, in line with the 1964 Public Libraries Act.
- 2.2 The Library Transformation Strategy commits the council to a continuing improvement programme of diversification across the Borough Library Service and protects the main hubs, dual use school libraries, the 24/7 digital offer, the Reading Development Inclusions Service, the School RDS (Reading Development Service) Offer, the Volunteer and Community Development elements of the service and the stock fund.

### 3. KEY IMPLICATIONS

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
New schedule of opening hours implemented on 1 June 2021	Delayed	1 June 2021	N/A	N/A	1 June 2021

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

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

REVENUE COSTS	2020/21	2021/22	2022/23
Additional total	£0	£0	£0
Reduction	-£90,000	-£55,000	£0
Net Impact	-£90,000	-£55,000	£0

### 5. LEGAL IMPLICATIONS

- 5.1 Library services must comply with the Public Libraries and Museums Act 1964 and other legal obligations, including the Equality Act and Public Sector Equality Duty.
- 5.2 In providing this service, a library authority must secure adequate stocks sufficient in number, range and quality to meet the general requirements and any special requirements of adults and children; and encourage adults and children to make full use of the library service.
- 5.3 Equality Analysis must be carried out to demonstrate that decision-makers are fully aware of the impact that changes may have on those with protected characteristics.
- 5.4 If a representation is made to the Secretary of State about a library service not meeting its legal obligations, the library authority will be required to demonstrate that it has met its legal obligations which are outlined in the Library Transformation Strategy. Failure to do so puts the Local Authority at risk of challenge and Judicial Review.

### 6. RISK MANAGEMENT

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

Risks	Uncontrolled risk	Controls	Controlled risk
Delay in implementation due to employee	Medium	Ensure strict adherence to the Council's HR Policies and Procedures	Low

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
relations issues that may arise			
A representation is made to the Secretary of State triggering an investigation by the Department for Culture, Media and Sport which may lead to a significant delay in implementation.	High	Link the reduction in opening hours and closure of Eton Library and the Woodlands Park Container Service to the wider Library Transformation Strategy.	Medium
A challenge leads to Judicial Review with high costs for the council as well as a delay in the opportunity to make the identified savings.	High	Link the reduction in opening hours and closure of Eton Library and the Woodlands Park Container Service to the wider Library Transformation Strategy.	Medium

## **7. POTENTIAL IMPACTS**

- 7.1 Equalities. A full EQIA has been carried out. Equality Impact Assessments are published on the [council's website](#).
- 7.2 Climate change/sustainability. The Library Service has a Green Plan which forms part of the Library Transformation Strategy.
- 7.3 Data Protection/GDPR. Processing of personal data is not involved in this decision.
- 7.4 Staff contracts may be impacted.

## **8. CONSULTATION**

- 8.1 See Appendix A for the Library Opening Hours Public Consultation Report.
- 8.2 The final recommended schedule of opening hours has been revised in response to feedback from the consultation. The amended opening hours are still reflective of customer usage.

## 9. TIMETABLE FOR IMPLEMENTATION

**Table 5: Implementation timetable**

Date	Details
28 January 2021	Cabinet Decision
10 February 2021	Staff Consultation commences
01 June 2021	Implementation of new opening hours

## 10. APPENDICES

10.1 This report is supported by 4 Appendices:

- Appendix A: Library Opening Hours Public Consultation Report
- Appendix B: New Opening Hours Schedule based on Consultation Feedback
- Appendix C: Consultation Questionnaire
- Appendix D: Consultation Opening Hours Summary by Library

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by 10 background documents:

- Equality Impact Assessment
- Average Visitor and Loan Counts per Library per Hour
- Demographics of Responders
- All Comments
- Reasons for not currently using a library
- Comments referencing Closing Eton Library
- Comments referencing Council Tax
- Comments referencing Sunday Opening
- Comments referencing Friday Opening
- Comments referencing longer hours at Windsor on a Saturday
- Communications Plan

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Rayner	Lead Member for Leisure Services, HR, IT, Legal, Performance Management and Windsor	24/12/20	24/12/20
Duncan Sharkey	Managing Director	24/12/20	07/01/21
Adele Taylor	Director of Resources/S151 Officer	24/12/20	24/12/20
Kevin McDaniel	Director of Children's Services	24/12/20	
Hilary Hall	Director of Adults, Health and Commissioning	24/12/20	
Andrew Vallance	Head of Finance	24/12/20	
Elaine Browne	Head of Law	24/12/20	06/01/21

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Mary Severin	Monitoring Officer	24/12/20	04/01/21
Nikki Craig	Head of HR, Corporate Projects and IT	24/12/20	04/01/21
Louisa Dean	Communications	24/12/20	
Karen Shepherd	Head of Governance	24/12/20	04/01/21
Louise Freeth	Head of Revenues, Benefits, Library and Resident Services	24/12/20	24/12/20

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
Key Decision (Added to the Forward Plan 09/12/2020)	No	No
Report Author: Angela Huisman, Library and Resident Contact Lead, Tel 07717 693031		





**Royal Borough of Windsor and Maidenhead**  
**Libraries Opening Hours Consultation Report**  
**20 January 2021**

1. The Royal Borough of Windsor and Maidenhead is introducing a more radical and transformational approach to providing local services to deal with pressures on resources, increasing demands for social care and changing expectations from local communities.
2. As financial, technological and demographic challenges increase so councils must give communities more power to develop their own resilience and independence.
3. A robust, objective and evidence-based library strategy has been developed to help deliver corporate priorities through a Library Service that helps release the power and assets within communities to meet local need.
4. The Library Transformation Strategy sets out the direction of travel for RBWM libraries, ensuring that the Council will continue to deliver a comprehensive and efficient library service which is modern, creative, innovative, inclusive and affordable.
5. Digital services are deeply embedded and blended into the overall library offer. The strategy aims to mitigate against the digitally disengaged becoming more isolated, more disadvantaged and more excluded, so that communities can create and implement their own solutions.
6. A first stage Public Consultation which focused on library opening hours has been conducted to gather resident and partner input and views on potential library opening hours and the closure of Eton Library and the Woodlands Park Container Service.

**Consultation Principles**

7. The RBWM Library Service takes its duty to consult with residents, partners and other stakeholders very seriously.
8. Each year the library service conducts an in-depth Customer Satisfaction Survey which receives close to 400 responses from library service users and partners. These responses are scrutinised by the Library Management Team and Lead Member and used to adapt the library service to ensure it remains responsive and agile, meeting the changing needs of residents as they arise and pre-empting demand wherever possible.

9. The Public Library Opening Hours Consultation was based on the following principles:
  - a. Inclusive
  - b. Informative
  - c. Understandable
  - d. Appropriate
  - e. Meaningful
  - f. Reported

### **Approach**

10. This initial Public Consultation was designed to elicit the views of the public and partners on:
  - a. The opening hours at each location
  - b. The closure of Eton Library
  - c. The removal of the Woodlands Park Container stop
  - d. Alternative proposals
  - e. An opportunity to give feedback and comments
11. Consultation commenced on 3 September 2020 and ran for just over 12 weeks, closing on 30 November 2020.
12. This extensive consultation period was intended to ensure that as many people and partners as possible had the opportunity to respond to the proposals.
13. Both paper and digital options to respond to the questionnaire were made available and a robust communications plan was developed to ensure that the pandemic did not prevent residents from responding.

### **Communications Plan**

14. The consultation was promoted on the RBWM website, via the RBWM e-newsletter and on RBWM social media platforms (Twitter and Facebook).
15. The consultation was also sent via the RBWM Libraries e-newsletter to over 40,000 library customers and was promoted regularly on the library social media accounts (Twitter, Facebook and Instagram).
16. Schools were asked to send the consultation to parents and older students via their newsletters.
17. Partners such as the CAB (Citizen's Advice Bureau), Ascot Durning Trust, Library Volunteers including Library Teenage Volunteers, Reading Groups, Arts Centres, Book Festivals and Parish Councils were invited to participate.
18. Hard copy posters and leaflets were distributed in libraries, at all Click and Deliver pick-up points and by the Mobile Library. Housebound and vulnerable customers were telephoned by library staff.

19. Large Print options were made available on request.
20. A press release went out and an advert was placed in the local newspaper. A leaflet drop to all households across the Borough was also carried out.
21. Responses that were submitted outside the provided questionnaire formats were also reviewed.
22. Throughout the consultation every effort was made to ensure that despite the Pandemic as many people as possible were made aware of the proposed changes and had an opportunity to have their say.
23. Particular effort was made to communicate the proposals in a clear and easy to understand way. This included a sign language video posted on the library Facebook Account and an “easy to read” consultation document prepared with the assistance of Optalis so that residents with developmental disorders or learning disabilities would also be able to participate.

### **Consultation Respondents**

24. 1,815 responses were received, making this consultation one of the largest consultations RBWM has conducted in recent years.
25. Almost 70% of the respondents were female and just over 40% were aged 60+.
26. 51 respondents were under the age of 30.
27. 87% of the respondents said they made use of Windsor Library or Maidenhead Library. Many also used another library.
28. 46% said they made use of the library digital offer.
29. 85% said they used the library once a month or more.
30. In answer to the question “If you don’t use a library, can you tell us why” most of the answers cited Covid.
31. It should be noted that consultations that are open for anyone to answer will not necessarily be representative of the whole population or of the demographic that uses the Service. The 45+ age group tends to participate in consultations to a much greater degree, in general, than the under 30 age group. This was reflected in this consultation. Prior to Covid, the largest use of public libraries was amongst the under 24s and since the pandemic it has been the 18-34 year age group. This, however, is not reflected in the responses.

## Consultation Results

32. 1,815 responses were received in total, and 1,722 individual comments were made.
33. Many respondents suggested opening libraries later so that the library remains open until later to allow more children, young people and working people to benefit.
34. This applied to all locations, not just Maidenhead and Windsor, and included the Container Library. It was pointed out that those who are able to visit earlier in the morning can probably visit at another time whereas those who visit later in the day can often not visit at another time.
35. Heatmaps of usage show high levels of use between 9 and 10am and between 10 and 11am. However, the point is taken that customers who use the libraries at those times may be more flexible with when they visit the library. The recommendation to open and close later has therefore been accepted.
36. Respondents also suggested that later shifts, until 7pm, be offered later in the week. Monday late evenings were not popular.
37. Friday afternoon opening in the branches was requested by many respondents, even if this meant fewer opening hours earlier in the week.
38. Longer Saturday hours at Windsor, at least to 3 or 4pm, even if this meant fewer hours during the week, was a common theme.
39. A large number of respondents requested that Maidenhead and Windsor libraries continue to open on a Sunday as this is the only time many families are able to visit the library. Comments cited the other activities that children are often involved in on a Saturday. This option has been accommodated by moving hours from earlier in the week to Sundays.
40. A high number of respondents praised the library service with comments such as “the best thing RBWM provides” and “definitely one of the very best things about living here.”
41. There was praise about the digital offer but this was alongside comments stating that “nothing beats browsing to choose books.”
42. Many respondents commented on IT access and digital support: “I don’t have access to the internet”, “The most important thing is safe access to computers for old disabled people”, “I do not have a computer so therefore going into Ascot Library is my saving grace”, “The staff help me with using computers, paying council tax” and “At 88 years old... we do not have a computer and the staff have always helped us with form filling and other online access that we have to use.”

43. There were many comments about paying more council tax to retain current levels of library service and some respondents expressed “alarm” that the Council thinks the library service should be part of a “cost cutting exercise”.
44. Comments about social contact and mental health were also raised.
45. Suggestions were made for a better e-book selection. This is a challenge for the whole public library sector and may require a change in law to resolve. E-books are significantly more costly to purchase for Library Services than hard copies, and licencing restrictions imposed by the Publishing industry significantly limit the range of e-book titles that can be offered for loan.

### **Conclusion**

46. Over 1800 respondents gave their views on the proposals put to them through this consultation. This is a high number in terms of RBWM consultation response rates but a very small percentage of actual library users.
47. RBWM Library visits, when compared to other Unitary Authorities, are the 3<sup>rd</sup> highest in the country per 100,000 population, with close to a million visits per year prior to the Pandemic. The Pandemic has therefore potentially had an enormous impact on levels of engagement with the consultation.
48. The consultation did endeavour to engage with a wide range of residents and partners as outlined in the Communication Plan but it was inevitable that the pandemic and the resulting closure of ten out of twelve static RBWM libraries and the Container Library would have an impact.
49. Take-up of the blended library offer, prior to the Pandemic, was, of course, many times higher than the Click and Collect and Digital-only offer that has been offered for the current financial year. The service looks forward to once again facilitating delivery, to residents, of the full range of support services via community partners when it is safe to do so.
50. Each response has been reviewed carefully and the feedback has had a direct impact on the final opening hours schedule (See Appendix B). The revised schedule continues to reflect customer usage.
51. This report empowers Cabinet to understand the views of residents as fed back through the Opening Hours Consultation and provides a sound base on which to make decisions if read alongside the principles of the Library Transformation Strategy.



<b>Ascot Durning Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	10am - 7pm	10am - 1pm & 2pm - 7pm	10.30am – 1.30pm & 2.30pm – 5.30pm
Tuesday	10am - 5pm	10am - 1pm & 2pm - 5pm	2.30-5.30pm
Wednesday	10am - 5pm	10am - 1pm & 2pm - 5pm	10.30am – 1.30pm & 2.30pm – 5.30pm
Thursday	10am - 7pm	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 7pm
Friday	10am - 5pm	10am - 1pm & 2pm - 5pm	10.30am – 1.30pm & 2.30pm – 5.30pm
Saturday	10am - 1pm	10am - 1pm	10am - 1pm
Sunday	11am - 2pm	Closed	11am - 2pm

<b>Boyn Grove Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	2pm - 5pm	10am - 1pm & 2pm - 7pm	2.30pm-5.30pm
Tuesday	2pm - 5pm	2pm - 5pm	2.30pm-5.30pm
Wednesday	2pm - 5pm	2pm - 5pm	Closed
Thursday	10am - 7pm	2pm - 5pm	10am - 1pm & 2pm - 7pm
Friday	2pm - 5pm	2pm - 5pm	2.30pm-5.30pm
Saturday	10am - 4pm	10am - 1pm	10am - 1pm
Sunday	11am - 2pm	Closed	Closed

<b>Cookham Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	2pm - 7pm	2pm - 7pm	2.30pm-5.30pm
Tuesday	2pm - 5pm	2pm - 5pm	Closed
Wednesday	2pm - 5pm	2pm - 5pm	2.30pm-5.30pm
Thursday	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 7pm
Friday	2pm - 5pm	Closed	2.30pm-5.30pm
Saturday	10am - 1pm	10am - 1pm	10am - 1pm
Sunday	11am - 2pm	Closed	Closed



<b>Cox Green Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	Closed	10am - 7pm	Closed
Tuesday	1.30pm - 5pm	2pm - 5pm	2.30pm-5.30pm
Wednesday	10am - 7pm	Closed	10am - 7pm
Thursday	10am - 5pm	10am - 5pm	10.30am – 5.30pm
Friday	1.30pm - 5pm	2pm - 5pm	2.30pm-5.30pm
Saturday	10am - 1.30pm	10am - 1pm	10am - 1pm
Sunday	11am - 2pm	Closed	Closed

<b>Datchet Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	Closed	Closed	Closed
Tuesday	2pm - 7pm	2pm - 7pm	2.30pm-5.30pm
Wednesday	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 7pm
Thursday	10am - 1pm	10am - 1pm	Closed
Friday	10am - 1pm & 2pm - 5pm	Closed	2.30pm-5.30pm
Saturday	10am - 1pm	10am - 1pm	10am - 1pm
Sunday	11am - 2pm	Closed	Closed

<b>Dedworth Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	2pm - 7pm	2pm - 7pm	2.30pm-5.30pm
Tuesday	2pm - 5pm	2pm - 5pm	2.30pm-5.30pm
Wednesday	2pm - 5pm	2pm - 5pm	2.30pm-5.30pm
Thursday	8.45am - 5pm	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 7pm
Friday	8.45am - 5pm	10am - 1pm & 2pm - 5pm	2.30pm-5.30pm
Saturday	10am - 4pm	10am - 1pm	10am - 1pm
Sunday	11am - 2pm	Closed	Closed

<b>Eton Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	2pm - 5pm	Mobile library visit	Mobile library visit (2.30-4.30)
Tuesday	10am - 1pm & 2pm - 5pm	Closed	Closed
Wednesday	Closed	Closed	Closed
Thursday	Closed	Closed	Closed
Friday	2pm - 7pm	Mobile library visit	Mobile library visit (2.30-4.30)
Saturday	10am - 1pm	Closed	Closed
Sunday	Closed	Closed	Closed

<b>Eton Wick Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	Closed	10am - 1pm & 2pm - 7pm	Closed
Tuesday	2pm - 5pm	2pm - 5pm	2.30pm-5.30pm
Wednesday	10am - 1pm & 2pm - 7pm	Closed	Closed
Thursday	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 7pm
Friday	10am - 1pm	Closed	2.30pm-5.30pm
Saturday	10am - 1pm	10am - 1pm	10am - 1pm
Sunday	11am - 2pm	Closed	Closed

<b>Old Windsor Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	Closed	Closed	Closed
Tuesday	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 7pm
Wednesday	2pm - 5pm	2pm - 5pm	Closed
Thursday	Closed	Closed	Closed
Friday	2pm - 7pm	Closed	2.30pm-5.30pm
Saturday	10am - 1pm	10am - 1pm	10am - 1pm
Sunday	11am - 2pm	Closed	Closed

<b>Sunninghill Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	2pm - 7pm	2pm - 7pm	Closed
Tuesday	2pm - 5pm	2pm - 5pm	2.30pm-5.30pm
Wednesday	2pm - 5pm	2pm - 5pm	2.30pm-5.30pm
Thursday	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 7pm
Friday	2pm - 5pm	Closed	2.30pm-5.30pm
Saturday	10am - 1pm	10am - 1pm	10am - 1pm
Sunday	11am - 2pm	Closed	Closed

<b>Container Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday - Woodlands Park	10am - 1pm & 2pm - 5pm	Mobile Library stop	Mobile Library stop
Tuesday - Furze Platt	10am - 1pm & 2pm - 5pm	10am - 1pm & 2pm - 5pm	10.30am – 1.30pm & 2.30pm – 5.30pm
Wednesday - Wraysbury	10am - 1pm & 2pm - 7pm	10am - 1pm & 2pm - 5pm	10.30am – 1.30pm & 2.30pm – 7pm
Thursday - Holyport	10am - 1pm & 2pm - 7pm	10am - 1pm & 2pm - 5pm	10.30am – 1.30pm & 2.30pm – 7pm
Friday - Sunningdale	10am - 1pm & 2pm - 7pm	10am - 1pm & 2pm - 5pm	10.30am – 1.30pm & 2.30pm – 5.30pm
Saturday - Sunningdale	10am - 4pm	10am - 1pm	10am - 1pm
Sunday - Sunningdale	11am - 2pm	Closed	Closed

<b>Mobile Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	8.30am - 4pm	8.30am - 4pm	9am-4.30pm
Tuesday	8.30am - 4pm	8.30am - 4pm	9am-4.30pm
Wednesday	8.30am - 4pm	8.30am - 4pm	9am-4.30pm
Thursday	8.30am - 4pm	8.30am - 4pm	9am-4.30pm
Friday	8.30am - 4pm	8.30am - 4pm	9am-4.30pm

<b>Windsor Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	9am - 5pm	9am - 5pm	9.30am-5.30pm
Tuesday	9am - 7pm	9am -7pm	10am -7pm
Wednesday	10am - 5pm	10am - 5pm	1.30pm – 5.30pm
Thursday	9am - 5pm	9am - 5pm	9.30am-5.30pm
Friday	9am - 7pm	9am - 5pm	9.30am-5.30pm
Saturday	9.30am - 5pm	10am - 1pm	10am - 4pm
Sunday	11am - 2pm	Closed	11am-2pm

<b>Maidenhead Library</b>			
<b>Day</b>	<b>Current</b>	<b>Proposed</b>	<b>Final opening hours</b>
Monday	9am - 7pm	9am - 7pm	9.30am-5.30pm
Tuesday	9am - 7pm	9am - 7pm	9.30am-5.30pm
Wednesday	10am - 7pm	10am - 5pm	10am - 7pm
Thursday	9am - 7pm	9am - 5pm	9.30am-5.30pm
Friday	9am - 7pm	9am - 5pm	9.30am-5.30pm
Saturday	9am - 5pm	9am - 5pm	10am - 5pm
Sunday	11am - 2pm	Closed	11am-2pm

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## **APPENDIX C CONSULTATION QUESTIONNAIRE**



Appendix C Library  
Opening Hours Cons

## **APPENDIX D CONSULTATION OPENING HOURS SUMMARY BY LIBRARY**



Appendix D  
Consultation Openin

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Report Title:	<b>Finance Update: January 2021</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Cabinet – 28 January 2021
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 8.
- 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 reserves 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) Agrees the capital variances and notes the slippage which will be recommended to Council for formal approval.

### 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 30 November 2020 shows adverse movement of £591,000 from period 6 on reported service variances as shown in **Table 2** below and in **Appendix A**. These projected service variances mainly arise as a result of increased adverse variances of £487,000 on parking services as detailed in paragraph 6.6. These are partly mitigated by increased underspends of £442,000 in Adult Social Care, £108,000 in the Better Care Fund and £94,000 reduced overspend in property services. The childrens services contingency of £368,000 has been released into the Childrens services budgets. Further details of all the variances are given in the relevant service narrative starting at paragraph 5.
- 4.2 The current projected outturn position for the Council is a positive variance of £3,738,000 in 2020-21. This is a movement of £613,000 since the November Cabinet report. The variance is mainly as a result of increased projected funding of £2,243,000 for Covid-19, which arises following the second and third lockdown as well as completion of the second sales, fees and charges compensation scheme return. The outcome is that the Covid-19 projected costs of £15,408,000 are being fully mitigated by Government Covid-19 funding.
- 4.3 There is a variance of £750,000 for the re-creation of a general fund provision for redundancy. As is usual best practice, we will take the opportunity to review our reserves and provisions to ensure that any positive variance is properly applied to manage our risks for future years to improve our financial sustainability. This will be undertaken over the coming weeks and feed into future monitoring reports.
- 4.4 It should be noted that across all areas there are potential ongoing impacts of Covid-19; either a slower recovery to original budgeted costs and income that will continue into the next financial year, or in fact a more permanent impact on our budgets. There are also potential continued underspends, again both into the next financial year or more permanent. All of these will be considered as part of setting next year's final budget.
- 4.5 The first sales, fees and charges Covid-19 compensation scheme return of £2,434,000 has been approved and the full funding was received during November 2020. This is reflected in Appendix A.
- 4.6 As reported in the Month 6 finance update report, £3,000,000 from the 2020/21 projected underspend has been added to a new Covid-19 reserve to partly mitigate on-going Covid-19 costs in 2021/22 as shown in Appendix A. This has formed part of the funding for the 2021/22 budget in the draft budget report that was taken to Cabinet in December 2020.
- 4.7. As the service Covid-19 projections include the sales, fees and charges loss of income to 31 March 2021, a projected compensation scheme value of £2,486,000 is included in Appendix A to cover the income loss for the period August 2020 to November 2020, and a further £3,162,000 for future Covid-19 funding for the period December 2020 to March 2021. This income loss is predominantly in Car Parking and Leisure and will be included in the second and final compensation claims; the second claim was submitted on 18<sup>th</sup> December.
- 4.8 The service budgets of £86,761,000 project an adverse variance of £13,034,000 including Covid-19 costs of £15,408,000, resulting in a pre Covid-19 projected favourable service variance of £2,374,000.



- 4.9 Non service budgets of £7,916,000 are projecting a favourable variance of £16,772,000. This includes £7,326,000 of Covid-19 grant (from a total of £9,153,170 of which some was applied to costs and loss of income in 2019/20), £2,434,000 of Covid-19 sales, fees and charges compensation which is now received and a projection of £5,648,000 for sales, fees and charges compensation for the period of August 2020 to March 2021. An amount of £300,000 has been transferred to the Optalis Development reserve for additional overhead costs to be incurred in 2021/22. This results in an increased favourable variance on non-service budgets of £1,204,000 since the month 6 finance update Cabinet report.
- 4.10 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.
- 4.11 The underspend of £162,000 on pension deficit recovery arises as a result of the Council prepaying its annual pension deficit payment and receiving a discounted rate for doing so.
- 4.12 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 Report 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
<b>Managing Director</b>	2,905	2,843	(62)
<b>Adult Health &amp; Commissioning</b>	47,208	53,745	6,537
<b>Resources Directorate</b>	7,595	8,706	1,111
<b>Place Directorate</b>	2,431	8,196	5,765
<b>Children's Services</b>	23,179	24,876	1,697
<b>Contingency and Corporate</b>	3,443	1,429	(2,014)
<b>Total Service Expenditure</b>	<b>86,761</b>	<b>99,795</b>	<b>13,034</b>
Non service expenditure	7,916	(8,856)	(16,772)
<b>Net Revenue Budget</b>	<b>94,677</b>	<b>90,939</b>	<b>(3,738)</b>
<b>Special Expenses</b>	(1,217)	(1,217)	0
<b>Budget Transfers from Balances</b>	0	0	0
<b>Transfer to / from Reserves</b>	0	3,738	3,738
<b>Gross Ctax Requirement</b>	<b>93,460</b>	<b>93,460</b>	<b>0</b>

4.13 **Table 3: Significant service variances over £1,000,000 to 30.11.20.**

SIGNIFICANT VARIANCES OF £1,000,000 ACROSS ALL DIRECTORATES		
SERVICE	MONTH 6 ACTUALS	MONTH 8 ACTUALS
	£,000	£,000
Children's Services Achieving for Children contract	1,486	2,415
Director ASC, Support Teams & Provider support	1,412	752
Parking Services	6,049	6,536
Adult Social Care Income	(1,399)	(1,181)
Corporate Management & Contingency	(2,160)	(2,014)
Housing and Environmental Health	1,227	1,207
Communities including Leisure	3,042	3,337
Property Service	1,237	1,143
<b>TOTAL SIGNIFICANT VARIANCES</b>	<b>10,894</b>	<b>12,195</b>

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

- **Children's services contract adverse variance of £2,415,000** is a result of changes in accounting treatment, a result of lost income, additional staffing and placement costs both during and following the Covid-19 lockdown period, and costs transferred to the Dedicated Schools Grant Reserve. Further details are on page 21-28 of this report.
- **Director, Support Teams & Provider support – adverse variance of £752,000** is mainly due to payments of £1,270,000 made to adult social care providers to support business continuity in the period of the Covid-19 emergency. Further details are on page 6-11 of this report.
- **Parking Services adverse variance of £6,536,000** is as a result of lost income from car parking throughout the year. Further details are on page 11-14 of this report.
- **Adult Social Care Income - favourable variance of £1,181,000** is due to reimbursement from East Berkshire Clinical Commissioning Group for costs incurred in assisting hospital discharge and preventing hospital admission. Further details on page 6-11 of this report.
- **Corporate Management and contingency - favourable variance of £2,014,000** includes the release of £1,300,000 contingency for unachievable savings that are reported within the appropriate service areas, release of Adult services demography of £750,000 as well as £75,000 for corporate savings that have arisen due to alternative working arrangements of the workforce, release of Children's demography of £368,000 and £343,000 towards the additional Optalis overheads that are not budgeted for in the service. The expenditure for these items is included in the service's projected outturn where required.
- **Housing and Environmental Health – adverse variance of £1,207,000** is the increase in demand relating to the Covid-19 emergency for homelessness and temporary accommodation costs. Further details are on page 19 of this report.

- **Communities - adverse variance of £3,337,000** mainly arises as a result of the change in the leisure concession contract and loss of leisure income due to Covid-19. Further details are on page 20 of this report.
- **Property Service - adverse variance of £1,143,000** - is mainly the projected shortfall of Commercial property income as a result of unpaid rent due to Covid-19. This has reduced by £94,000 since the month 6 monitoring report. Further details are shown on page 20 of this report.

#### 4.14 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 savings for 2020-21 as £4,709,000 against a savings target of £7,009,000, resulting in unachievable savings of £2,300,000.

The changes in savings targets since the November 2020 Cabinet are shown below:-

- £10,000 increased unachievable saving from Bus services.
- £50,000 increased achievable saving from the transformation of youth and early year's services.
- £300,000 saving for management fees is now delayed so is now unachievable in 2020/21.

### 5. Managing Director's Directorate Revenue Position

The Directorate is forecasting an underspend of £62,000 (Month 6 - £56,000) 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 Month 6 £000
	<b>Management &amp; Legal</b>				
	Managing Director	250	272	22	1
	Legal, Magistrates Court	628	622	(6)	0
	<b>Governance:</b>				
	Land Charges Income	(237)	(187)	50	0
	Elections, Mayoral and Democratic Information	1,474	1,385	(89)	0
	Facilities	177	172	(5)	0
	<b>Total MD</b>	<b>2,905</b>	<b>2,843</b>	<b>(62)</b>	<b>(6)</b>

#### 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 fell during the first quarter of the year. There has been a gradual recovery since the market reopened.

The estimated current annual pressure is at the same level as Month 6 (- £50,000). This will remain under review.

One-off senior vacancy recruitment costs are likely to be incurred before the end of the year at £21,500.

Electoral Services will be using a new polling station programme for the delivery of next May's elections. The software, called "Digital Poll Clerk" involves hiring tablets to make the voting experience electronic – all checking of the electoral register is carried out digitally without having to print paper copies of registers and other paperwork at the polling station. The software is an innovative solution to the barriers faced to voting in person as a result of the Covid-19 pandemic and will enable the elections team to deliver the elections next year as required by law. The total cost of using the software will be £26,300 of which 50% is due in 2020/21 and has been included in the outturn forecast. This cost is being mitigated from in year savings in elections outlined below.

5.2 Savings and opportunities this year of £148,000 (Month 6 £127,000) are anticipated in Democratic Services, Information Governance, Magistrates and Facilities, of which £121,000 relates to a net reduction in costs due to activity levels relating to Covid-19.

Savings include the postponement of parish and by-elections until 2021/22, releasing budgets put aside for that purpose of £27,000, and savings in facilities as recruitment to a vacant post is deferred - annual saving £35,000.

Member's allowances and expenses - 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 anticipated of £66,000. Savings on other members' expenses including travel costs are forecast to be £5,000.

Staff working from home has reduced some variable costs within facilities resulting in a £30,000 saving. Reduced rental income from the Desborough Suite is estimated at £33,000. This assumes that the suite will be unavailable to third parties until April 2021 at the earliest.

## **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, and from film and advertising licences, due to the Covid-19 restrictions. Budget pressure in the Coroners service of £47,000 is offset by a number of minor savings in other budgets including an £18,000 reduction in charges from leisure centres for "time out" memberships for carers, giving a net pressure of £24,000.

In line with government guidance the Council supported providers of adult social care to meet the additional costs they were incurring in dealing with the Covid-19 pandemic. Support payments of £1,270,000 have been made. No budget had been set for this purpose but there is now an agreement that NHS Covid-19 funding will be provided to contribute towards these costs. The contribution reported for this Period is £678,000. These costs are in addition to the specific costs covered by the Infection Control Grant.

**Table 5: Director & Support Revenue budget position**

Service Area	Current Budget	Forecast Outturn	Forecast Variance	%	Change from last Report
	£'000	£'000	£'000		£'000
<b><u>Director &amp; Support Teams</u></b>					
<b>Communications &amp; Marketing</b>	439	567	128	29%	30
<b>Transformation &amp; Systems</b>	269	247	(21)	(8%)	9
<b>Director, Procurement &amp; Partnerships</b>	427	435	8	2%	8
<b>Modern Records, Coroners &amp; support</b>	539	566	27	5%	3
<b>Adult Social Care Commissioning &amp; Support</b>	591	1,201	610	103%	(747)
<b>Government Grant Income</b>	(814)	(814)	0		0
<b>Total - Director &amp; Support teams</b>	<b>1,450</b>	<b>2,202</b>	<b>752</b>	<b>52%</b>	<b>(697)</b>

## 6.2 Adult Social Care.

The Adult Social Care net budget for 2020-21 is £35,810,000. The current forecast underspend position is £571,000, an adverse movement of £578,000 since period 6.

All Local authorities nationally have been given the responsibility during the current pandemic to manage and stabilise the Social Care market. RBWM has so far provided support to social care providers at a cost of £1,270,000. This figure is included in the overall reported position.

### Older people & people with a physical disability

The cost of providing homecare and direct payments is forecast to exceed budget by £792,000 due to increased demand. The pressure on the domiciliary care budget has been offset by additional income from both the Better Care Fund (BCF) and from the East Berkshire Clinical Commissioning Group (CCG). The income received has been provided to facilitate hospital discharge and to prevent hospital admissions. The estimated income receivable from the CCG has increased as the Department of Health and Social Care (DHSC) announced that reimbursements will continue to the end of this financial year. The net underspend after taking into account all income on domiciliary services is estimated at £230,000, a favourable movement of £13,000 since the period 6 Cabinet report.

The number of residents supported in long term care in nursing and residential homes has reduced significantly due to the impact of Covid-19. The numbers are expected to remain below budget for the remainder of this financial year. Due to the lower number of residents, gross expenditure for the year on residential and nursing care is expected to be below budget by £470,000, a movement of £391,000 since period 6. With lower placement numbers there will be a reduction in income from contributions estimated at £230,000, giving a net underspend of £240,000, which is a negative movement of £115,000 since period 6. As with domiciliary care, income from the CCG provided to facilitate hospital discharge and to prevent hospital admissions will continue to the end of the financial year and therefore estimates of income from the CCG have increased to £930,000. The net forecast underspend in long term residential & nursing care is estimated at £1,167,000 as shown in Table 6 below.

## Learning Disability

Expenditure on Learning Disability (LD) services can vary significantly from budget, as noted below under “Areas of Risk & Opportunity” section C. Nationally the level of acuity for Learning Disabilities clients is increasing. LD services are part of the transformation approach taken by RBWM, which will see less residential packages of care with a further move to more independent care services with improved outcomes for service users. The financial forecast currently is an underspend in this area of £374,000, a movement of £79,000 from the previous Cabinet report. Please see Table 6 below.

## Mental Health and other care

Pressures have continued to increase on the budget for residential care for people with mental health issues. Following a detailed review of mental health service users, the forecast pressure has decreased to £218,000, a positive movement of £117,000. It has been recognised nationally that the pandemic has caused increased anxiety and Mental Health issues for Citizens and there is still some concern that numbers may increase before the end of this financial year. Finance and the service leads are monitoring this position.

Work is also underway on discussing service users who have a S117 after care order. The S117 status arises when clients have been sectioned under the Mental Health Act and should also be in receipt of Health services. The consequence to Social Care of a S117 status is that the individual cannot be assessed for an income contribution towards their care package. S117 cases are to be examined to ensure their status remains unchanged.

The cost of delivering best interest assessments in respect of deprivation of liberty and safeguarding (DOLS) has reduced with these assessments being largely delivered online. DOLS assessments requiring a Section 12 doctor’s assessment are also below forecast. For these reasons an underspend of £176,000 is forecast.

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 “Optalis” will sum to the line “Optalis Contract Total”.

## Transformation Savings

The adult social care transformation plan for 2020-21 identified a number of savings. The savings for 2020-21 were a £495,000 saving on Older Adults spot purchased nursing care and a further £120,000 to deliver assistive technology solutions in people’s home thereby reducing the need for Home Care visits. Covid-19 has caused some delays in the delivery of these plans; however they are currently being worked on. The step up of those transformation savings into 2021-22 now has detailed plans for delivery, which will be closely monitored in the new financial year, as shown in paragraph 4.11 regarding the savings tracker (Appendix B).

**Table 6: Adult Social Care Revenue Budget Position**

Summary Type	Care Group / Service	Current Budget	Forecast Outturn	Forecast Variance	%	Change from last Report
	<b>Older People &amp; Physical Disability</b>	£'000	£'000	£'000	%	£'000
Spend	Home Care	4,789	5,712	923	19%	73
Optalis	Direct Payments	1,904	1,773	(131)	(7%)	(10)
Income	Income - contributions towards personal budgets	(1,224)	(1,274)	(50)	4%	(50)
Income	CCG income for Homecare		(500)	(500)		0
Income	BCF Income: in-year allocation		(472)	(472)		(26)
	Domiciliary Services sub-total	5,469	5,239	(230)	(4%)	(13)
Spend	Residential & Nursing care block	8,408	8,269	(139)	(2%)	(105)
Optalis	Residential & Nursing care - spot	7,593	7,258	(335)	(4%)	399
Income	Income from charges.	(6,041)	(5,803)	238	(4%)	(276)
Income	CCG income for Nursing placements		(930)	(930)		0
	Residential & Nursing sub-total	9,960	8,793	(1,166)	(12%)	18
Optalis	Day & Other Care	1,487	1,582	95	6%	(86)
Optalis	Short Term Support & Re-ablement BCF	2,231	1,982	(249)	(11%)	(61)
Spend	Equipment	621	411	(210)	(34%)	(20)
Income	CCG income for Equipment & Staff		(130)	(130)		0
C&S	Emergency duty team	258	258	0	0%	(50)
Optalis	Care Teams staffing	2,589	2,549	(40)	(2%)	0
	Day-care, Equipment & Staff teams sub-total	7,186	6,627	(559)	(8%)	(217)
	<b>Older People &amp; Physical Disability Total</b>	<b>22,615</b>	<b>20,660</b>	<b>(1,955)</b>	<b>(9%)</b>	<b>(212)</b>
	<b>Learning Disability</b>					
Spend	Residential; Nursing; Supported Living block	1,838	1,894	56	3%	97
Optalis	Residential & Nursing care - spot	5,293	5,265	(28)	(1%)	(32)
Optalis	Residential & Supported Living - Optalis provider	3,419	3,075	(344)	(10%)	(132)
Optalis	Supported Living - spot	3,489	3,504	15	1%	15
Optalis	Day & Other Care - Optalis Provider	2,772	2,627	(145)	(5%)	(105)
Income	Income from charges	(1,463)	(1,369)	94	(6%)	13
Income	Other Income	(598)	(521)	77	13%	77
Optalis	Care Teams staffing	761	659	(102)	(13%)	(12)
	<b>Learning Disability Total</b>	<b>15,508</b>	<b>15,134</b>	<b>(374)</b>	<b>(2%)</b>	<b>(79)</b>
	<b>Mental Health &amp; other Adult Social Care</b>					
Optalis	Mental Health services	2,442	2,711	269	11%	(8)
Optalis	Mental Health Team	1,144	1,148	4	0%	(16)
Income	Mental Health Income	(421)	(476)	(55)	13%	(93)
	<b>Mental Health Sub-Total</b>	<b>3,165</b>	<b>3,383</b>	<b>218</b>	<b>7%</b>	<b>(117)</b>
Spend	Transport & Voluntary sector support	501	348	(153)	(31%)	0
Optalis	Safeguarding, Management & Support	2,347	2,698	351	15%	(572)

Summary Type	Care Group / Service	Current Budget	Forecast Outturn	Forecast Variance	%	Change from last Report
C&S	Joint Commissioning Team staff	333	350	17	5%	(20)
C&S	Provider support	0	592	592	NA	(678)
Optalis	Transformation savings	(495)	0	495	(100%)	0
Optalis	Better Care Fund Income Optalis	(4,524)	(3,656)	868	(19%)	47
Income	Better Care Fund Income RBWM	(3,640)	(4,271)	(631)	17%	(35)
	<b>Mental Health &amp; other Adult Social Care Total</b>	<b>(2,313)</b>	<b>(555)</b>	<b>1,758</b>	<b>(76%)</b>	<b>(1,375)</b>
	<b>Total All Adult Social Care</b>	<b>35,810</b>	<b>35,239</b>	<b>(571)</b>	<b>(2%)</b>	<b>(1,666)</b>
	<b>Adult Social Care Summary</b>					
Spend	<b>RBWM Expenditure budgets</b>	16,157	16,634	477	3%	45
Income	<b>RBWM Income budgets</b>	(13,387)	(15,746)	(2,359)	18%	(390)
Optalis	<b>Optalis Contract Total</b>	32,449	33,150	701	2%	(573)
	<b>ADULT SOCIAL CARE –see table in Appendix A</b>	<b>35,219</b>	<b>34,038</b>	<b>(1,181)</b>	<b>(3%)</b>	<b>(918)</b>
C&S	<b>Adult Social Care - Commissioning &amp; Support</b>	591	1,201	610	49%	(748)
	<b>Total All Adult Social Care</b>	<b>35,810</b>	<b>35,239</b>	<b>(571)</b>	<b>(2%)</b>	<b>(1,666)</b>

### 6.3 Public Health and Better Care Fund

The Public Health budget is fully funded by the £4,933,000 ring-fenced Public Health Grant. Underspends on this budget must be carried forward in a public health reserve. A £50,000 underspend was forecast at Month 6 for the year due to vacant posts. For Period 8 the forecast remains unchanged. It should be noted that Public Health have received a further Covid-19 related grant of £1,200,000. The grant conditions and guidance will be with RBWM shortly. It will be ring-fenced to Public Health.

The Better Care Fund is a budget held in partnership with the CCG and is accounted for in totality in the Council's accounts as a pooled arrangement. Variances to planned spend on individual projects are shown in the service area to which that project relates. All decisions on spend are taken by the Integrated Commissioning Board.

The Better Care Fund is mandated to include the Local Authority's capital income in respect of Disabled Facilities Grant. This income must be spent on items of a capital nature within the purposes for which the grant is allocated. Expenditure on disabled facilities is below budget forecasts due in part to the Covid-19 restrictions and therefore this income will be carried forward within the BCF to the following financial year.

**Table 7- Public Health Grant and Better Care Fund**

Service	Current Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Public Health – gross spend	4,933	4,883	(50)
Public Health Grant	(4,933)	(4,933)	0
Better Care fund – expenditure	13,933	13,843	(90)



Better Care fund income	(13,933)	(13,933)	0
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## 6.4 Areas of Risk & Opportunity

### A. People with Learning Disability requiring high level of support

The Council supports Adults with learning disability who are assessed as needing social care support. The support is aimed at increasing independence and enabling the individuals to achieve their outcomes. Services include day opportunities, direct payments, supported living and bedded services.

Support to citizens with Learning Disabilities is increasing in costs due to increased acuity levels. The majority of transition cases have learning disabilities, and LD clients historically stay in the service for a significant period.

The table below shows the numbers of residential packages supported by the Council in cost bandings shown by £/week. 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 care services including residential care and supported living services for people with a learning disability is £14,275,000. The numbers of people supported within specific cost bandings are shown in **Table 8** below.

**Table 8 - Learning Disability – residents supported shown by cost bandings.**

Placement Band £/week	Average Cost £/week	Budget number	Current number (August)	Change in number from last report
0 – 500	184	102	98	(1)
501 – 800	612	27	24	(2)
800 – 1000	907	10	12	3
1,000 – 2,000	1,508	61	58	(2)
2,000+	2,501	25	23	(1)

### Commissioning & Infrastructure

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

The service is forecasting an overspend of £7,164,000, an adverse movement of £685,000 since period 6 for 2020/21 as shown in **table 9** below.

**Table 9 Commissioning Infrastructure**

Infrastructure & Other	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Month 6 £000
<b>Commissioning – Infrastructure:</b>				
Parking Income	(10,334)	(3,798)	6,536	523
Parking Expenditure including operations	3,277	3,277	0	(36)
Highways street works income	(722)	(372)	350	0
Highways Other	4,729	4,954	225	66
Waste	9,354	9,170	(184)	19
Other – Public Conveniences and Pooled Vehicles	76	86	10	10
Commissioning Team	1,060	1,227	167	103
Supported Bus Services (includes Concessionary fares, Transport & Traffic)	1,868	1,928	60	0
<b>Total</b>	<b>9,308</b>	<b>16,472</b>	<b>7,164</b>	<b>685</b>

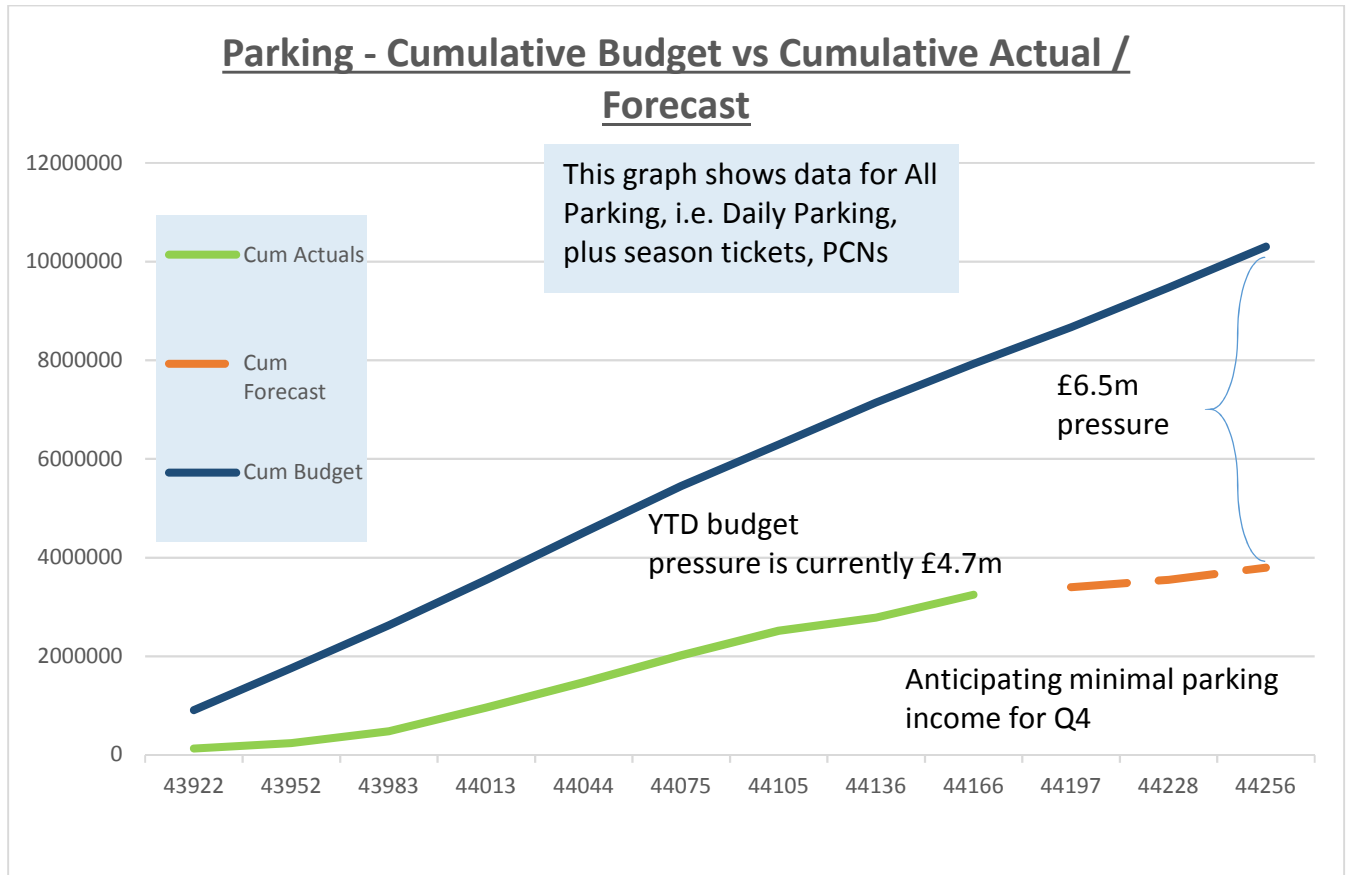
## 6.6 Areas of Risk & Opportunity (Significant)

**Car Parking.** Car parking income has been significantly impacted by an unprecedented reduction in demand as a result of the Covid-19 emergency. Savings of £730,000 built into the budget in 2020/21 are now unachievable this year.

The actual adverse variance as at November for all car parking income was £4,359,000. It is anticipated that the full year pressure as a result of Covid-19 will be £6,536,000.

The Council has claimed £3,021,000 of related losses through the LA sales fees and charges lost income scheme for the period from April 2020 to November 2020, of which £1,533,000 was received in November. Further actual losses suffered from December 2020 to March 2021 will also be reclaimed through this process in line with guidance. Based on the claims so far the net pressure is forecast to be £1,824,000.

**Chart 1 – Parking cumulative budget**

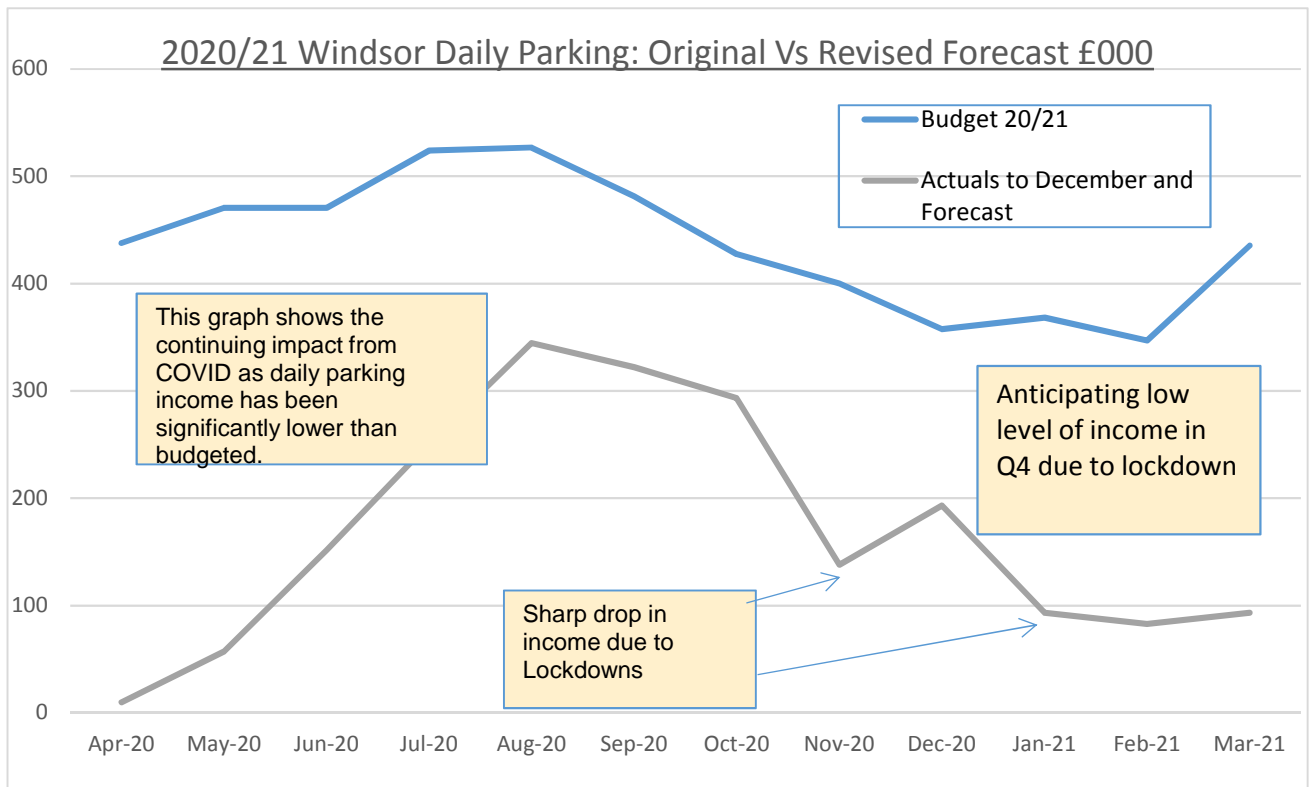


To arrive at the forecast, a model has been used to predict future income. This model includes assumptions based on past experience, income to date, anticipated step changes in income as a result of Government Covid-19 ongoing lockdown guidance, and the nature of past demand. In Windsor that is driven by tourism and short stay parking; in Maidenhead, it is commuters and season ticket sales.

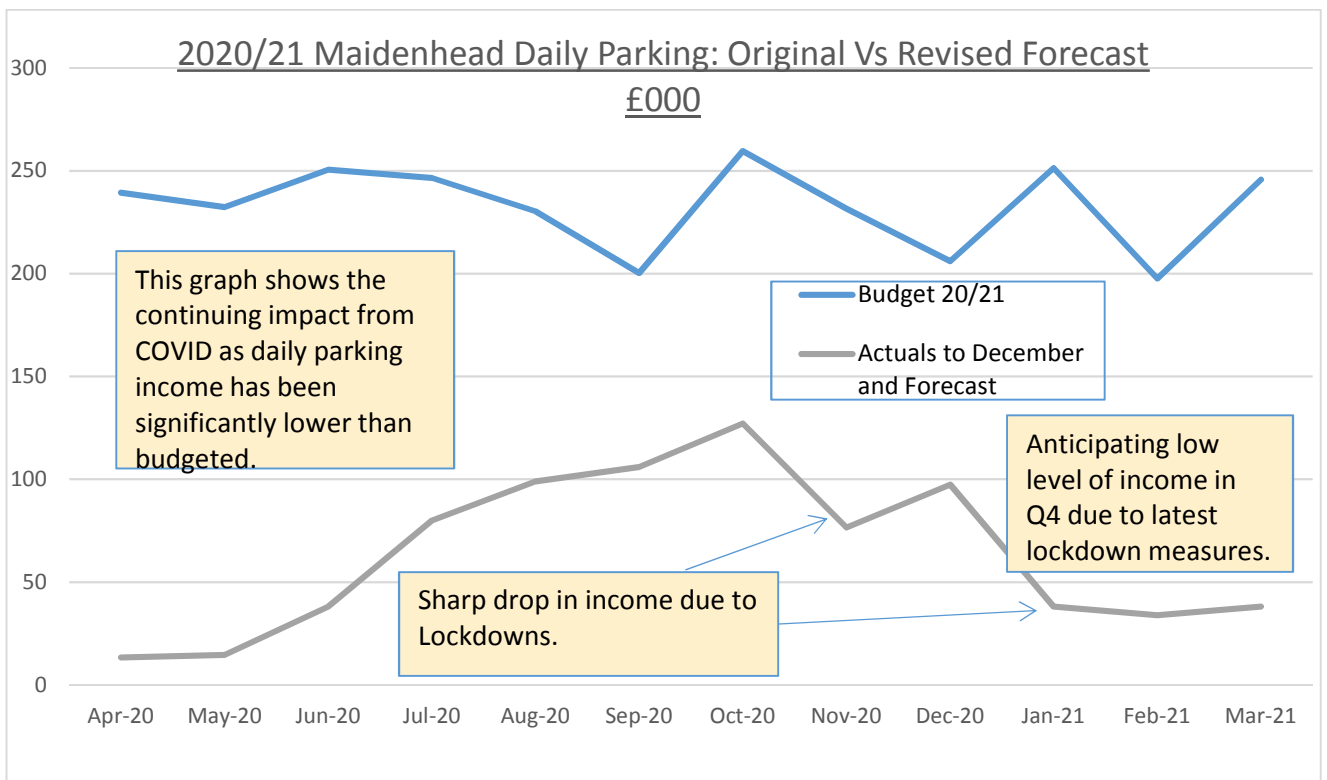
Following on from both the lockdown in November and the current lockdown, forecasts relating to Car Parking income recovery have been scaled back, effectively adding another four months of suppressed income to our forecasts. Advice from central government continues to change. The forecast consists of the most up to date information on these restrictions as at 11<sup>th</sup> January.

The following graphs show the trajectory forecast in car parking ticket sales as they flow through the rest of the current financial year.

### Chart 2 – Windsor Car Parking Income



### Chart 3 - Maidenhead Car Parking Income



Total income for car parking tickets is anticipated to be £4,714,000. Other income including season tickets, penalties and lost advertising amount to a further £1,017,000. The model is updated monthly for actual data and assumptions will continue to be reviewed.

Of particular concern is parking season ticket sales. Only 47% of expected parking season ticket income has been achieved so far and forecasts suggest similar levels for the remainder of 2020-21. Demand has reduced as a result of many people working from home, redundancies and other uncertainties. Individual season ticket holder renewals have reduced; the season ticket income that we have received is predominantly from business customers (last year 70% of season tickets were from businesses).

The previously reported parking service expenditure pressures of £123,000 have now reduced to £36,000 as a result of anticipated reduced maintenance costs in car parks due to Covid-19.

The parking expenditure pressure above includes: a service charge in relation to the Sainsbury's Rotunda building that has been in excess of budget for a number of years (£72,000). Options are under consideration to mitigate this pressure. A 12 month trial for additional warden patrols to cover rural areas where there were issues with illegal parking ended in December 2020. This was approved by Cabinet on 29th August 2019. It is anticipated that this will cost £49,000 this year.

6.7 **Highways Street works and licencing income** have been impacted by lockdown; utility companies have delayed street works activities and events which attract fees for use of the public highway. It is anticipated that lost income could reach £350,000 for the year. The costs associated with this service relate to fixed establishment costs and so cost reduction is limited.

Other key highways variances consist of an unbudgeted £80,000 contributing towards extra space at Wexham park hospital for death management during Covid-19.

There is a £90,000 adverse variance for grounds maintenance contract inflation due to late invoicing from the contractor (Tivoli). Inflationary increases are invoiced annually and back dated. The process is under review with the contractor in order to prevent invoicing issues arising in the future. A £100,000 adverse variance as a result of delays in savings initiatives being implemented and a review of supported bus services is being partly mitigated by a £50,000 saving in concessionary bus fares and identification of alternative capital funding for bridge works.

6.8 **Waste budgets** are projecting a favourable variance of £184,000 mainly due to the increased take up of green waste subscriptions, cost of collection savings and reduced waste disposal costs.

## 7 Resources Directorate

The Directorate is forecasting an overspend of £1,111,000. This is a favourable movement of £69,000 since period 6. The overspends mainly relate to reductions in income for some services as well as additional pressures from managing increasing workloads around an increasingly complex set of interventions to support residents and businesses that the government has introduced this year.

Undeliverable savings within the directorate amount to £100,000 and relate to parking permit income. Delays to savings delivery within Libraries and Residents services have been mitigated from activity related savings in year (£100,000).

Analysis of the overspend follows in **table 10** below:

**Table 10 Resources Revenue budget position**

Resources	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Month 6 £000
<b>Resources:</b>				
<b>Director of Resources</b>	<b>210</b>	<b>210</b>	<b>0</b>	<b>0</b>
R&B Management & Business Services	1,067	1,152	85	(244)
Operational Support incl. Parking and Permits	(180)	(20)	160	(31)
Registrars	(320)	(20)	300	(16)
Libraries & Residents Services	2,763	2,871	108	(14)
<b>R, B, L&amp;RS Total</b>	<b>3,330</b>	<b>3,983</b>	<b>653</b>	<b>(305)</b>
Housing Benefits	91	657	566	232
HR, Corporate Projects & IT	2,559	2,529	(30)	(28)
Finance	1,331	1,363	32	32
Corporate Management	74	(36)	(110)	0
<b>Total Resources</b>	<b>7,595</b>	<b>8,706</b>	<b>1,111</b>	<b>(69)</b>

### 7.1 Areas of Risk & Opportunity (Significant)

**Revenues and Benefits Management & Administration** – the impact on this service from increased public demand has been significant. Grants to businesses to help them survive the Covid-19 emergency lockdown are likely to be in excess of £30,000,000 this year (fully funded). The administration of this, and benefit changes, has led to increased staffing costs, forecast to be a £115,000 pressure this year.

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 Ctax / NNDR recovery service has been nil. When courts open, there is likely to be a backlog of cases. CTAX/NNDR liability hearings may be delayed into next year. The anticipated reduction in associated income this year is estimated at £368,000, based on the actual revenue achieved up to November. Re-profiling of payment arrangements will push any costs recovered into future years.

Helping to mitigate these costs is the receipt of new burdens funding, £170,000 in August and further grant funding of £88,000 above budget in November. Staff savings in the assessment team of £50,000, postage costs savings of £47,000 and £59,000 higher than budgeted income within the deputyship team has enabled a reduction in the forecast costs for this service of £244,000 this month.

**Parking and Permits** – lost income as a result of Covid-19 from parking administration (season tickets, removals, suspensions, business permits, visitor vouchers etc.) is anticipated to be £75,000. The impact on income is likely to remain for the whole year given the nationwide changes to the advice in regards to working from home and other economic impacts. Some vacancy savings in the wider team has gone some way to mitigate this pressure in year to £54,000.

The introduction of charges for residents parking built into the budget at £250,000 is now 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.

**Registrars** - this service has also been significantly impacted by the Covid-19 lockdown as a significant source of income from weddings has been prohibited or restricted. This situation is likely to continue into 2021/22.

Wedding income achieved to 30th November is 55% 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 of which 73 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 £274,000 plus notice fees income losses of £39,000 . We will continue to monitor activity levels for the rest of the year.

**Other Library and resident services** - library closures and loss of a tenant as a result of lockdown is having a significant impact on libraries income. Lost income from activities is forecast to be £142,000 in total. Some of this income is likely to be recoverable through the sales, fees and charges compensation scheme. Savings built into the 2020/21 budget for aligning services with demand and increasing use of digital services has been delayed

by the library closures; of the £250,000 target only £150,000 is now achievable this year. The remaining £100,000 is being fully mitigated from vacancy and other staff savings in year.

**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 March. Current estimates are that there will be a £378,000 pressure based on current recovery rates. This is an increase of £44,000 since period 6.

The move to universal credit has seen reducing numbers of housing benefit claimants. Although some client groups remain able to claim housing benefits, the targets built into the budget for recovering overpayments are also impacted by the reduction in volumes of claimants. This pressure is anticipated to be an additional £197,000.

The bad debt provision for housing benefit overpayments is reviewed on a monthly basis. The forecasts above include an increased provision at year end of £477,000. Savings against the rent allowances budget and other small savings here have enabled this increase in provision to be almost fully mitigated in year (£476,000). If the risk of debt being irrecoverable changes this movement in provision may be changed. This will be considered later in the year once we have further information on activity levels.

**Finance** – some schools traded services cost centres including business development sit within the finance service. These are reporting an overachievement of income against budget for the year. There are savings relating to reduced demand from schools and an over provision for equipment carried forward from 2019/20. The totals of these favourable forecast variances are £80,000 this year.

Additional resources, cover for vacant posts in accountancy and the pressures of extra Covid-19 works are expected to cost an additional £137,000 this year, as a result finance Covid-19 costs have increased by £32,000. Savings within finance and unbudgeted income of £25,000, along with the saving's above have resulted in the overspend on finance excluding Covid-19 costs to be £30,000.

## 7.2 Contingency and Corporate Budgets

The contingency budget is made up of a number of risk based elements that represent potential but uncertain liabilities known at the time the budget is set in February of each year. When these risks become certain costs and liabilities, budgets will be moved either as in-year or permanent virements to the relevant service. Corporate budgets represent those costs not relating to specific services.

Analysis of the contingency and corporate budget movements follows in **table 11** below.

**Table 11 Contingency and Corporate budget position**

Contingency & Corporate	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Month 6 £000
<b>Corporate Contingency:</b>				



Contingency & Corporate	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Month 6 £000
Demographic growth Adults	750	0	(750)	0
Adults Contractual	331	331	0	0
Demographic growth Children's	431	45	(386)	(386)
Savings Delivery	1,300	0	(1,300)	0
Contract costs	400	300	(100)	(100)
<b>Total Contingency</b>	<b>3,212</b>	<b>676</b>	<b>(2,536)</b>	<b>(486)</b>
Corporate Budgets	231	753	522	522
<b>Total Contingency and Corporate Budgets:</b>	<b>3,443</b>	<b>1,429</b>	<b>(2,014)</b>	<b>36</b>

### 7.3 Areas of Risk & Opportunity (Significant)

#### Corporate Contingency – in year movements:

- The Adults demographic budget of £750,000 will not be required this year.
- £1,300,000 was set aside to bridge the gap where savings became undeliverable. It is anticipated that this will be required this year and it has been released to cover unachieved savings within services.
- Children's demographic costs - of the £431,000 set aside for this purpose, £386,000 is required to cover costs arising during the year within the Children's service. The in-year virement will be posted in December.
- Contract costs set aside for overhead costs relating to the contact with Optalis will be required this year and is now a confirmed ongoing liability. £100,000 will be vired to Adults permanently from contingency to help mitigate this cost in December.

**Other Corporate Budgets** - it is/ currently estimated that the provision for bad and doubtful debts that relates to corporate debt may need to be increased at the year-end by £288,000. More details on debt can be found later in the report. Corporate project costs of £234,000 are also charged here.

## 8 Place Directorate

The Directorate is forecasting an overspend of £5,765,000 for 2020/21 (Month 6 - £5,598,000). As previously reported overspends in the directorate are all related to Covid-19.

Analysis of the overspend follows in **Table 12** below:

**Table 12 Place Revenue budget position**

Ref:	Place	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Month 6 £000
	<b>Executive Director Place</b>	<b>245</b>	<b>245</b>	<b>0</b>	<b>0</b>
	<b>Housing &amp; Environmental Health:</b>				
	Housing Strategy	775	775	0	0
	Homelessness and Advice	648	1,905	1,257	0
	Environmental Health	913	863	(50)	(20)
	<b>Total H&amp;EH</b>	<b>2,336</b>	<b>3,543</b>	<b>1,207</b>	<b>(20)</b>

Ref:	Place	Current Budget £000	Forecast Outturn £000	Forecast Outturn Variance £000	Change from Month 6 £000
	<b>Planning</b>	<b>1,110</b>	<b>1,110</b>	<b>0</b>	<b>0</b>
	<b>Communities:</b>				
	Licencing/Enforcement Team	(432)	(273)	159	0
	Leisure Centres Concession Contract	(2,799)	379	3,178	340
	Communities Other	3,222	3,222	0	(45)
	<b>Total Communities</b>	<b>(9)</b>	<b>3,328</b>	<b>3,337</b>	<b>295</b>
	<b>Infrastructure, Sustainability &amp; Transport:</b>				
	Visitor Management	88	264	176	0
	Other IS&T	1,350	1,252	(98)	(14)
	<b>Total IS&amp;T</b>	<b>1,438</b>	<b>1,516</b>	<b>78</b>	<b>(14)</b>
	<b>Property:</b>				
	Industrial & Commercial Estates	(3,211)	(2,477)	734	(394)
	Building control	85	205	120	0
	Other Property including Development and Regeneration	437	726	289	300
	<b>Total Property</b>	<b>(2,689)</b>	<b>(1,546)</b>	<b>1,143</b>	<b>(94)</b>
	<b>Total Place</b>	<b>2,431</b>	<b>8,196</b>	<b>5,765</b>	<b>167</b>

## 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 4: Homeless Households**



The increase in demand relating to the Covid-19 emergency can be seen in the trend line in the graph above. At the end of November there were 268 households in temporary accommodation (120 families and 148 singles/couples). This increased demand is forecast to cost the Council an additional £1,192,000 in temporary accommodation costs this year (month 6 £1,227,000).

Although costs are continuing for longer at a higher level than was anticipated earlier in the year, efforts within the team to support clients to access benefits is resulting in better than expected housing benefit receipts. Therefore there is a small net cost reduction since Month 6.

Regarding outstanding housing debt, although overall levels are not increasing, the age of the debt is increasing and with it the risk to recovery. An additional £35,000 pressure has been added to the forecast as a result.

The Council has bid for and been successful in gaining £145,000 as next steps accommodation funding. This funding will be used for an additional (Covid-19) officer and private sector access officer. These posts will enable us to actively move single homeless through to private sector accommodation.

A bid has been submitted for Cold Weather Funding; the outcome is not known at this time and no account has been taken yet of this income in the outturn forecast. The maximum available grant is £90,000.

Unbudgeted funding of £275,000 for the Rough Sleepers Initiative has been received in year. It is anticipated that this will be all be spent in 2020/21.

**Licencing income** – the impact of the Covid-19 emergency restrictions has had a significant impact on the taxi industry eliminating demand for new and renewed licences and not all licenced premises have re-opened since the first lockdown in March 2020. It is anticipated that 20% of licencing income will not be achieved this year - £159,000 out of a budget of £803,000.

**Leisure centres concession contract** – the contract with Parkwood to provide leisure services on behalf of RBWM was terminated (31<sup>st</sup> 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 1<sup>st</sup> August. The pressure in 2020/21 as a result of this change is £2,838,000. Further details can be found in the Part 2 Cabinet report on Leisure Services – Cabinet 25<sup>th</sup> June 2020.

Additional support had been required to cover contractor costs associated with the lockdown in November - £82,000. In anticipation of additional support being required for the remainder of the year a further £258,000 cost has been forecast in Place. The government has announced further support for local authority leisure provision. At the time of writing this report the amount of any funding allocated to the Council's leisure service is unknown and has not been included in the forecast.

**Visitor management** has been dramatically hit by the Covid-19 emergency. Since July there has been little change in the circumstances for this service; large scale events are still on hold. No commissions have been received or are likely to be received in 2020/21

(£50,000 loss), advertising through publications (£70,000 loss), and income from local businesses (Windsor partnership - £60,000 loss). This income was essential to achieving the savings built into the budget of £60,000 for 2020/21. Costs for the service are fixed and there are no short term mitigating savings.

The overall forecast overspend in this service due to Covid-19 is £176,000.

**Industrial and commercial estates** – Covid-19 has had and will have a significant effect on the Council's commercial rent position and 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. Their cash reserves are likely to diminish during the year, making arrears for Q3-Q4 rents increasingly difficult to collect. Payment plans and other arrangements are being negotiated with tenants aimed at securing long term recovery of rental income and minimising voids.

The forecast overspend in this service has reduced by £394,000 since Month 6.

There are a few factors explaining the change which are discussed below

There has been some success in reducing rent arrears from £967,000 at Month 6 to £715,000 (1<sup>st</sup> week in December). Excluding rents in relation to Siena Court the outstanding debt is £444,000, although this does not include Q4 rents due in December. The team has been successful in negotiating new leases with two new tenants, in a market where demand has reduced significantly. As a result the forecast overspend from commercial rents income has reduced to £234,000 this year. Work has been done to review each tenant's ability to pay in order to reach this forecast, as well as taking credit for deposits now forfeited.

The rent forecast to be achieved from Siena Court at Month 6 of £500,000 (budget £225,000), is now considered to be at significant risk of default and the forecast has been adjusted accordingly. The tenant has not paid any rent in the UK since March 2020. This eliminates the unbudgeted income forecast at month 6 of £275,000.

The Government moratorium on the use of forfeiture and CRAR introduced in the Coronavirus Act relates to all rent from 1st April to 31st March 2021 following the latest extension. All costs relating to defaults have been slipped now into 2021/22. It is likely that default costs will arise next year, as well as increases in voids and difficulties obtaining rental receipts. Consideration should be given to providing a one-off reserve for this purpose.

**Other Property** – one-off additional management fees of £300,000 were built into the budget for 2020/21. The planning application to which this relates, has not yet been submitted by the developer. As a result of this delay, the management fee will not be receivable until 2021/22 and is now included in the forecast as a pressure for this year.

## 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 £88,172,000 with a net forecast variance of £2,085,000 of which £388,000 is transferred to the Dedicated School deficit resulting in a net overspend on Children’s Services non Dedicated Schools Grant of £1,697,000. The financial position for 2020/21 is set out in table 13.

The updated reported variance has adversely increased by a net £418,000 compared to the previous position reported for period 06 September 2020. There have been a number of material movements as reflected below:

- Children in Care Placement change in accounting treatment resulting in drawdown not to be made between RBWM and Achieving for Children resulting in an adverse impact on the reported Contract position of £368,000; this variance is matched within RBWM as an underspend, therefore no impact on the overall aggregated position
- Historical complex case review settlement £50,000
- Employee related costs £94,000
- Children in Care Placements (£181,000) partly offset by Special Educational Needs and Children with Disabilities £140,000
- Children’s Centre and Youth Services reduction in universal activities and operational costs during second lockdown (£50,000)

There has been £336,000 of additional grants received including £272,000 relating to Covid-19 to support the most vulnerable children and young people. These grants are reflected as being received within Children’s Services Retained as they are allocated directly to RBWM, however, the incremental service delivery is performed by Achieving for Children and therefore shown as an increased expenditure within the Contract. The most significant being the Winter Grant Scheme of £236,000 which is to provide direct assistance to support families with children, other vulnerable households and individuals.

**Table 13 – Children’s Services budget position 2020/21**

	Service	Current Budget £000	Forecast Outturn £000	Forecast Variance £000	Percentage Variance %
	<b>Children's Services non Dedicated Schools Grant</b>				
*	Social Care and Early Help	16,698	18,442	1,744	10%
*	Business Services	3,042	2,956	(86)	(3%)
*	Education	895	1,045	150	17%
*	Operational Strategic Management	295	578	283	96%
*	Public Health	1,725	1,723	(2)	0%
*	Special Educational Needs and Children with Disabilities	3,144	2,913	(231)	(7%)

	Service	Current Budget £000	Forecast Outturn £000	Forecast Variance £000	Percentage Variance %
	Children's Services – Retained	(2,617)	(2,778)	(161)	(6%)
	<b>Total Children's Services non Dedicated Schools Grant</b>	<b>23,184</b>	<b>24,879</b>	<b>1,697</b>	<b>7%</b>
	<b>Dedicated Schools Grant</b>				
*	AfC Contract - Dedicated Schools Grant	11,238	11,795	557	5%
	Dedicated Schools Grant – Retained	53,755	53,586	(169)	0%
	Dedicated Schools Grant Income (transfer to DSG deficit)	(64,993)	(65,381)	(388)	1%
	<b>Total Dedicated Schools Grant</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
	<b>Summary Position</b>				
*	Achieving for Children Contract	37,039	39,454	2,415	7%
	Children's Services - Retained	(2,617)	(2,778)	(161)	(6%)
	Dedicated Schools Grant - Retained	53,755	53,586	(169)	0%
	<b>Total Children's Services budget</b>	<b>88,177</b>	<b>90,260</b>	<b>2,085</b>	<b>2%</b>

\* 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 G**.

### Areas of Risk & Opportunity

The forecast variance of £1,697,000 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	1,099	645	1,744	
Total Achieving for Children Other	228	(114)	114	
<b>Total Achieving for Children</b>	<b>1,327</b>	<b>531</b>	<b>1,858</b>	<b>1</b>
Children's Services – Retained	(189)	28	(161)	<b>2</b>
<b>Total Children's Services non Dedicated Schools Grant</b>	<b>1,138</b>	<b>559</b>	<b>1,697</b>	
AfC Contract - Dedicated Schools Grant	557	0	557	
Dedicated Schools Grant - Retained	(169)	0	(169)	
<b>Total Dedicated Schools Grant</b>	<b>388</b>	<b>0</b>	<b>388</b>	<b>3</b>
<b>Total Dedicated Schools Transfer to Reserve</b>	<b>(388)</b>	<b>0</b>	<b>(388)</b>	<b>4</b>
<b>Total Net Dedicated Schools Grant</b>	<b>0</b>	<b>0</b>	<b>0</b>	

	Business As Usual	Covid-19	Forecast Outturn Variance	Note
	£000	£000	£000	
<b>Total Forecast Outturn Variance</b>	<b>1,138</b>	<b>559</b>	<b>1,697</b>	

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

The overspend of **£1,858,000** comprises of service overspends of £1,327,000 includes £338,000 of incremental costs within the Achieving for Children Contract matched by an increased receipt of grants within Children's Services retained:

- Covid-19 Winter Grant Fund £236,000
- Covid-19 Wellbeing for Education Grant £26,000
- School Improvement £76,000

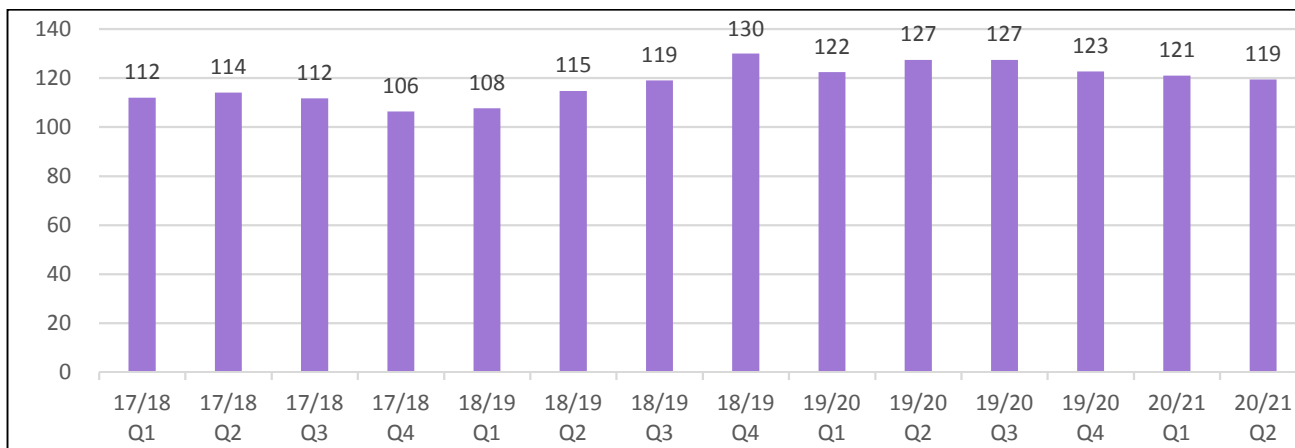
Additional pressures include:

- Children in Care Placement change in accounting treatment resulting in drawdown not to be made between RBWM and Achieving for Children resulting in an adverse impact on Achieving for Children reported position of £368,000
- Employee and operational related costs including the increased contribution to the Local Government Pension Fund and other staffing costs £517,000
- The underachievement of the savings plans in respect of the transformation of the new community hubs model £101,000 and Legal Services £25,000
- The legal services contract is projecting an overspend due to increased complex cases of £150,000
- Reduced spend on Home To School Transport mainly as a result of re-commissioned contract rates (£100,000)
- Increased achievement of the Children in Care Placement efficiency review based on current planned placement changes potentially delivering further savings (£115,000)

These variances total £1,327,000. In addition table 16 sets out the Covid-19 related pressures of £531,000; total variance £1,858,000.

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 5: Number of Children in Care**



Since 2017/18 quarter 1 there has been a steady increase in the number of Children in Care with a peak of 130 in 2018/19 quarter 4. The average number of Children in Care across the entire period is 118; the average for the last 12 months has been 122. Most recently there has been an increase in the need for specialist placements for children with more complex needs.

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.

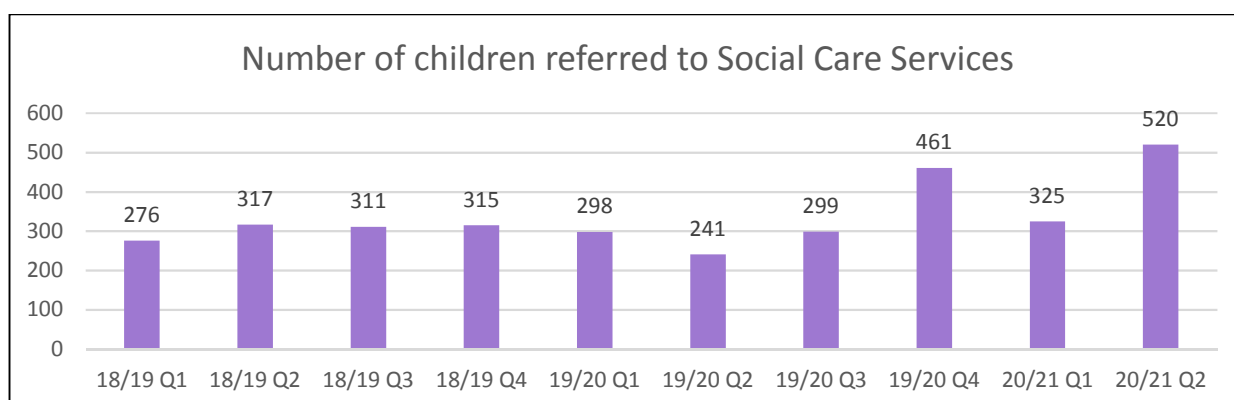
The latest national published data per 10,000 population is set out below:

**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 6: Number of Children referred to Social Care Services**



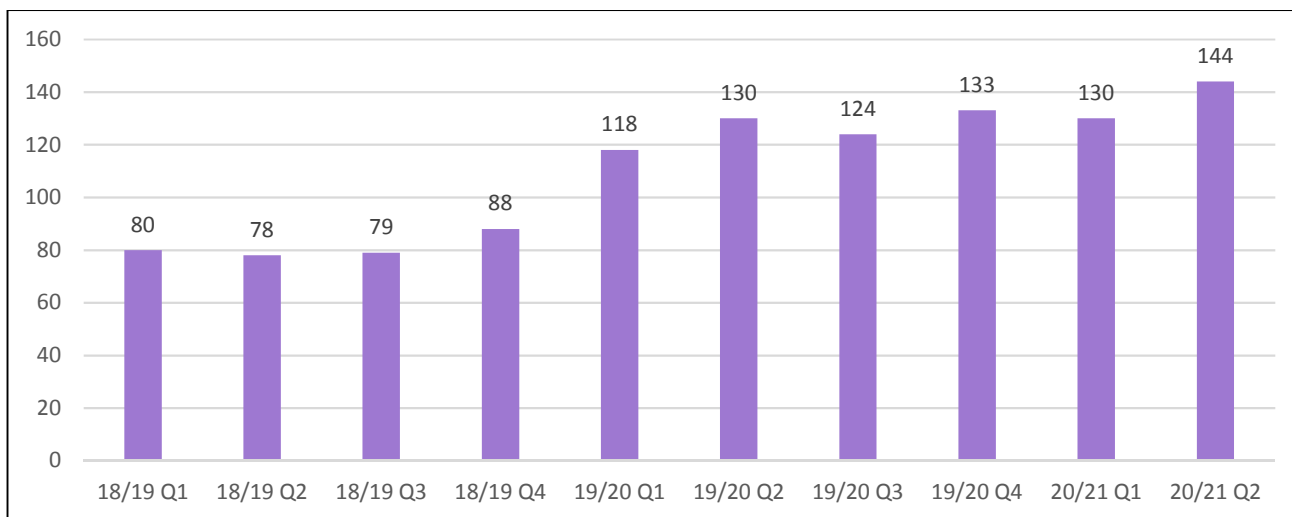
For 2018/19 the number of children referred to Social Care Services was fairly stable. During 2019/20 the volume of referrals initially reduced across the first half of the year, however, there was a significant increase in the final quarter. For 2020/21 quarter 1, as expected due to Covid-



19 restrictions, the number of referrals reduced back in line with 2019/20 level; however, in the most recent quarter there has been a sharp increase of 60%. It has been determined within this cohort of children the level of complexity and need is more significant than previous referrals. It is expected this increase in volume and complexity will continue over the coming months.

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 7: Number of children subject to a Child Protection Plan**



The number of children subject to a Child Protection Plan has increased by 80% between 2018/19 quarter 1 and 2020/21 quarter 2. 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 £531,000.** The estimated forecast financial impact is summarised as follows:

**Table 16 – Achieving for Children forecast financial impact of Covid-19**

Classification	£000	Explanation

Staffing	219	Increased demand on service of 5% and impact on staffing levels requiring additional staffing backfill & Personal Protective Equipment
Placements	180	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	237	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	(275)	Reduced Home to School Transport costs during lockdown and whilst the "new normal" is embedded
<b>Total</b>	<b>531</b>	

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

The underspend of £161,000 comprises of service underspends of £189,000 mainly relating to the receipt of the following additional grants which are matched by incremental costs within the Achieving for Children Contract:

- Covid-19 Winter Grant Fund (£236,000)
- Covid-19 Wellbeing for Education Grant (£26,000)
- Intensive Family Support Grant of (£171,000)
- School Improvement (£76,000)

The additional grants are partly offset by the following pressures:

- 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
- Historical complex case review settlement £50,000

These variances total £189,000. In addition table 17 sets out the Covid-19 related pressures of £28,000; total variance £161,000.

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 Covid-19**

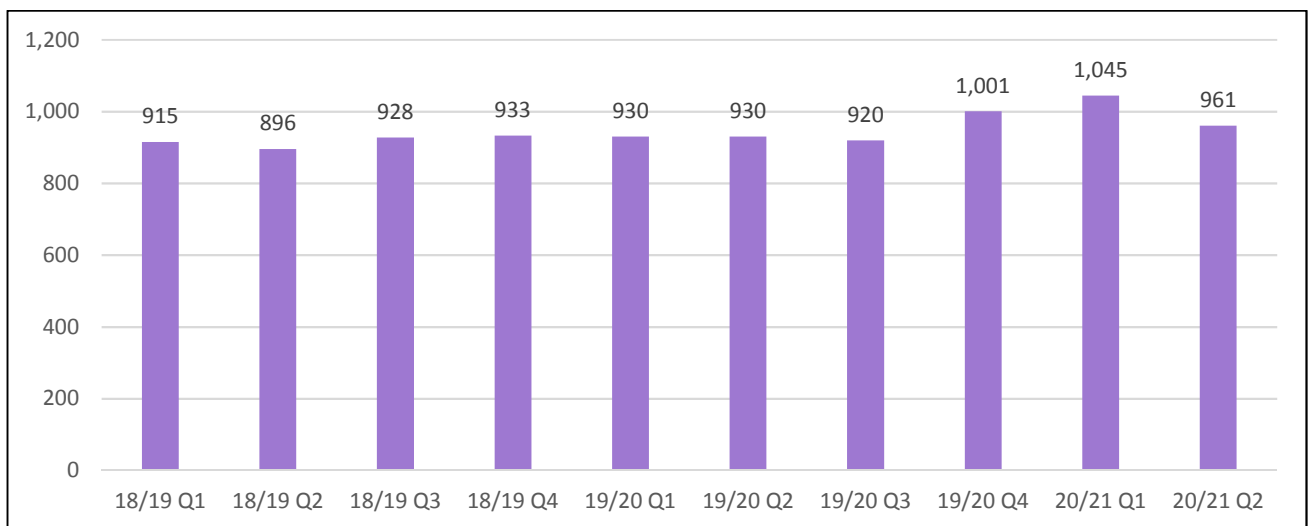
Classification	£000	Explanation
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Operational	28	Extension of the contract of a previously identified communication tool to ensure robust communications with schools
<b>Total</b>	<b>28</b>	

### Total Dedicated Schools Grant (Note 3)

The overspend of £388,000 mainly consists of High Needs Block pressures of £983,000 including Pupil Top Up funding, other direct support packages based on the 2019-20 outturn and indicative autumn pupil data, 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 (£93,000) due to lower levels of take-up and staff vacancies (£52,000). **These variances total £388,000.**

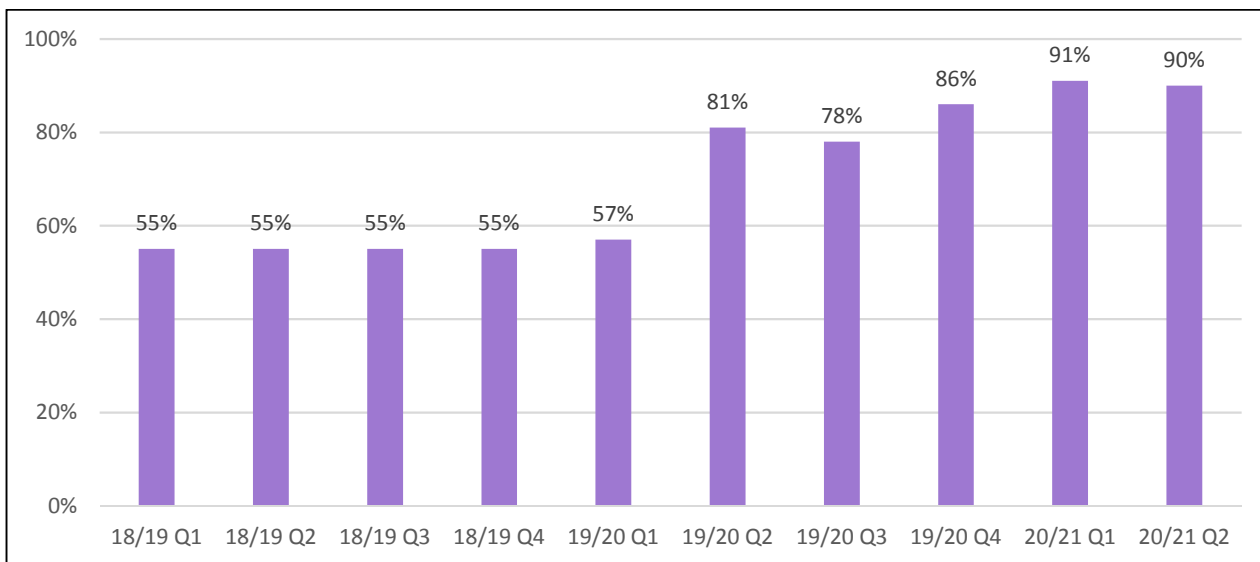
### Chart 8: Number of children with Education Health Care Plans



The number of children with an Education, Health Care Plan has remained constant over the period to 2019/20 quarter ; however, from 2019/20 quarter 4 and peaking in the following quarter there was a comparable increase of 14%. As expected the current quarter has demonstrated a reduction in numbers due to the turnover of pupils between the academic years.

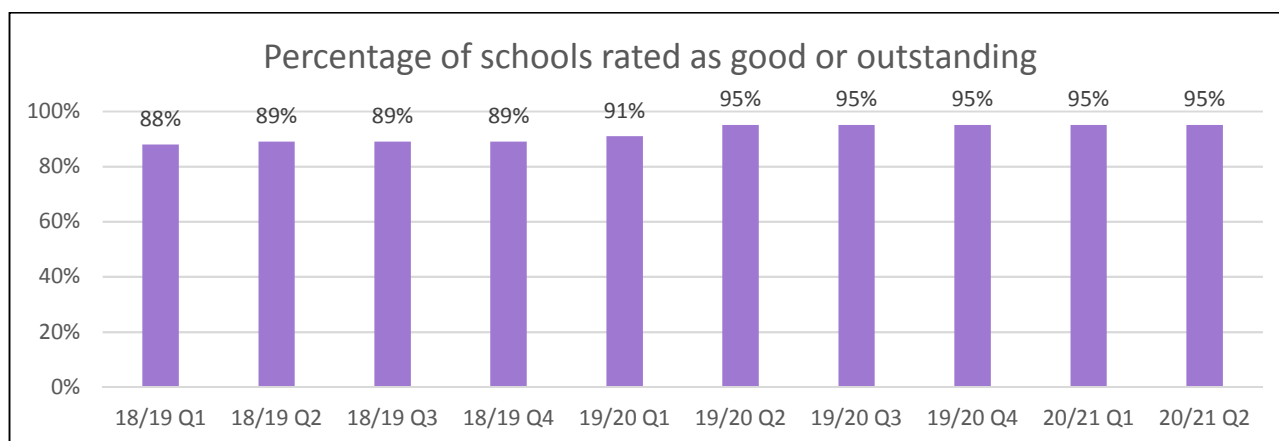
Nationally, authorities are reporting an increase in Education, Health Care Plans. The Department of Education’s review of the detail shows that numbers in secondary schools continue to decline with the rise occurring mainly in primary and special schools.

### Chart 9: Percentage of Education, Health Care Plans agreed within statutory timescales



Since 2019/20 quarter 2 there has been a significant increase in the percentage of children with an Education, Health Care Plan agreed within statutory timescales.

**Chart 10: 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 95%. This provides education for 94% 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 **£388,000** 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 £1,413,000 represents a 1.14% cumulative deficit.

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 November 2020 £72.36million, equating to 75.28% of Council Tax had been collected against a target collection rate of 76.5%. Business rate collection was £38.993 million equating to 74.98% against a target collection rate of 75.0% 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 £38.398m 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, several Grant schemes were also announced by Government. £26.8m has been awarded in cash grants for businesses qualifying for the Small Business, Retail, Hospitality and Leisure Grant Fund and £1.9m has been awarded under the Discretionary Grant Scheme. A further £761k has been awarded to businesses as a result of the second national lockdown and Tier 2 restrictions but claims continue to be assessed.

### Table 18: Collection Fund income

<b>COLLECTION FUND INCOME 2019-20 TO 2020-21</b>							
	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
	£	£	£	£	£	£	£
<b>CTAX</b>							
<b>2019-20</b>							
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
<b>2020-21</b>							
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
Aug-20	96,137,557	46,507,642	8,574,652	48.38%	49.13%	48.9%	49,629,916
Sep-20	96,183,710	55,185,267	8,677,626	57.37%	58.28%	58.2%	40,998,443
Oct-20	96,148,343	63,814,439	8,629,171	66.37%	67.53%	67.5%	32,333,905
Nov-20	96,122,890	72,364,308	8,549,870	75.28%	76.60%	76.5%	23,758,582
<b>CTAX SUPPORT</b>							
<b>2020-21</b>							
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
Aug-20	840,715	361,846	59,180	43.04%	41.88%	41.5%	478,869
Sep-20	845,146	402,594	40,748	47.64%	49.86%	48.3%	442,552
Oct-20	843,274	456,720	54,126	54.16%	57.80%	56.2%	386,554
Nov-20	839,684	513,439	56,719	61.15%	64.74%	63.4%	326,245
<b>NNDR</b>							
<b>2019-20</b>							
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
<b>2020-21</b>							
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
Aug-20	54,115,373	26,473,401	3,479,255	48.92%	49.39%	49.0%	27,641,972
Sep-20	53,586,200	31,139,042	4,665,641	58.11%	57.09%	58.0%	22,447,157
Oct-20	52,795,944	35,426,867	4,287,825	67.10%	66.36%	66.7%	17,369,077
November	52,006,679	38,993,051	3,566,184	74.98%	76.20%	75.0%	13,013,629

## 10.5 Outstanding Sundry debts

The current level of outstanding sundry debts is £7,496,000 as at 30<sup>th</sup> November 2020. This is a reduced level of debt of £1,391,000 since period 6 which is mainly due to reduced debt levels for Commercial property. The age of the debts is shown in **Table 19** below.

The table also shows 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.

A provisional increase in the corporate bad debt provision of £288,000 has been included in the corporate revenue outturn forecast; this is for corporate debts including highways, leisure and commercial property and is shown in Table 19 below:-

**Table 19: Outstanding Sundry Debts**

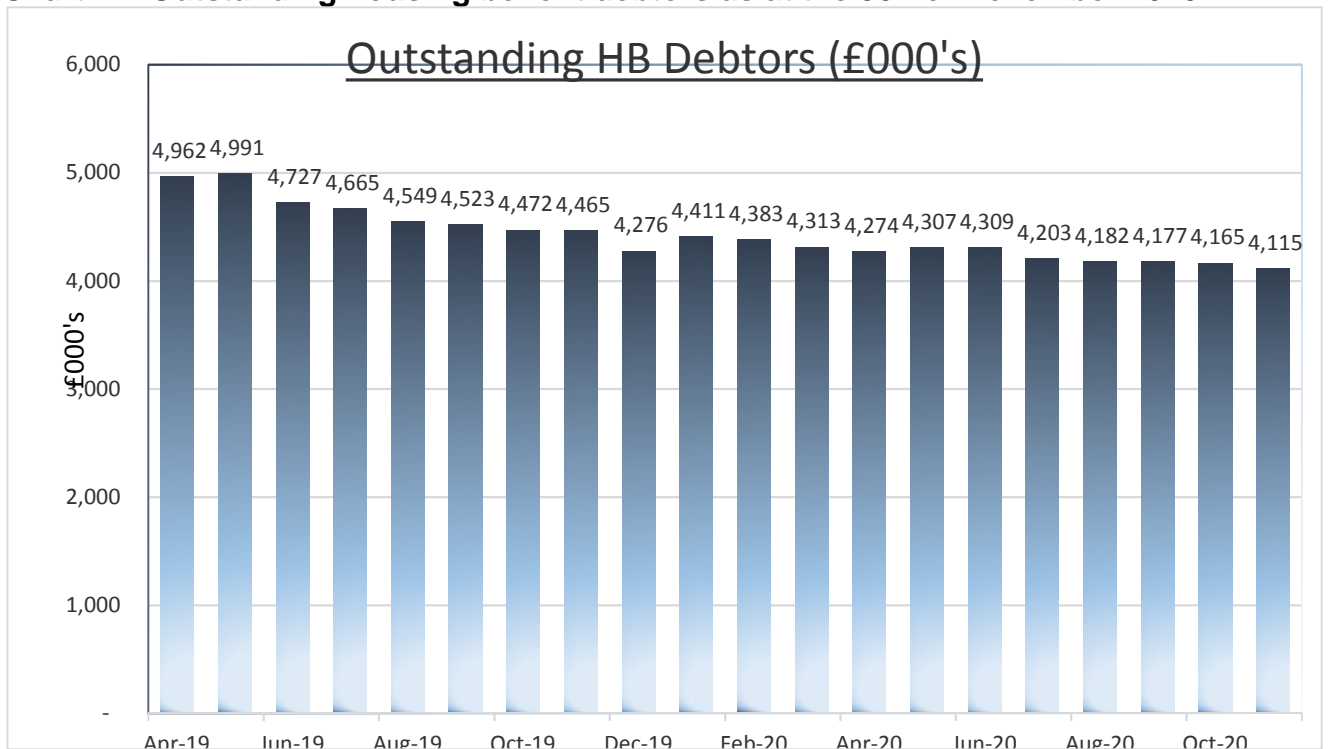
OUTSTANDING DEBTS AND PROJECTED BAD DEBT PROVISION REQUIREMENT AS AT 30TH NOVEMBER 2020											
SERVICE	2019/20			2020/21							
	Debt Outstanding	Bad Debt Provision	Debt Outstanding as at Month 8	<1 month	>1 mth and < 6 months	> 6 months < 1 year	1 to 2 years	> 2 years	Projected Bad Debt Provision for 2020/21	Projected Bad Debt Provision change at Month 8	Remissions
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Education, Youth and Foster Schools	33	21	92	7	3	1	10	71	76	55	634
Housing Loans	0	0	168	144	20	0	0	4	6	6	0
Temporary Accommodation - bed & bfast	313	215	344	0	1	2	11	330	253	38	0
Adult Social care	358	80	282	33	112	40	71	26	76	(4)	1
Adult deferred payments	3,371	1,046	4,102	606	1,651	506	758	581	1,232	186	381
Corporate including Highways and Leisure	684	0	833	34	159	95	219	326	0	0	0
Commercial Property**	2,236	194	781	366	153	132	31	99	223	29	
<b>TOTAL DEBT</b>	<b>6,995</b>	<b>1,556</b>	<b>7,496</b>	<b>1,207</b>	<b>2,691</b>	<b>1,030</b>	<b>1,111</b>	<b>1,458</b>	<b>2,126</b>	<b>570</b>	<b>2,083</b>
<b>% of outstanding debt</b>				<b>16%</b>	<b>36%</b>	<b>14%</b>	<b>15%</b>	<b>19%</b>			

\*\* Commercial Property has only been identified seperately since 1st April 20

**10.6 Outstanding Housing benefit debtors**

Outstanding Housing benefit debtors as at 30th November 2020 is shown below. This debt has reduced to £4,115,000 compared to £4,465,000 in the same period of 2019-20.

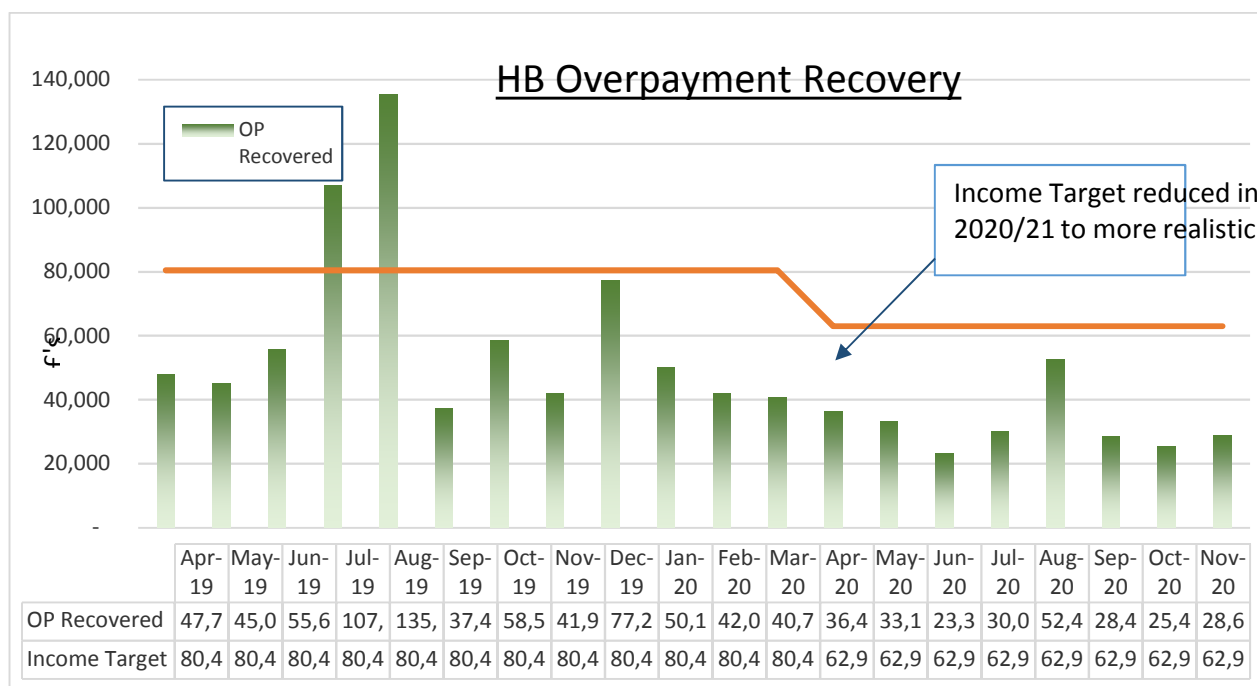
**Chart 11: Outstanding housing benefit debtors as at the 30<sup>th</sup> of November 2020**



**10.7 Housing benefit overpayment recovery**

Housing benefit overpayment recovery rates are shown 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 12: 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 are movements of £19,000 for severance in the revenue budget since the November 2020 Cabinet report.

**Table 20: Revenue budget movement**

**Table 20 Revenue budget movement to 30<sup>th</sup> of November 2020-21**

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	
<b>Original Budget</b>				<b>86,506</b>	
Severance	8	36	0	44	Feb 2020 Council
<b>Changes Approved</b>	<b>8</b>	<b>36</b>	<b>0</b>	<b>44</b>	
<b>Approved service budget September Cabinet</b>				<b>86,550</b>	

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.



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.

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 Covid-19 funding has been received since 11<sup>th</sup> March 2020. The grants are included in the service Covid-19 projections in Appendix A. The funding announcements and details as known to date are detailed in **Appendix I**.

The Council has now received a total of £94,293,000 of Covid-19 grant funding for different purposes across the Council; to date we have spent £83,250,000. Funding for the sales, fees and charges compensation scheme return 2 of £2,486,000 and the Integrated care system provider payments of £1,270,000 are currently unfunded, however the expectation is that we will receive funding for all of the fees and charges compensation scheme and partial funding of the provider payments. The payment of £2,434,000 for the sales, fees and charges compensation claim was received in November 2020 in full.

## 10.10 Revenue Reserve

At 31.03.2020 the Council had general fund reserves of £8,231,000. Usable and unusable reserves as well as provisions are shown in **Appendix H**.

The current £3,738,000 projected underspend which includes £14,857,000 of Covid-19 costs and the transfer of £3,000,000 to the Covid-19 reserve results in a general fund reserve of £6,751,000 which is £0.4m above the minimum level approved by Council. It does need to be recognised this is on the basis of receiving all of the SFC income.

The NNDR31 reserve of £16,251,000 as shown in Appendix H is the Councils 49% share of the £33,164,000 S31 grant received for the Covid-19 expanded business rates retail relief scheme as shown in table 21. This reserve will be released at the beginning of 2021/22 to cover RBWM's share of the loss of business rates income in the collection fund as a result of the payment of these reliefs.

As is usual best practice, we will take the opportunity to review our reserves and provisions to ensure that any positive variance is properly applied to manage our risks for future years to improve our financial sustainability. This will be undertaken over the coming weeks and feed into future monitoring reports.

**Table 21 General Fund reserve projection**

General Fund Reserve Projection at 30.11.20	£000
---	------

Opening Balance 01.04.20	8,231
One-Off contribution from reserves	(2,218)
	6,013
Transfer to Covid-19 reserve	(3,000)
Year-end underspend	3,738
Current Projected Balance at 30.11.20	<u>6,751</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 C**. 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 22** below. The forecast year-end borrowing position has been reduced this month based on anticipated income from the Covid-19 compensation scheme for sales, fees and charges. The graph in **Appendix F** shows the actual and forecast end of month gross borrowing levels for the year. These are the actual amounts borrowed. In the table below the Council's investment balances are offset against the gross amount borrowed to give the net borrowing position.

**Table 22 Total Borrowing**

Borrowing Type	Actual Start of Year £000	Actual Previous Month £000	Actual Current Month £000	Year End Forecast Previous Month £000	Year End Forecast Current Month £000
Long Term	57,049	57,049	57,049	57,049	57,049
Short Term – Local Authority	134,000	77,000	65,000	161,000	156,000
Short Term – LEP	33,521	68,439	68,392	0	0
Investments	(51,726)	(22,382)	(23,313)	(20,000)	(20,000)
<b>Net Borrowing</b>	<b>172,844</b>	<b>180,106</b>	<b>167,128</b>	<b>198,049</b>	<b>193,049</b>

## 11 Capital Programme

- 11.1 The forecast gross capital expenditure for the current financial year 2020/21 is shown in **Table 23**. This summarises the projected outturn position by directorate including reported slippage to

2021/22 and any known variances from budget. It is projected that the Council will spend £49,796,000 on capital projects in the current financial year. Additional slippage of £9,499,000 has been identified this month, mainly relating to Local Enterprise Partnership schemes. Detail on the funding of the capital programme is shown in **Table 25**.

## 11.2 **Table 23** Capital Programme projections.

	Revised Gross Budget 2020/21 £'000	Forecast Gross slippage to 2021/22 £'000	Current year variances £'000	Projected Gross Outturn 2020/21 £'000
Managing Director	439	0	0	439
Place Directorate	42,391	(22,440)	300	20,251
Adults, Health & Commissioning	27,324	(6,636)	200	20,888
Childrens Services	7,074	(360)	(14)	6,700
Resources	3,518	(1,781)	(219)	1,518
<b>Total</b>	<b>80,746</b>	<b>(31,217)</b>	<b>267</b>	<b>49,796</b>

Further detail on the 2020/21 budget is shown in **Appendix D**. Budget movements to arrive at the revised budget are detailed in **Appendix E**.

The movement in projections from September cabinet by directorate are outlined as follows.

### **Managing Director**

There are no variances or slippage to report at present.

### **Place**

A £250,000 variance for the construction of Braywick Leisure centre has been confirmed this month. This is as a result of Covid-19 related delays and is funded by the use of CIL contributions to mitigate the need to borrow.

Clewer Memorial Pavilion has incurred a further £30,000 overspend due to unforeseen steelwork and construction costs. This is mitigated by a £30,000 underspend on the Ockwells Park improvement project.

### **Adults, Health & Commissioning**

A £200,000 adverse variance on Maidenhead Station has been identified this month with options currently being explored to mitigate this cost. The outcome will be reported in the next financial update.

Local enterprise partnership project schemes report significant slippage this month with Maidenhead Missing links forecasting £560,000, Housing site enabling works £4,117,000 and Windsor Town Centre Package reporting £1,239,000 of slippage.

In July 2020 at the meeting of the Berkshire Local Transport Body additional budget of £850,000 for the Windsor Town Centre package was agreed. It is forecast that this sum will be spent in 2021/22. Formal approval to add the budget to the 2021/22 capital programme will be sought in the budget papers to February 2021 Council and will be funded by CIL receipts.

## Children's Services

Works at St Peters school continue with the project now due to complete early next financial year. £300,000 slippage has been identified on this scheme which will reduce the need for short term borrowing in the current financial year.

## Resources

An estimated £75,000 saving has been identified for the Modern Workplace Project which will reduce the borrowing requirement for this project. £50,000 budget will be spent in 2021/22 to complete the project.

Additional slippage of £1,347,000 has been identified for Transformation Projects. The project will fully commence in 2021/22. Further detail is set out in table 26.

A full list of year to date variances and slippage is detailed in **Appendix E**.

## Capital Expenditure Financing

The £49,796,000 projected capital expenditure is set to be funded by the income streams as set out in **Table 24**. It is projected that £27,337,000 of corporate funding is required for the financial year of which £454,000 will be sourced from projected capital receipts. The balance will be funded by short term borrowing at a rate of 0.4%. Cash flow projections currently forecast that further slippage is likely and the cost of borrowing for 2020/21 capital expenditure is estimated at £100,000. The slow rate of progress of capital projects is reflected in the reported slippages.

**Table 24 Capital Programme financing**

Capital Programme funding	£'000
Government Grants	(16,982)
Developers' Contributions (s106 & CIL)	(4,203)
Other Contributions	(1,274)
Corporate funding	(27,337)
<b>Total</b>	<b>(49,796)</b>

**Table 25: Capital programme status**

	December 2020
<b>Number of schemes in programme</b>	<b>236</b>
Yet to start	4%
In progress	68%
Completed	10%
Ongoing programmes e.g. Disabled Facilities Grant	18%

The rate of progress of schemes is reflected in the slippage of budgets into 2021/22 as per **Table 23** above.

## 12 Transformation Plan funded from flexible reserves

The second year of the transformation plan for 2020/21 has a one-off budget of £1,000,000, funded from flexible capital receipts; 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.

We have now received confirmation that the flexible use of capital receipts continues into 2021/22, as a result the budget of £1,347,091 has been slipped into 2021/22.

To the 30<sup>th</sup> of November 2020 the Council has received £551,000 of capital receipts that can be allocated to the transformation plan; the remaining £796,000 of required receipts to fund the plan is due in 2020/21 but is not yet received. Further details are shown below in **Table 26**.

**Table 26: Transformation Plan actuals and commitments to 30<sup>th</sup> November 2020**

TRANSFORMATION CAPITAL SUMMARY 2020-21			
	PROJECT COSTS	STAFF SEVERANCE COSTS	TOTALS
	£,000	£,000	£,000
Budget brought forward	56	291	347
Budget 2020-21	500	500	1,000
<b>TOTAL BUDGET 2020-21</b>	<b>556</b>	<b>791</b>	<b>1,347</b>
Actual spend to 30th of November 20.	0	0	0
Commitments	0	0	0
<b>TOTAL SPEND &amp; COMMITMENT 2020-21</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>UNALLOCATED BUDGET</b>	<b>556</b>	<b>791</b>	<b>1,347</b>
<b>TRANSFORMATION FUNDING</b>			<b>£,000</b>
Capital receipts received as at 30th of November 2020			551
Capital receipts due in 2020/21 but not yet received			796
<b>TOTAL FUNDING REQUIRED</b>			<b>1,347</b>

## 13 LEGAL IMPLICATIONS

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

## 14 RISK MANAGEMENT

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

## 15 POTENTIAL IMPACTS

15.1. Equalities – none

15.2. Climate change/sustainability – none

15.3. Data Protection/GDPR -none

## 16 CONSULTATION

16.1 None.

## 17 TIMETABLE FOR IMPLEMENTATION

17.1 Implementation date if not called in: immediately.

## 18 APPENDICES

18.1 This report is supported by eight appendices:

- Appendix A Revenue Monitoring Statement
- Appendix B Savings Tracker 2020-21
- Appendix C Capital budget summary
- Appendix D Capital monitoring report
- Appendix E Capital budget movements
- Appendix F Borrowing forecast
- Appendix G Children's variance analysis
- Appendix H Reserve and provisions
- Appendix I Covid-19 funding summary

## 19 BACKGROUND DOCUMENTS

19.1 This report is supported by one background document:

- Budget Report to Council February 2020.

## 20 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Hilton	Lead Member for Finance and Ascot	30/12/2020	4/1/2021
Duncan Sharkey	Managing Director	23/12/2020	4/1/2021
Russell O'Keefe	Executive Director	23/12/2020	
Adele Taylor	Executive Director and Section 151 Officer	23/12/2020	4/1/2021
Kevin McDaniel	Director of Children's services	23/12/2020	4/1/2021
Nikki Craig	Head of HR and Corporate Projects	23/12/2020	4/1/2021
Louisa Dean	Communications	23/12/2020	4/1/2021
Andrew Vallance	Head of Finance	23/12/2020	4/1/2021
Hilary Hall	Deputy Director of Commissioning and Strategy(DASS)	23/12/2020	4/1/2021

## REPORT HISTORY

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

Revenue Monitoring Statement 2020/21					
Original Budget	SUMMARY	Revised Budget	Projected Variance including COVID 19 costs	Previously reported Variance as at Nov cabinet	COVID 19 costs
£000		£000	£000	£000	£000
	<b>Managing Director</b>				
364	Management & Legal	878	16	15	0
2,675	Governance	2,027	(78)	(71)	15
<b>3,039</b>	<b>Total Managing Director's Directorate</b>	<b>2,905</b>	<b>(62)</b>	<b>(56)</b>	<b>15</b>
	<b>Children's Services</b>				
(79)	Director of Children's Services	(79)	0	0	0
36,934	Achieving for Children Contract	37,039	2,415	1,486	531
52,640	Children's Services - Retained	51,212	(330)	1	28
(66,310)	Dedicated Schools Grant - Income	(64,993)	(388)	(208)	0
<b>23,185</b>	<b>Total Children's Services Directorate</b>	<b>23,179</b>	<b>1,697</b>	<b>1,279</b>	<b>559</b>
	<b>Adults, Health and Commissioning</b>				
1,353	Director, Support Teams & Provider support	1,450	752	1,412	1,368
7,228	Highways and other Commissioned Infrastructure	7,011	812	655	636
9,365	Waste	9,354	(184)	(225)	(97)
(7,043)	Parking Services	(7,057)	6,536	6,049	6,438
35,398	Adult Social Care	35,219	(1,181)	(1,399)	(810)
13,288	Better Care Fund - Spend	15,164	(198)	(90)	
4,657	Public Health - Spend	4,933	0	(50)	
(16,713)	Grant & BCF Income	(18,866)	0	140	
<b>47,533</b>	<b>Total Adults, Health &amp; Commissioning Directorate</b>	<b>47,208</b>	<b>6,537</b>	<b>6,492</b>	<b>7,535</b>
	<b>Resources</b>				
210	Executive Director of Resources	210	0	0	
2,271	Library & Resident Services	2,263	568	629	412
1,076	Revenues & Benefits	1,067	85	329	194
90	Housing Benefit	91	566	334	378
2,574	Human Resources, Corporate Projects & IT	2,559	(30)	(2)	5
2,805	Corporate Management	74	(110)	(110)	0
1,352	Finance	1,331	32	0	2
<b>10,378</b>	<b>Total Resources Directorate</b>	<b>7,595</b>	<b>1,111</b>	<b>1,180</b>	<b>991</b>
	<b>Place</b>				
245	Executive Director of Place	245	0	0	
2,362	Housing & Environmental Health	2,336	1,207	1,227	1,263
1,110	Planning Service	1,110	0	0	0
(5)	Communities including Leisure	(9)	3,337	3,042	3,189
1,335	Infrastructure, Sustainability & Transport	1,438	78	92	190
(2,676)	Property Service	(2,689)	1,143	1,237	1,666
<b>2,371</b>	<b>Total Place Directorate</b>	<b>2,431</b>	<b>5,765</b>	<b>5,598</b>	<b>6,308</b>
0	<b>Contingency and Corporate Budgets</b>	3,443	(2,014)	(2,050)	0
<b>86,506</b>	<b>TOTAL EXPENDITURE</b>	<b>86,761</b>	<b>13,034</b>	<b>12,443</b>	<b>15,408</b>



Original Budget	SUMMARY	Revised Budget	Projected Variance including COVID 19 costs	Previously reported Variance as at Nov cabinet	COVID 19 costs
£000		£000	£000	£000	£000
<b>86,506</b>	<b>Total Service Expenditure</b>	<b>86,761</b>	<b>13,034</b>	<b>12,443</b>	<b>15,408</b>
(2,218)	Contribution to / (from) reserves	(2,218)	300	0	
0	Contribution to/(from) Covid-19 reserve	0	3,000	0	
0	Contribution from NNDR volatility reserve	0	(1,519)	(1,519)	
4,217	Pensions deficit recovery	4,217	(162)	(162)	
0	Projected COVID-19 funding for December to March 2021	0	(3,162)	0	(3,162)
0	COVID 19 Sales, Fees and Charges Compensation projected for August to November	0	(2,486)	(3,405)	(2,486)
0	COVID 19 Sales, Fees and Charges Compensation as per September claim	0	(2,434)	(2,434)	(2,434)
0	COVID 19 MHCLG funding	0	(7,326)	(7,326)	(7,326)
(1,767)	Provision for Business rates release	(1,767)	(654)	(654)	
1,767	Collection fund deficit	1,767	654	654	
0	Transfer (from)to provision for redundancy	(255)	750	27	
162	Environment Agency levy	162	0	0	
6,010	Capital Financing inc Interest Receipts	6,010	(733)	(749)	
<b>94,677</b>	<b>NET REQUIREMENTS</b>	<b>94,677</b>	<b>(738)</b>	<b>(3,125)</b>	<b>0</b>
(1,217)	Less - Special Expenses	(1,217)	0		
0	Transfer to / (from) balances	0	738	3,125	
<b>93,460</b>	<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b>93,460</b>	<b>0</b>	<b>0</b>	
	<b>General Fund</b>				
	Opening Balance	8,231			
	Contribution to / (from) Reserves	(2,218)			
	Budget Transfers (from) Balances	0			
		<b>6,013</b>			
	Transfers (from) Balances, Variance	738			
	Budget General Fund Outturn	<b>6,751</b>			

## RBWM SAVINGS 20/21

		General Information						Financials Month					If savings impacted as a result of COVID when will the full-year savings be achieved			
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>	Actual saving to 31st Oct £000	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	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	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	16%	AMBER	Loss of income in Youth Service, Children's Centres and Outdoor Education Activities due to COVID19 £206,000. 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 01-04-21 resulting in additional non achievement of planned savings £151,000.	20	73	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	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	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	100%	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.		35	Yes	No	Yes	No
7	B4	Adult Social Care - Spend	Deliver adult social care transformation programme	Contracts	Hilary Hall	Alan Abrahamson	495	0%	RED	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.		-	Yes	No	Partial	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	35	No	No	No	No
9	B4	Adult Social Care - Spend	Implement technology enabled care across adult services	Contracts	Dan Brookman	Alan Abrahamson	120	0%	AMBER	Technology solutions have been expedited due to Covid-19 so expect to deliver full saving.		-	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	116%	GREEN	Total budgeted saving of £700,000 exceeded by further savings of £115,000 generated from earlier moves than planned and improved pricing, however, recognition there may be some slippage in further movements as Public Health England continues to restrict conditions for movement.	392	815	Yes	Yes	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	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	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	Partial	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.	10	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.	33	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	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	110	No	No	No	No
19	B5	Community, Protection & Enforcement Services	Re-focus Community Wardens on problem solving, achieving staff savings	Staffing	David Scott		180	100%	GREEN	Restructure being implemented wef 6 April, full saving will 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	55%	AMBER	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 and will now be concluded in April 21. The savings unachieved will be mitigated fully in year from staff vacancies. To achieve them in 21/22, opening hours will need to be formally reduced.		120	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 saving 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	8	No	No	No	No
24	B4	Communications	Deliver system efficiencies through the new customer relationship management system	Contracts	Louisa dean		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	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 signposted to alternative forms of assistance.	Staffing	Louise Freeth		63	102%	GREEN	Staff redundant wef 31.03.20.		64	No	No	No	No
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

		General Information						Financials Month					If savings impacted as a result of COVID when will the full-year savings be achieved			
Savings Ref / FYE	Directorate	Service	MTPF 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>	Actual saving to 31st Oct £000	Savings Forecast £000	Yes / No Covid impact	2020/21	2021/22	Saving not achievable at all
Savings per Budget 20/21																
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	0%	RED	Delay in implementation, now deliverable in 2021/22		-	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	100%	GREEN	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		250	No	No	No	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, the achievement of these savings is linked to the outcome of the sales, fees and charges compensation scheme.		-	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, the achievement of these savings is linked to the outcome of the sales, fees and charges compensation scheme.		-	Yes	No	Yes	No
47	B4	Commissioning-Infrastructure	Review and optimise the number of subsidised bus routes	Other	Ben Smith	Abid Hussain	100	40%	AMBER	Bus Services savings target (2020/21) was previously reported as only achieving £50k of the £100k. The full saving will be unachievable based on Covid-19 government guidance on bus services		40	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
<b>Total Savings Per Budget 20/21</b>							<b>5,824</b>	<b>62%</b>				<b>3,584</b>				
<b>Full Year Effects of savings per Budget 19/20</b>																
51	B4	Commissioning-Infrastructure	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	FYE of 2019/20 initiative - completed	50	50	No	No	No	No
54	B4	Commissioning-Infrastructure	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	64	No	No	No	No
56	B4	Commissioning-Infrastructure	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	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	100%	GREEN	Demand led income, little service can do to generate this demand, income levels kept under regular review.		100	No	No	No	No
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

			General Information				Financials						If savings impacted as a result of COVID when will the full-year savings be achieved				
Savings Ref / FYE	Directorate	Service	MTFP Savings Title	How will savings be achieved?	Lead Officer	Finance Lead	Month		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>	Actual saving to 31st Oct £000	Savings Forecast £000	Yes / No Covid impact	2020/21	2021/22	Saving not achievable at all	
							2020/21 Savings Target £000	% of target full year forecast									
Savings per Budget 20/21																	
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 achieved - required to pay for staff so associated pressure on costs declared. Funding not permanent.		15	No	No	No	No	
<b>Total FYE Per Budget 20/21</b>							<b>1,185</b>	<b>95%</b>			<b>234</b>	<b>1,125</b>					
<b>Total Savings Per Budget 20/21</b>							<b>7,009</b>	<b>67%</b>			<b>234</b>	<b>4,709</b>					

	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
<b>Capital Programme Portfolio Summary</b>												
<b>Managing Director</b>												
Law & Governance	200	0	200	200	0	200	239	0	239	439	0	439
<b>Total Managing Director</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>239</b>	<b>0</b>	<b>239</b>	<b>439</b>	<b>0</b>	<b>439</b>
<b>Place Directorate</b>												
Property	19,418	(153)	19,265	13,230	(150)	13,080	16,467	(32)	16,435	29,697	(182)	29,515
Housing	650	(650)	0	300	(300)	0	356	(356)	0	656	(656)	0
Communities & Enforcement & Partnerships	3,767	(39)	3,728	4,857	(641)	4,216	5,410	(1,379)	4,031	10,267	(2,020)	8,247
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	33	(20)	13	33	(20)	13
<b>Total Place Directorate</b>	<b>24,249</b>	<b>(842)</b>	<b>23,407</b>	<b>18,764</b>	<b>(1,178)</b>	<b>17,586</b>	<b>23,627</b>	<b>(2,208)</b>	<b>21,419</b>	<b>42,391</b>	<b>(3,386)</b>	<b>39,005</b>
<b>Adults, Health &amp; Commissioning</b>												
Head of Commissioning – Infrastructure	7,634	(3,281)	4,353	6,853	(3,345)	3,508	2,033	(227)	1,806	8,886	(3,572)	5,314
Head of Commissioning – People	0	0	0	0	0	0	200	(200)	0	200	(200)	0
Local Enterprise Partnership Schemes	18,491	(16,636)	1,855	12,836	(12,836)	0	5,402	(5,062)	340	18,238	(17,898)	340
<b>Total Adults, Health &amp; Commissioning</b>	<b>26,125</b>	<b>(19,917)</b>	<b>6,208</b>	<b>19,689</b>	<b>(16,181)</b>	<b>3,508</b>	<b>7,635</b>	<b>(5,489)</b>	<b>2,146</b>	<b>27,324</b>	<b>(21,670)</b>	<b>5,654</b>
<b>Childrens Services</b>												
Non Schools	0	0	0	0	0	0	620	(83)	537	620	(83)	537
Schools - Non Devolved	2,987	(1,087)	1,900	1,925	(1,725)	200	3,847	(736)	3,111	5,772	(2,461)	3,311
Schools - Devolved Capital	196	(196)	0	196	(196)	0	486	(486)	0	682	(682)	0
<b>Total Childrens Services</b>	<b>3,183</b>	<b>(1,283)</b>	<b>1,900</b>	<b>2,121</b>	<b>(1,921)</b>	<b>200</b>	<b>4,953</b>	<b>(1,305)</b>	<b>3,648</b>	<b>7,074</b>	<b>(3,226)</b>	<b>3,848</b>
<b>Resources</b>												
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
<b>Total Resources</b>	<b>3,034</b>	<b>(64)</b>	<b>2,970</b>	<b>2,839</b>	<b>(16)</b>	<b>2,823</b>	<b>679</b>	<b>0</b>	<b>679</b>	<b>3,518</b>	<b>(16)</b>	<b>3,502</b>
<b>Total Committed Schemes</b>	<b>56,791</b>	<b>(22,106)</b>	<b>34,685</b>	<b>43,613</b>	<b>(19,296)</b>	<b>24,317</b>	<b>37,133</b>	<b>(9,002)</b>	<b>28,131</b>	<b>80,746</b>	<b>(28,298)</b>	<b>52,448</b>
	(£'000)									(£'000)		
<b>Portfolio Total</b>	<b>56,791</b>									<b>80,746</b>		
<b>External Funding</b>												
Government Grants	(21,400)									(22,958)		
Developers' Contributions	(96)									(3,972)		
Other Contributions	(610)									(1,368)		
<b>Total External Funding Sources</b>	<b>(22,106)</b>									<b>(28,298)</b>		
<b>Total Corporate Funding</b>	<b>34,685</b>									<b>52,448</b>		

## Capital Programme 2020/21 - Full list of variances and slippage

	Expenditure £'000	Income £'000	Net £'000
<b>Revised Budget</b>	80,746	(28,298)	52,448
<b>Variances</b>	267	(256)	11
<b>Slippage to 2021/22</b>	(29,740)	6,095	(23,645)
<b>Projected Outturn 2020/21</b>	51,273	(22,459)	28,814

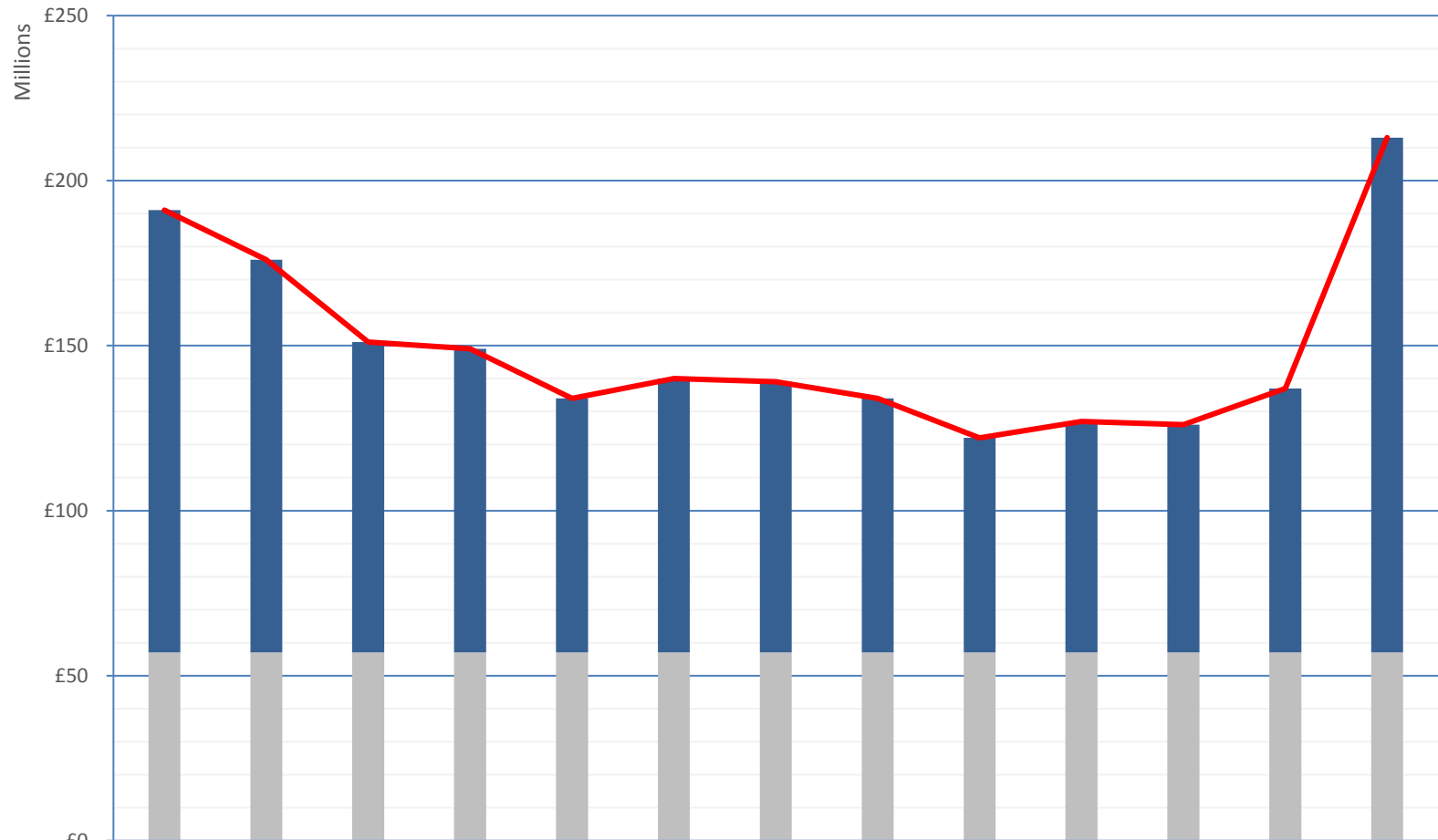
Variances from revised budget	Expenditure £'000	Income £'000	Net £'000	Commentary
<b>Communities &amp; Enforcement &amp; Partnerships</b>				
CC82 Braywick Compound Works	6	(6)	-	Revised business case
CD25 Public Rights of Ways-Bridge Repairs	(6)	-	(6)	Revised business case
CF08 Ray Mill Island Access Works	3	-	3	Revised business case
CZ75 P&OS-Allens Field Improvements Ph 2	(3)	3	-	Revised business case
CV39 Ockwells Park-Phase 3 Improvements	(30)	-	(30)	Underspend used to offset deficit on CV41 due to additional steel work / structural requirement
CV41 Clewer Memorial Pavilion, Windsor-Modifications	75	-	75	Unforeseen costs due to delays in the work schedule and resourcing issues relating to the Covid outbreak. Works to complete 6 weeks behind schedule. £30k additional steel works / structural requirements mitigated by saving on CV39
CZ18 Braywick Leisure Centre	250	(250)	0	Projected overspend due to COVID delays mitigated by CIL income.
<b>Infrastructure, Sustainability &amp; Transport</b>				
CC39 Old Court Improvements	3	-	3	Costs incurred for fire doors at Windsor Arts Centre after prior years slippage budget was removed.
CLB6 MALS Digital Offer	3	(3)	-	Costs incurred for museums Digital Programme after prior years slippage budget was removed. S106 Arts funding available to mitigate cost.
<b>Schools - Non Devolved</b>				
CSHU Windsor Girls Expansion	(14)	-	(14)	Budget no longer required
<b>Local Enterprise Partnership Schemes</b>				
CD42 Maidenhead Station Interchange & Car Park	200	-	200	Anticipated overspend; options being explored to mitigate cost.
<b>Technology &amp; Change Delivery</b>				
CA11 Desktop PC Replacement Project	(135)	-	(135)	Revised business case generating savings
CA12 Modern Workplace Project-Phase 2	(75)	-	(75)	Estimated underspend on budget
<b>Library &amp; Resident Services</b>				
CC99 Eton Library - Open Access and Shop Front Repair	(10)	-	(10)	Scheme saving
	267	(256)	11	

Projected Slippage to 2021/22	Expenditure £'000	Income £'000	Net £'000	Commentary
<b>Property Services</b>				
CC78 Vicus Way Car Park	(7,885)	-	(7,885)	Scheme slippage due to COVID 19 contract delays.
CI29 Broadway Car Park & Central House Scheme	(8,691)	-	(8,691)	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.
CX43 Affordable Housing	(5,845)	-	(5,845)	Reprofiling of budget due to COVID-19 delays.
<b>Communities &amp; Enforcement &amp; Partnerships</b>				
CV42 Braywick Park-New 3G Pitch to Compliment L.C.	(19)	19	-	Slippage for retentions 2021-22
<b>Head of Commissioning - Infrastructure</b>				
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
<b>Local Enterprise Partnership Schemes</b>				
CC62 Maidenhead Missing Links (LEP Match Funded)	(560)	560	-	Project delays suggest that only 80% of project will be completed in 2020/21
CD90 Maidenhead LP Housing Site Enabling Works - LEP	(4,117)	4,117	-	Project delays suggest that only 35% will be spent by March
CD91 Windsor Town Centre Package - LEP	(1,239)	1,239	-	Project delays suggest that only £324k will be spent by March
<b>Head of Commissioning - People</b>				
CT62 Adult Services Case Management System	(100)	100	-	COVID-19 resource capacity issues. IT time used to support the corporate emergency response resulting in project delay.
<b>Schools - Non Devolved</b>				
CSJX St Peters Middle	(300)	-	(300)	Project now due to complete 2021/22
CSKG Internal Upgrade - Wessex Nursery	(60)	60	-	Project delayed to allow roof work to be carried out first
<b>Technology &amp; Change Delivery</b>				
CA13 Key Infrastructure Upgrades & Hardware	(50)	-	(50)	Estimate depending on several variables, this may change closer to the time.
<b>Library &amp; Resident Services</b>				
CC53 Contact Centre - Ventilation & Back-up Generator	(47)	-	(47)	Delay in works due to COVID 19/ library closures
CC65 Refurbishment Mhead, Windsor, Ascot, Eton Libs	(16)	-	(16)	Delay in works due to COVID 19/ library closures
CC97 Eton Wick Library - General Repairs	(3)	-	(3)	Delay in works due to COVID 19/ library closures
CLB2 Sunninghill Library Lease Repairs	(18)	-	(18)	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	(150)	-	(150)	Delay in works due to COVID 19/ library closures
	(29,740)	6,095	(23,645)	

**Capital Programme Movements 2020/21**

	<b>Expenditure £'000</b>	<b>Income £'000</b>	<b>Net £'000</b>
<b>Original Budget 2020/21</b>	56,791	(22,106)	34,685
<b>Budget Changes to 30 November 2020</b>			-
Additional Slippage in from 2019/20	25,595	(3,354)	22,241
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	(2,528)	110	(2,418)
DFG reallocation of funding to revenue due to underspend	(300)	300	-
Larchfield School budget addition - September 2020 Cabinet	110	(110)	-
Allocation of CIL income for infrastructure projects	0	(1,933)	(1,933)
s106 identified funding - schools expansion works	0	(126)	(126)
Roundings	3	(4)	(1)
<b>Revised Budget 2020/21</b>	<b>80,746</b>	<b>(28,298)</b>	<b>52,448</b>

Gross Borrowing Forecast at 10/12/2020



	Mar-20 Actual.	Apr-20 Actual	May-20 Actual	Jun-20 Actual	Jul-20 Actual	Aug-20 Actual	Sep-20 Actual	Oct-20 Actual	Nov-20 Actual	Dec-20 Est	Jan-21 Est	Feb-21 Est	Mar-21 Est
Short term borrowing £'000	134,000	119,000	94,000	92,000	77,000	83,000	82,000	77,000	65,000	70,000	69,000	80,000	156,000
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	191,049	176,049	151,049	149,049	134,049	140,049	139,049	134,049	122,049	127,049	126,049	137,049	213,049

200



## Appendix G

### Children's Services

Service	Original Budget	Current Budget	Forecast Outturn Variance	Previously Reported Variance	Change in Reported Variance
	£'000	£'000	£'000	£'000	£'000
<b>Children's Services non Dedicated Schools Grant</b>					
<b>Social Care and Early Help</b>					
* Employee & Operational Related Expenditure	5,878	5,878	706	612	94
* Legal Services	510	510	175	175	0
* Inhouse Fostering	1,467	1,467	36	36	0
* Residential, therapeutic & Direct Payments	4,199	4,199	14	(158)	172
* Independent Fostering Agencies	1,696	1,696	(373)	(336)	(37)
* Leaving Care-Care Costs	988	988	773	721	52
* 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	377	427	(50)
<b>Total Social Care and Early Help</b>	<b>16,698</b>	<b>16,698</b>	<b>1,744</b>	<b>1,513</b>	<b>231</b>
<b>Other</b>					
* Business Services	3,042	3,042	(86)	(54)	(32)
* Education	895	895	150	25	125
* Operational Strategic Management	295	295	283	47	236
* Public Health	1,725	1,725	(2)	(2)	0
* Special Educational Needs and Children with Disabilities	3,144	3,144	(231)	(371)	140
Children's Services - Retained	(2,609)	(2,617)	(161)	121	(282)
<b>Total Other</b>	<b>6,493</b>	<b>6,484</b>	<b>(47)</b>	<b>(234)</b>	<b>187</b>
<b>Total Children's Services non Dedicated Schools Grant</b>	<b>23,191</b>	<b>23,184</b>	<b>1,697</b>	<b>1,279</b>	<b>418</b>
<b>Dedicated Schools Grant</b>					
* AfC Contract - Dedicated Schools Grant	11,135	11,238	557	328	229
Dedicated Schools Grant - Retained	55,175	53,755	(169)	(120)	(49)
Dedicated Schools Grant Income	(66,310)	(64,993)	(388)	(208)	(180)
<b>Total Dedicated Schools Grant</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Children's Services and Dedicated Schools Grant</b>	<b>23,191</b>	<b>23,184</b>	<b>1,697</b>	<b>1,279</b>	<b>418</b>
<b>Summary Position</b>					
Achieving for Children Contract	36,934	37,039	2,415	1,486	929
Children's Services - Retained	(2,609)	(2,617)	(161)	121	(282)
Dedicated Schools Grant - Retained	55,175	53,755	(169)	(120)	(49)
<b>Total Children's Services net budget</b>	<b>89,501</b>	<b>88,177</b>	<b>2,085</b>	<b>1,487</b>	<b>598</b>

\* 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 B/F £'000	20/21 Movements in £'000	20/21 Movements out £'000	20/21 Balance as at 16/12/20 to C/F £'000
<b>USABLE RESERVES</b>					
<b>School Balances</b>					
AK14	Schools Revenue Balances	(1,462)			(1,462)
AK26	General DSG Reserve	1,159			1,159
AK9H	Earmarked DSG Reserve	(134)			(134)
		(437)			(437)
<b>Other Reserves</b>					
AK08	Insurance control account		(898)	346	(552)
AK13	Insurance Fund (Reserve)	(960)	(206)		(1,166)
AK37	Earmarked Capital Grant	(2,191)	(1,386)		(3,577)
AK38	Community Infrastructure Levy	(4,841)	(3,541)	286	(8,096)
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)	(300)		(381)
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)	16	(27)
AL08	Covid-19 Tranche grant Reserve		(1,157)		(1,157)
TBC	Covid-19 General Reserve		(3,000)		(3,000)
AL09	NNDR S31 Reserve		(24,112)		(24,112)
AL11	Redundancy Reserve		(750)		(750)
AK20	Net Revenue General Fund BUDGET OUTTURN	(8,231)	1,480		(6,751)
	<b>TOTAL USABLE RESERVES</b>	<b>(21,740)</b>	<b>(33,879)</b>	<b>3,550</b>	<b>(52,069)</b>

Costc	Description	20/21 B/F £'000	20/21 Movements in £'000	20/21 Movements out £'000	20/21 Balance as at 16/12/20 to C/F £'000
<b>UNUSABLE RESERVES</b>					
AG33	Capital Adjustment Account	(193,414)			(193,414)
AG34	Revaluation Reserve	(227,476)			(227,476)
AK39	Financial Instruments Revaluation Reserve	2,034			2,034
AK25	Pensions Reserve	249,304			249,304
AF22	Collection Fund-NNDR	7,592	(2,244)	67,091	72,439
AF51	Collection Fund - Council Tax	54		27	81
AG36	Accumulated Absences Account	1,934			1,934
	<b>TOTAL UNUSABLE RESERVES</b>	<b>(159,972)</b>	<b>(2,244)</b>	<b>67,118</b>	<b>(95,098)</b>
	<b>TOTAL RESERVES</b>	<b>(181,712)</b>	<b>(36,123)</b>	<b>70,668</b>	<b>(147,167)</b>
<b>PROVISIONS</b>					
AE13	MMI Clawback liability	(242)		3	(239)
AF53	Appeals provision for Business Rates	(1,024)	(360)		(1,384)
	<b>TOTAL PROVISIONS</b>	<b>(1,266)</b>	<b>(360)</b>	<b>3</b>	<b>(1,623)</b>

COVID-19 FUNDING SUMMARY AS AT  
30TH NOVEMBER 2020

Category	Name of Funding	Description	Directorate	Received Date	ACTUAL SPEND TO END OF DEC 20	Spent & Committed £'000	Received £'000
COVID-19 Unringfenced Tranche Funding	Coronavirus (COVID-19): emergency funding for local government. Tranche 1	Unringfenced funding for local authorities to use to respond to the COVID-19 pandemic.	ALL	27/03/20	2983	2,983	2,983
	Coronavirus (COVID-19): emergency funding for local government. Tranche 2	Unringfenced funding for local authorities to use to respond to the COVID-19 pandemic.	ALL	18/05/20	4149	4,149	4,149
	Coronavirus (COVID-19): emergency funding for local government. Tranche 3	Unringfenced funding for local authorities to use to respond to the COVID-19 pandemic.	ALL	05/08/20	994	994	994
					<b>TOTAL</b>	<b>8,126</b>	<b>8,126</b>
Test & Trace and COMF Funding	Surge Funding / additional Contain Outbreak Management Fund (COMF)	Funding to support local authorities deliver their non-pharmaceutical interventions and to support their Covid response. The funding is a non-recurring payment for the 2020-2021 financial year.	AHC	30/11/2020	44	1,212	1,212
	Test and Trace Service Support Grant	A grant provided to local authorities in England to develop and action their plans to reduce the spread of the virus in their area.	AHC	19/06/20	212	436	436
					<b>TOTAL</b>	<b>256</b>	<b>1,648</b>
Funding for Adult Social Care	Clinical Commissioning Group (CCG) funding for additional costs associated with COVID-19 including hospital discharge	NHS/CCG funding to help local authorities with COVID 19-associated costs including those relating to hospital discharge and follow-on care.	AHC	Monthly Claims	1324	1,324	1,324
	Adult Social Care Infection Control Fund (ICF) Tranche 1	The primary purpose of this fund is to support adult social care providers, to reduce the rate of COVID-19 transmission in and between care homes and support wider workforce resilience.	AHC	28/05/20	1125	1,125	1,125
	Adult Social Care Infection Control Fund (ICF) Tranche 2	The primary purpose of this fund is to support adult social care providers, to reduce the rate of COVID-19 transmission in and between care homes and support wider workforce resilience.	AHC	28/07/2020	900	1,125	1,125
	Adult Social Care Infection Control Fund (ICF) Tranche 3	The primary purpose of this fund is to support adult social care providers, to reduce the rate of COVID-19 transmission in and between care homes and support wider workforce resilience.	AHC	02/10/2020	753	821	849
	Adult Social Care Infection Control Fund (ICF) Tranche 4	The primary purpose of this fund is to support adult social care providers, to reduce the rate of COVID-19 transmission in and between care homes and support wider workforce resilience.	AHC	23/12/2020	594	821	849
					<b>TOTAL</b>	<b>3,349</b>	<b>3,574</b>
Other Government Funding for Local Authorities	Emergency Active Travel Fund	The emergency grant funding supports local transport authorities with producing cycling and walking facilities.	AHC	08/07/20	140	140	140
	COVID Winter Grant Scheme	Funding made available in early December 2020 to support those most in need with the cost of food, energy (heating, cooking, lighting), water bills (including sewerage) and other essentials.	CS	Dec 20	120	236	236
	Self Isolation payment funding	Test and Trace Support payment of £500 will ensure that those on low incomes are able to self-isolate without worry about their finances	RES	30/10/20	101	101	101
	Home to School Transport	Funding to create extra capacity and allow more students to use alternatives to public transport, while social distancing measures remain in place.	CS	TBC	0	-	116
	Emergency Assistance Grant for Food and Essential Supplies	For local authorities in England to use to support people who are struggling to afford food and other essentials due to COVID-19.	AHC	06/08/20	44	44	88
	Next Steps Accommodation Programme (NSAP)	Funding to support local authorities and their partners to ensure that the current provision that has been set up to safeguard people who were taken safely from the streets is able to continue for an appropriate length of time. The funding is for use during 2020-21 only.	Place	16/11/20	145	145	145
					<b>TOTAL</b>	<b>510</b>	<b>566</b>

COVID-19 FUNDING SUMMARY AS AT  
30TH NOVEMBER 2020

Category	Name of Funding	Description	Directorate	Received Date	ACTUAL SPEND TO END OF DEC 20	Spent & Committed £'000	Received £'000
	Reopening High Streets Safely Fund	Funding from the European Regional Development Fund (ERDF) to local authorities to support the safe reopening of high streets and other commercial areas.	Place	Claimed retrospectively to cover costs	134	134	134
	Compliance and Enforcement Grant	Funding for local authorities to cover compliance and enforcement activity. The funding is ringfenced for C&E activity, including COVID-19 Secure Marshals.	Place	20/11/20	55	55	55
	Expanded Retail Relief	In response to the coronavirus pandemic, in the Budget on 11 March the Government announced that it would increase the discount to 100% and extend it to include the leisure and hospitality sectors. Following the announcement on 23 March 2020 of further measures to limit the spread of coronavirus, the Government confirmed that some of the exclusions for this relief have been removed, so that retail, leisure, and hospitality properties that will have had to close as a result of the restriction measures will now be eligible for the relief.	RES	Monthly	38398	38,398	33,164
	Council Tax Hardship Relief	The expectation is that the majority of the hardship fund will be used to provide council tax relief, alongside existing local council tax support schemes.	RES	03/04/2020	434	434	564
	Business Rates Grants	As part of a raft of unprecedented measures announced by the Chancellor to support those affected by the coronavirus outbreak, eligible properties, including those in the retail, hospitality and leisure sectors, will not pay business rates for the next 12 months. The smallest businesses in these sectors are going to receive one off grants of either £10,000 or £25,000	RES	01/04/2020	26,225	30,587	30,587
	Additional Grant top-up	A discretionary fund has been set up to accommodate certain small businesses previously outside the scope of the business grant funds scheme. This additional fund is aimed at small businesses with ongoing fixed property-related costs	RES	25/06/2020	1,918	1,948	1,948
	New Burdens for Business Grants Support	As above	RES	07/07/2020	170	170	170
	Local Restrictions Support Grant (Closed) Addendum	The Local Restrictions Support Grant (LRSG (Closed) Addendum supports businesses that have been required to close due to the national restrictions between 5 November and 2 December 2020.	RES	13/11/2020	2,935	2,935	2,935
	Additional Restrictions Support Grant	The Additional Restrictions Grant (ARG) provides local councils with grant funding to support closed businesses that do not directly pay business rates as well as businesses that do not have to close but which are impacted. In addition, larger grants can be given than those made through LRSG (Closed).	RES	13/11/2020	-	3,028	3,028
	New Burdens for Council Tax Hardship Fund & Business Rates Relief		RES	Expected 22/12/20	-	22	22
	Housing Grant	Claim for reimbursement	Place	01/09/2020	30	30	30

COVID-19 FUNDING SUMMARY AS AT  
30TH NOVEMBER 2020

Category	Name of Funding	Description	Directorate	Received Date	ACTUAL SPEND TO END OF DEC 20	Spent & Committed £'000	Received £'000	
	Bus Services Support Grant	Operators will propose the services levels they expect to run. They will run up to 100% of scheduled commercial mileage for a typical non-school week excluding public holidays for the period of the scheme. They must consult and agree with the relevant local transport authorities (LTAs) regarding the services that should be provided, having regard to the critical concern of serving key workers such as NHS staff while ensuring that buses are not heavily loaded because of reduced service patterns.  Operators must also take all reasonable steps to respond and comply promptly with reasonable requests from LTAs to amend the services operated and the routes used by those services, hours of operation, vehicles used or levels of provision. They must supply data on service usage and operations during the period when they receive CBSSG Restart	AHC	28/05/2020	45	45	60	
	COVID Mental Health Support for Schools		CS	30/09/2020	26	26	26	
	KS1 Phonics & KS2 Moderation		CS	30/09/2020	-	6	6	
	Additional Restrictions Grant		RES	TBC	-	3,031	3,031	
	Shielding		AHC	TBC/NOT RECEIVED			59	
	New funding package for lost income		ALL	30/11/2020	-	2,434	2,434	
	Integrated Care System (ICS) - Provider support payments		AHC	Reimbursed	1,324	1,324	1,324	
	Getting Building Fund - LEP		LEP	TBC	40	40	40	
				<b>TOTAL</b>	<b>72,284</b>	<b>85,313</b>	<b>80,443</b>	
<b>Allocated to Schools</b>	Covid19 - catch-up premium		CS	30/09/2020	180	180	180	
	covid - schools emergency support (2nd payment)		CS	30/10/2020	72	72	72	
	HMRC - JRS Grant (Job Retention Scheme) June		CS	15/06/2020	15	15	15	
	HMRC - JRS Grant (Job Retention Scheme) August		CS	07/08/2020	11	11	11	
	HMRC - JRS Grant (Job Retention Scheme) September		CS	07/09/2020	12	12	12	
	HMRC - JRS Grant (Job Retention Scheme) October		CS	07/10/2020	13	13	13	
	Coronavirus Schools Emergency Support (1st payment)		CS	28/08/2020	41	41	41	
				<b>TOTAL</b>	<b>344</b>	<b>344</b>	<b>344</b>	
					<b>GRAND TOTAL</b>	<b>84,359</b>	<b>99,005</b>	<b>94,135</b>



# Agenda Item 6iv)

Following the publication of the agenda, this item has been withdrawn and is scheduled to be considered at the March 2021 Cabinet meeting.

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Report Title:	<b>Vicus Way Car Park, Maidenhead</b>
Contains Confidential or Exempt Information?	<b>YES – All appendices are Part II <b>Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.</b></b>
Lead Member:	Councillor Johnson, Lead Member for Business, Economic Development & Property.
Meeting and Date:	Cabinet – 28 <sup>th</sup> January 2021
Responsible Officer(s):	Duncan Sharkey – Managing Director
Wards affected:	Oldfield

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## REPORT SUMMARY

1. Cabinet Approval for the development of a new Multi-Storey Car Park at Vicus Way was given on 28<sup>th</sup> June 2018, and Full Council Approval for the capital budget was given on 19<sup>th</sup> July 2018.
2. The initial budget of £13,207,249 was approved from which £350,000 was vired to fund additional car parking provision at Braywick Park in June 2020.
3. Local enterprise funding identified and approved in the Cabinet report above will be moved from the combined Maidenhead Station Interchange and Car Park budget to the Vicus Way Car Park Budget to fund the replacement parking lost as part of the forecourt development works.
4. The construction of the new car park was formally tendered via the OJEU procurement process and Buckingham Group were selected as the main contractor and the contract was due to be entered into March 2020.
5. As a result of Covid19 lockdown it was necessary to postpone entering into the contract whilst the impact of Covid19 was assessed and better understood both in terms of site management and delivery, the potential impact on demand for spaces and the Council's review of its car parking strategy.
6. Following a full review the Council will enter into the construction contract in February 2021 to deliver the new car park.

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) **Approves the entering into a construction contract with the selected main contractor to build the new car park.**
- ii) **Approve the leasing of the car parking spaces to long term users of the car park on commercial terms.**
- iii) **Delegates authority to the Managing Director, in consultation with the Lead Member for Business, Economic Development & Property to conclude the appropriate construction and leasing contracts.**

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

### Options

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

Option	Comments
Enter into a construction contract with Buckingham Group to build the new car park <b>This is the recommended option</b>	<ul style="list-style-type: none"> <li>▪ Further delays will expose the Council to further cost inflation</li> <li>▪ Significant delays could require renegotiation with adjoining landowners.</li> <li>▪ The Vicus Way Car Park is a key component in the Council's parking strategy to maintain car parking capacity during and following the regeneration of central Maidenhead and to reduce long term, business and commuter parking in the town centre.</li> </ul>
Do not enter into a construction contract with Buckingham Group <b>This is NOT the recommended option</b>	<ul style="list-style-type: none"> <li>• Cancellation of the project will result in the Capital investment spent to date on the project be transferred to Revenue spending, currently £2.2m.</li> <li>• LEP funding of £1.52m would be at risk, if another project could not be found to draw down grant by March 2021.</li> </ul>

- 2.1 Maidenhead is undergoing significant regeneration and growth via large scale projects such as The Landings, The Nicholson's Quarter and the Council's JV with Countryside Properties plc that will see a significant loss of car parking from council owned land and the relocation of existing car parks.

The completion of the Elizabeth Line and the increased capacity of the M4 will also increase Maidenhead's connectivity and attraction to business occupiers which will contribute to economic growth.

- 2.2 Cabinet Approval for the development of a new Multi-Storey Car Park (MSCP) at Vicus Way was given on 28<sup>th</sup> June 2018 as part of a commitment and

strategy to maintain the number of car parking spaces as a result of the regeneration of Maidenhead. The new MSCP has the capacity for 503 car parking spaces with provision for 10% of spaces to have EV charging points and containment installed for a further 10% to have charging points installed subject to substation and grid capacity.

The initial Budget of £13,207,249 was approved from which £350,000 was vired to fund additional car parking at Braywick Park in June 2020.

The LEP is to provide funding of £1,520,000 to compensate the Council for providing 88 car parking spaces to Network Rail at nil cost to replace the loss of parking spaces from the Maidenhead Station forecourt as part of the redevelopment of the station and regeneration of the area.

- 2.3 Planning permission for the new MSCP was granted on 8<sup>th</sup> March 2019.
- 2.4 A full OJEU compliant tender process was undertaken during 2019 with final tenders submitted by five contractors in November 2019. Buckingham Group were selected as the successful contractor on January 2020.
- 2.5 The construction contract was due to be entered into during March 2020 however this was postponed as the UK entered lockdown as the uncertainties introduced by COVID19 relating to site management, staff welfare, working practices, timescale and costs were considered.
- 2.6 The Council commenced the production of an updated Parking Strategy in May 2020 which has been prepared by Stantec and Project Centre and was approved by Cabinet on 26<sup>th</sup> November 2020. Part of the strategy recommended the re-location of long-term business or commuter parking from the Town Centre. This is also reflected in the emerging Borough Local Plan (BLP). Vicus Way provides this option for long term business parking outside the town centre, freeing up capacity for retail use in the town centre, to promote economic growth for the town.
- 2.7 The revised planning submission for the Nicholson's Quarter Regeneration project masterplan includes a smaller new Broadway Car Park with capacity reduced from 1,280 car parking spaces to 888 reflecting the Local Planning Authority (LPA) strategy to reduce business parking in the Town Centre. This new facility therefore improves the level of short stay parking that will be required for the new town centre when completed.
- 2.8 The existing Broadway Car Park has capacity for 734 parking spaces in total of which over 200 are long term business occupiers who will need to be relocated on a permanent basis, in order to reduce traffic movements in the town centre, and address the newly adopted parking strategy for long stay parking. These will be relocated to Vicus Way, MSCP.

### **3. KEY IMPLICATIONS**

- 3.1 The delays in agreeing the new contract have seen costs increase as a result of

- The tenders submitted in November 2019 have expired and the contractor has had to revisit their supply chain to reconfirm pricing and there has been significant cost pressure.
- Increased on site staff welfare facilities to minimise the risk of Covid 19 and to allow additional time to complete the project
- To accommodate the changes in the cladding system and its design costs.

However, the project team and the contractor have continued to undertake pre-start design and due diligence work and undertake pre-construction enabling works that have reduced construction cost risk and meet planning conditions.

The project remains within the approved budget.

- 3.2 The adjoining landowner enjoys a right of way over part of the Vicus Way site. RBWM has agreed a temporary suspension of this right of way to enable the construction of the car park. This agreement expires in December 2022. Significant further delay will require renegotiation of this agreement which may incur an additional fee to do so.
- 3.3 Further delays will increase costs as result of
- Continued build cost inflation
  - The potential requirement to renegotiate the agreement with the adjoining landowner
  - The loss of the £1,520,000 capital funding from the LEP for the loss of spaces already provided by RBWM to Network Rail in the Stafferton Way Car Park.
- 3.4 The new Vicus Way Car Park is a key component of the Council's parking and planning strategy to reduce the amount of long stay commuter parking and therefore car journeys into central Maidenhead and to reduce the size of the proposed Broadway Car Park. The current forecast plan for parking capacity for the regeneration programme is attached to this report at appendix B. A substantial amount of the new parking provision is peripheral to the town centre at Braywick Park.

Maidenhead would see a significant reduction in car parking capacity whilst the Borough Local Plan seeks to deliver large scale growth in commercial and residential development to meet increased population growth and economic growth.

- 3.5 Demand for long term car parking is currently subdued as a result of Covid19 however there is strong interest from Royal London Asset Management for a long lease to provide parking for up to 200 spaces for their proposed office development at Braywick Gate /Statesman House. The planning application has been made and is being considered by the LPA. Similarly there are currently c 200 spaces within the existing Nicholson's car park that will need to be relocated prior to its demolition and whilst this can be re-provided at Hines Meadow in the short term these would be relocated to Vicus Way on a permanent basis as many of the users are based south of the Broadway.

Therefore, we can already evidence demand for over 400 of the 503 spaces, with an additional waiting list from businesses in the town.

- 3.6 Stafferton Way MSCP - Some work has already been carried out to ascertain the possibility of extending this car park to accommodate for additional business or commuter use, however, the structural fabric of the car park is not sufficient for additional decks to be added. This coupled with the ongoing maintenance requirements and age of the property, could see Stafferton Way MSCP redeveloped, should demand for car parking remain subdued in the future.
- 3.7 The Council could consider closing the nearby Stafferton Way MSCP which will require significant ongoing expenditure and suffers from anti-social behaviour. This would free up a valuable site which could be sold for residential led mixed-use development given its location between the Royal London Braywick Gate development and the Maidenhead Retail Park that has been included in the BLP for major residential led redevelopment.
- 3.8 The capital cost incurred to date of £2,200,000 in design, project management, tender and planning fees will have to be written off and be met by the Council's revenue budget, **if the scheme does not proceed.**

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Approval received to enter into the construction contract with Buckingham Group	The project is put on hold with the risk of additional build cost inflation making the scheme financially unviable or permanently cancelled	Approval will enable the Council to enter a construction contract and deliver the new car park which will generate significant income to the Council and meet its strategy to reduce the number of car journeys into Maidenhead town centre			30 <sup>th</sup> September 2022

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

- 4.1 The construction contract was fully tendered under OJEU rules with five contractors being invited to tender after expressions of interest were received following the publishing of the scheme in the Journal. All five parties submitted tenders and assessed on a combination of costs, track record, financial strength and compliance with the project brief and design.
- 4.2 The project has an acceptable forecast investment return. A summary of budget and forecast returns at Council approval, and current pre-contract stages is set out below.

**Vicus Way  
Investment Case**

	<b>Council Approval (feasibility)</b>	<b>Pre-Contract/ Construction</b>
<b>Total Budget</b>	£13,207,249	£12,857,247
<b>Contingency</b>	£250,000	£215,267
<b>LEP Funding</b>	£1,520,000	£1,520,000
<b>Total Capital Required</b>	£11,687,249	£11,337,247
<b>30 Year IRR</b>	5.16%	5.57%
<b>NPV</b>	£17,435,662	£17,808,110
<b>50 Year IRR</b>	6.72%	7.05%
<b>NPV</b>	£28,368,032	£28,974,009

- 4.3 £2,200,000 has been spent to date in design, project management and tender fees along with site clearance and enabling works. These costs would be transferred to the revenue budget if the project is cancelled.
- 4.4 Delaying the project will see the loss of the £1,520,000 capital contribution from the LEP.
- 4.5 The budget for the project has already been included in the MTFP and as such no overall change to the revenue and capital budget is required. A transfer of the LEP funding and budget of £1,520,000 from the combined Maidenhead Station Interchange and Car Park budget to the Vicus Way Car Park budget as approved in the Council report of 19<sup>th</sup> July 2018 will now be actioned

## **5. LEGAL IMPLICATIONS**

- 5.1 The Council will enter a JCT Design and Build contract with Buckingham Group which places the majority of the risk on the contractor with limited risk on the Council.
- 5.2 The contract is being documented by Shared Legal Solutions with input and instruction from Faithfull and Gould acting as quantity surveyors/project managers and the RBWM Property Company as development manager.

## **6. RISK MANAGEMENT**

- 6.1 Site geotechnical and environment surveys have been undertaken for the site along with surveys for utility and other third-party infrastructure on the site.
- 6.2 Title documentation has been reviewed by SLS and rights of third parties identified and where required agreement are in place to enable the project.



- 6.3 The design of the scheme has been fully developed by the professional team ahead of tendering the scheme.
- 6.4 The contract with the main contractor is a JCT Design and Build Contract where the majority of risk sits with the contractor. The contractor is liable for Liquidated and Actual Damages in the event the project is delayed subject to force majeure.
- 6.5 The contractor Buckingham Group are a long-standing family owned and managed contractor with significant track record in the construction of large construction and infrastructure projects including Multi-Storey Car Parks. The company has significant cash reserves and nil debt. In addition, the contractor will provide a performance bond that protects the Council in the event of contractor failure.

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

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
Project delay resulting in delayed income commencement	Low	Fully developed design and site due diligence undertaken. Financial penalties via LADs in place to replace lost income	Low
Cost Escalation	Low	Fully designed scheme that is fully developed and therefore few provisional sums included. Covid19 allowed for in programme and cost budget. JCT Design and Build contract places risk on contractor save for Client variations, force majeure etc	Low
Contractor Failure	Low	Financially robust contractor appointed and performance bond to be provided	Low
Leasing risk	Low	Maidenhead is forecast to grow significantly in the future with large scale regeneration projects delivering substantial commercial and residential space which will drive demand for car spaces. The scheme is close to the main line station which will benefit from the arrival of the full Elizabeth Line Service. There are several sources of demand for	Low

Risks	Uncontrolled risk	Controls	Controlled risk
		business related car parking spaces	

## 7. POTENTIAL IMPACTS

- 7.1 Equalities – An Equality Impact Assessments screening form has been completed and is available on the [council's website](#).
- 7.2 Climate change/sustainability. The car park will provide EV charging points for 10% of the car spaces along with containment to enable a further 10% to be installed (subject to power availability and substation upgrade) with little building works. The location and use of the car park is aimed at reducing the need for cars to enter Maidenhead town centre particularly for long term business or commuter parking.

The appointed contractor has a commitment to minimise and reduce waste wherever possible both within its corporate aims and policies an also within its tender documentation for the project.

- 7.3 Data Protection/GDPR - No personal information has been used or stored.

## 8. CONSULTATION

- 8.1 Internal consultation with CLT and Lead Members, Capital Projects Board and the Parking Project Board.

## 9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately  
The full implementation stages are set out in table 5

**Table 5: Implementation timetable**

Date	Details
28 <sup>th</sup> February 2021	Complete Contract with Buckingham Group
1 <sup>st</sup> May 2021	Start on Site
30 <sup>th</sup> September 2022	Completion of the Car Park

## 10. APPENDICES

- 10.1 Appendix A – Part II - Investment Summary  
10.2 Appendix B – Part II - Maidenhead Public Parking Provision

## 11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by 1 background document:
- Equality Impact Assessment Screening Form

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Johnson	Lead Member for Business, Economic Development & Property.	31/12/20	06/01/21
Duncan Sharkey	Managing Director	31/12/20	06/01/21
Adele Taylor	Director of Resources/S151 Officer	31/12/20	12/01/21
Kevin McDaniel	Director of Children's Services	31/12/20	
Hilary Hall	Director of Adults, Health and Commissioning	31/12/20	
Andrew Vallance	Head of Finance	31/12/20	06/01/21
Elaine Browne	Head of Law	31/12/20	05/01/21
Mary Severin	Monitoring Officer	31/12/20	06/01/21
Nikki Craig	Head of HR, Corporate Projects and IT	31/12/20	
Louisa Dean	Communications	31/12/20	
Karen Shepherd	Head of Governance	31/12/20	04/01/21

### REPORT HISTORY

<b>Decision type:</b> Key decision: date it was first entered into the Cabinet Forward Plan: 23 <sup>rd</sup> October 2020	<b>Urgent item:</b> No	<b>To Follow item?</b> No
Report Author: Chris Pearse, Head of Capital Projects and Asset Management, RBWM Property Company Limited 01628 796171		

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Report Title:	<b>Broadway Car Park, Maidenhead</b>
Contains Confidential or Exempt Information?	NO – Main Report and Appendix A. YES – Appendices B & C - Part II <b>Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.</b>
Lead Member:	Councillor Johnson, Lead Member for Business, Economic Development & Property.
Meeting and Date:	Cabinet – 28 <sup>th</sup> January 2021
Responsible Officer(s):	Duncan Sharkey- Managing Director
Wards affected:	St Mary's

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## REPORT SUMMARY

1. Cabinet Approval for the development of a new Multi-Storey Car Park to replace the current Nicholson's Car Park was approved in September 2018.
2. The initial budget of £35,313,163 was approved from which £470,000 was vired to fund legal, valuation and project management fees to negotiate the Land Sale Agreements for the sale of Nicholson's Centre Freehold, Central House Leasehold and Freehold and Land Swap of the Broadway Car Park in April 2019 and a further £480,000 was vired to fund associated Covid cost at Braywick Park in June 2020.
3. The Broadway Multi-Storey Car Park is being delivered as part of the wider Nicholson's Quarter Masterplan. The initial planning application was submitted to the Local Planning Authority (LPA) in May 2020 following public consultation and pre-application advice from the LPA. Following further consultation and feedback a revised application was submitted in November 2020.
4. The Council has agreed to enter into a new 125 year lease to enable Denhead S.A.R.L. to construct a self-contained basement car park beneath the MSCP at its own cost and a separate 50 year lease over 188 car parking spaces in the upper level on commercial rental basis, subject to a break option in the favour of the council after 30 years.
5. A new facility will be provided for Maidenhead Shopmobility and Changing Places on the ground floor of the car park along with active units for commercial uses on both Brock Lane and Broadway.
6. To enable vacant possession of the site and in line with Council approval to acquire Siena Court in July 2019, the lease to Broadway Centres Limited at Siena Court will be surrendered to the Council.
7. Following a full review and tender process the Council will enter a construction contract to deliver the new car park.

## **1. DETAILS OF RECOMMENDATION(S)**

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

- I. Approves entering into the Development Agreement with Denhead S.A.R.L. that commits the Council to delivering the new Broadway Car Park and leasing the podium space above the car park entrance in line with submitted plans.**
- II. Approves obtaining vacant possession of Siena Court and accepting a surrender of the lease from Broadway Centre Limited.**
- III. Approves entering into a new 50-year lease over 188 car parking spaces to Denhead S.A.R.L on commercial terms subject to a break after 30 year in favour of the Council and the retention of the ability to redevelop the site in the future.**
- IV. Approves rescinding the previous offers of accommodation within the new development made to the Maidenhead Community Centre and Maidenhead Heritage Centre.**
- V. Approves the leasing of a new facility to Maidenhead ShopMobility at a peppercorn rent.**
- VI. Approves leasing the remaining space on the ground floor on commercial basis to generate revenue income for the Council.**
- VII. Delegate's authority to the Managing Director, in consultation with the Lead Member for Business, Economic Development & Property to conclude the Development Agreement and appropriate leasing contracts.**

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

**Options**

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

<b>Option</b>	<b>Comments</b>
Enter into the various agreements and contracts outlined in this report to enable the delivery of the new Broadway MSCP as part of the Nicholson’s Quarter Regeneration Scheme <b>This is the recommended option</b>	Subject to planning the master planned regeneration of central Maidenhead can be enabled.
Do not enter into the various agreement and contracts <b>This is NOT the recommended option</b>	Maidenhead will miss the opportunity to have a comprehensive master planned regeneration scheme in the Town Centre. The Broadway Car Park will remain in its current location.

2.1 Maidenhead is undergoing significant regeneration and growth via large scale projects such as The Landings, The Nicholson’s Quarter and the Council’s JV with Countryside Properties plc that will see a significant loss of car parking from council owned land and the relocation of existing car parks.

The Council owns the existing Nicholson’s Car Park in central Maidenhead which provides parking spaces for 734 cars and is used by a mix of long-term business occupiers and short-term shoppers and visitors. The car park has a high maintenance obligation and is coming to the end of its economic life.

The Council began planning for the refurbishment or redevelopment of the MSCP in 2015 as part of its wider regeneration plans for Maidenhead to allow for reduced car parking provision as several surface public car parks would be redeveloped for residential use.

2.2 Cabinet Approval was granted in September 2018 to demolish the existing car park and build a new MSCP with the Capacity of 1,333 car parking spaces along with 22,000 sq ft of retail space on the ground floor.

2.3 Two separate design projects were pursued to obtain planning consent to demolish and construct the new car park on its existing site. In early 2019 the Nicholson’s Shopping Centre was acquired by Denhead S.A.R.L. (Denhead), a JV between ARELI Real Estate and Tickehau Capital and agreement was reached with the Council to relocate the new car park to an alternative site within the masterplan area to allow for a comprehensive and coherent town centre to be delivered.

The existing car park occupies a central position within Maidenhead with frontage to the Broadway and King Street. This forms a significant barrier to

moving through the town centre. The new MSCP will be relocated eastwards and occupy a site with frontage to the Broadway and Brock Lane

- 2.4 A Land Sale Agreement (LSA) that enables a land swap to take place was exchanged in February 2020 between the Council and Denhead.
- 2.5 The detailed planning application for the new car park forms part of a hybrid planning application for the Nicholson's Quarter Regeneration Project. The initial application was submitted in May 2020 following public consultation and Pre-Application process with the LPA. The hybrid application has phase I, as a detailed submission, with an outline for subsequent phases for the wider development. Phase I, includes the detailed design for the new MSCP.

Following detailed consultation and feedback from the Local Planning Authority (LPA) and other stakeholders, a revised planning application was submitted on 16<sup>th</sup> November 2020 that reduced the scale of the overall scheme including the newly proposed Broadway MSCP.

The Council's recently approved parking strategy and the LPA seek to reduce the amount of commuter traffic into central Maidenhead with the new Broadway MSCP focused on use by short stay visitors to the Town Centre.

The LPA have required that both the Brock Lane and the Broadway elevations should have an active frontage.

A special Development Management Panel will take place in Q4 2020/2021 to determine the application for 888 car parking spaces in the new MSCP to be constructed and owned by the council, plus additional parking throughout the new scheme to accommodate residential and offices users, with over 600+ residential homes, offices and flexible retail use.

- 2.6 The original master plan application for the town centre included a new MSCP providing 1,280 car parking spaces over ground and 11 upper levels, new units for the potential relocation of Maidenhead Heritage Centre and Maidenhead Community Centre on the ground floor and a new ShopMobility Facility on Level 2.
- 2.7 The revised master plan application seeks consent for a new MSCP with the capacity for 888 car parking spaces over ground and 8 upper levels, a reduction of 3 storeys. It also assumes a podium garden on top of the entrance to the new car park, with access available to residents of the adjacent block.
- 2.8 The Council will seek to grant a lease for the use of this space to the residents of the adjacent block, in favour of Denhead covering the build cost for this element of the new car park.
- 2.9 700 spaces will be public pay and display parking including 41 blue badge and 30 parent and child spaces
- 2.10 188 spaces on the upper 2 levels will be leased to Denhead to provide car parking for the office element of the Nicholson's Quarter. The lease will be on



commercial terms for a term of 50 years subject to a Landlord break after 30 years.

- 2.11 Beneath the Council's Car Park, Denhead will be granted a 125-year lease to build a basement car park at its own cost to service the Nicholson's residential element. This lease will provide the Council the ability to redevelop the site in the future.
- 2.12 On the ground floor the LPA have required active frontages to both Brock Lane and the Broadway. On Brock Lane a new unit will be delivered for Maidenhead Shopmobility to replace the existing facility along with a commercial unit. On Broadway a large commercial unit that is capable of subdivision is to be delivered to generate income to cover cost of provision.
- 2.13 Following consultation with Shopmobility and the Disability and Inclusion Forum the Shopmobility and Changing Places facility has been located on the ground floor.
- 2.14 The changes to the scheme design mean that units for the Maidenhead Community Centre and The Maidenhead Heritage Centre can no longer be provided within the car park project.
- 2.15 Offers were made in March 2020 to both Maidenhead Community Centre, and The Maidenhead Heritage Centre for their relocation as part of the wider regeneration to ground floor space within the new MSCP as part of the town centre redevelopment.
- 2.16 These offers were made subject to planning, entering into a lease agreement, and confirmation of acceptance of our offer. The scheme as designed when the offers were made has now changed substantially through the planning consultation process. We have to date also never received acceptance of these offers.
- 2.17 The design, planning and specification of the new MSCP car park, and its associated active commercial space now needs to be income generating in order to contribute to the overall financial performance of the scheme, therefore alternative locations need to be found for these two community use facilities.
- 2.18 Maidenhead Community Centre have been offered an alternative location at 4 Marlow Road, which they have accepted in principle subject to heads of terms and lease agreements being entered.
- 2.19 The Property Company will continue to look at alternative options for The Maidenhead Heritage Centre relocation as part of the ongoing regeneration process.

### 3. KEY IMPLICATIONS

3.1 Cabinet Approval was granted in September 2018 to demolish the existing car park and build a new MSCP with the Capacity of 1,333 car parking spaces along with 22,000 sq ft of retail space on the ground floor and a capital budget of £35,313,163 was put in place. This budget has been reduced to £34,363,163 as 2 virement of £470,000 and £480,000 have been approved by Cabinet subsequently.

The virement of £470,000 was required for the project management fees, legal fees and valuation fees, for the work on Nicholson's to bring the masterplan forward and to negotiate the sale of the freehold interest in Nicholson's Shopping Centre and the freehold and leasehold interest in Central House.

The virement of £480,000 was required as capital for Braywick Leisure Centre – Covid-19 costs associated with the main contract works to complete the scheme, recognising the ability of the approved budget to support a scheme which offered additional car parking within reasonable proximity to the town centre.

3.2 Rider Levitt Bucknall have been appointed as Cost Consultant and Project Manager on behalf of the Council and provided a cost plan based on benchmark data for multi-storey car parks and allowed for additional items such as the construction of the units of the ground floor units, EV charging points and infrastructure.

Main Contractors Profit, Overhead and Prelims have been allowed for explicitly, significant build cost inflation and risk items have been allowed for.

An estimate for the cost of demolition has been assumed in their report. A copy of the report is contained in Appendix C.

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Approves entering into the Development Agreement with Denhead S.A.R.L. that commits the Council to delivering the new Broadway Car Park	The Project will not proceed as a large integrated masterplan				31 <sup>st</sup> January 2024
Approves obtaining vacant	Council is unable to				

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
<p>possession of Siena Court and accepting a surrender of the lease from Broadway Centre Limited</p> <p>Approves entering into a new 50-year lease over 188 car parking spaces to Denhead S.A.R.L on commercial terms subject to a break after 30 year in favour of the Council and the retention of the ability to redevelop the site in the future.</p> <p>Approval to rescind the previous offers of new accommodation within the new development made to the Maidenhead Community Centre and Maidenhead Heritage Centre</p> <p>Approve the leasing of a new facility to Maidenhead ShopMobility at a peppercorn rent.</p>	<p>obtain vacant possession of the building required to enable the development</p> <p>These spaces are required to serve the offices in the Nicholson's Quarter and RBWM lose stable long-term income</p> <p>The Council would need potential income from the ground floor unit.</p> <p>There would be no Shopmobility facility on Maidenhead Town Centre</p>				

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Approval to lease the remaining space on the ground floor on commercial basis to generate revenue income for the Council	The Council will lose the potential to lease the units and receive income				

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

- 4.1 The impact of the reduced size of the MSCP and the additional costs of providing the active frontage is set out in Appendix B. The costs of providing the basement car park have been excluded, as these will be Denhead's responsibility to fund in advance of entering a contract with a contractor.
- 4.2 Car parking revenue assumptions remain consistent with those contained in the viability report produced for the September 2018 Cabinet Report. These will be updated prior to entering into an agreement for lease for spaces, in order to demonstrate and receive up to date commercial rents, and to set the cost of parking for user of the new shopping centre. The long-term implications of Covid-19 on future commuting and shopping patterns are not known at this time.
- 4.3 The ground floor units assume conservative rental values of £15 psf on Brock Lane and £10 psf on the Broadway however there is material uncertainty around valuing retail or hospitality units in the current economic environment. These rental values are similar to those adopted for the retail units in the original scheme, but the floor space is much reduced and includes the ShopMobility Unit.

Discussions are taking place with an A3 operator for a large unit on the Broadway who would have to relocate from their current premises in Nicholson's Shopping Centre and we have assumed a concessionary rental value of £7psf during the first 5 years of the lease to enable the re-establishment of their business before a minimum uplift to £10 psf or review Open Market Value whichever is the higher. This concession reduces the Income to the Council by £15,000 pa and the IRR by 0.02%. However, this would give certainty and pre-letting to this space, that otherwise may be challenging whilst the regeneration of the new centre is taking place. This would also encourage other operators to consider moving into the new regenerated town centre space.

- 4.5 The budget for the project has already been included in the MTFP and as such no change to the revenue and capital budget is assumed.

## **5. LEGAL IMPLICATIONS**

- 5.1 The Council has instructed Gowling WLG to act as its legal advisor and solicitor for redevelopment of the new Broadway Car Park and the various legal agreement required.
- 5.2 The Council has entered into a Land Swap Agreement with Denhead to enable the relocation of the car park.
- 5.3 The Council will enter into a Development Agreement with Denhead to provide the car parking spaces below ground at Denhead's cost. The Council will have the responsibility for the delivery of the new MSCP at Broadway, and its active frontage commercial space.
- 5.4 The Council will enter into a 125-year lease with Denhead over the Basement Car Park area at a peppercorn rent. (Denhead will be meeting all cost for the provision of this basement car park, along with all construction risks). The Council will have the ability to make changes to the basement in the event of redevelopment of the site in the future.
- 5.5 The Council will enter into an agreement for lease for a 50-year lease on a commercial basis for 188 car parking spaces on the upper 2 levels, subject to a break clause after 30 years in the Council's favour.
- 5.6 Entering into the Development Agreement will commit the Council to delivering the new Broadway Car Park subject to achieving planning consent.

## **6. RISK MANAGEMENT**

- 6.1 The redevelopment is subject to planning permission being granted for the Nicholson's Quarter Masterplan in its entirety as the MSCP is integral to the scheme as it provides public Pay & Display Parking along with some long-term car parking to support the other uses. The new proposed location aids both the future of the council's asset, as well as a better masterplan for the town centre.
- 6.2 The project programme is subject to obtaining vacant possession of the entire Nicholson's site. If a Compulsory Purchase Order (CPO) is required, this will add 12 months to timescale. The costs of obtaining vacant possession will be met by Denhead including any CPO costs.
- 6.3 The delivery of the new car park and the demolition of the existing car park are both large scale contracts with the associated, procurement, contractual, health and safety risk. Risk Registers will be established for both projects.
- 6.4 The Council will enter JCT contracts to undertake the construction of the new car park that will place risk with the contractor. Only financially strong contractors will be invited to tender the contract and performance bonds will be required.

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

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
Project delay - Planning	Medium	The project requires planning permission. Extensive consultation with stakeholders and planning officers has taken place ahead of the submission of the planning application	Low
Project delay - vacant possession	Medium	Several occupiers have leases that do not expire for a number of years. Denhead must conclude negotiations to agree early surrenders of these leases and the payment of compensation. Compulsory Purchase Order powers sit with the Council if necessary and all other avenues are exhausted	Low
Cost Escalation	Low	JCT Design and Build contract places risk on contractor save for Client variations, force majeure etc	Low
Contractor Failure	Low	Financially robust contractor to be appointed and performance bond to be provided	Low
Leasing risk – Car Park	Low	A new MSCP will provide high quality parking spaces including EV charging points in the centre of a regenerated and expanded Town Centre that will be attractive to residents and visitors	Low
Leasing Risk – commercial units	Medium	The retail and hospitality sectors are currently experiencing severe difficulty as a result of changes to consumer habits and the accelerative impact of Covid19. However, the amount of retail space in the new Nicholson’s is considerably smaller and the population and consumer base of	Low

Risks	Uncontrolled risk	Controls	Controlled risk
		Maidenhead will grow substantially. Conservative rental values have been adopted in the viability.	

## 7. POTENTIAL IMPACTS

7.1 Equalities - Equality Impact Assessments screening form has been completed and is available on the [council's website](#).

7.2 The new car park will provide a new unit to accommodate Maidenhead Shopmobility and Changing Places in a specifically designed facility that will open onto Brock Lane adjacent to the lifts. The location follows consultation and input from the Disability and Inclusion Forum. The new car park will provide 41 blue badge car parking spaces on the ground and first floors which will be free for badge holders.

During construction of the new car park a temporary facility will be provided for Maidenhead Shop Mobility within the Town Centre to be located on surface car park at West Street.

7.3 Climate change/sustainability. The car park will provide EV charging points for 10% of the car spaces along with containment to enable a further 10% to be installed (subject to power availability and substation upgrade) with little building works. All M&E infrastructure would focus on using low energy features such as LED lighting and kinetic lifts

The tender process will require contractors to commit to minimise waste and re-use materials wherever possible.

7.4 Data Protection/GDPR - No personal information has been used or stored.

## 8. CONSULTATION

8.1 Internal consultation with CLT and Lead Members, RBWM Property Company Board and the Parking Project Board.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately  
The full implementation stages are set out in table 5 – the timing is dependent on receiving planning consent for the New Development in February 2021 and Vacant Possession by August 2021. If a Compulsory Purchase Order (CPO) is required to achieve vacant possession this will add 12 months to the programme

**Table 5: Implementation timetable**

<b>Date</b>	<b>Details</b>
16 <sup>th</sup> November 2020	Revised Planning Application submitted to LPA
Q4 2020/2021	Development Management Panel
28 <sup>th</sup> February 2021	Enter in Development Agreement, Agreements for lease and Deed of Variation to the LSA with Denhead
31 <sup>st</sup> August 2021	Vacant Possession of Site if no requirement for CPO
31 September	Commence Demolition of Broadway Car Park and New Car Park Site
30 <sup>th</sup> April 2022	Commence Construction
31 <sup>st</sup> January 2022	Completion of New Car Park

**10. APPENDICES**

- 10.1 Appendix A - Proposed Broadway Multi-Storey Car Park Plans  
Appendix B - Investment Case Summary – Part II  
Appendix C - RLB Benchmark Cost Report – Part II

**11. BACKGROUND DOCUMENTS**

- 11.1 This report is supported by 1 background document:
- Equality Impact Assessment Screening Form

**12. CONSULTATION (MANDATORY)**

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Johnson	Lead Member for Business, Economic Development & Property.		
Duncan Sharkey	Managing Director	03/01/21	05/01/21
Adele Taylor	Director of Resources/S151 Officer	03/01/21	12/01/21
Kevin McDaniel	Director of Children's Services	03/01/21	
Hilary Hall	Director of Adults, Health and Commissioning	03/01/21	
Andrew Vallance	Head of Finance	03/01/21	06/01/21
Elaine Browne	Head of Law	03/01/21	05/01/21
Mary Severin	Monitoring Officer	03/01/21	04/01/21
Nikki Craig	Head of HR, Corporate Projects and IT	03/01/21	
Louisa Dean	Communications	03/01/21	
Karen Shepherd	Head of Governance	03/01/21	04/01/21

**REPORT HISTORY**

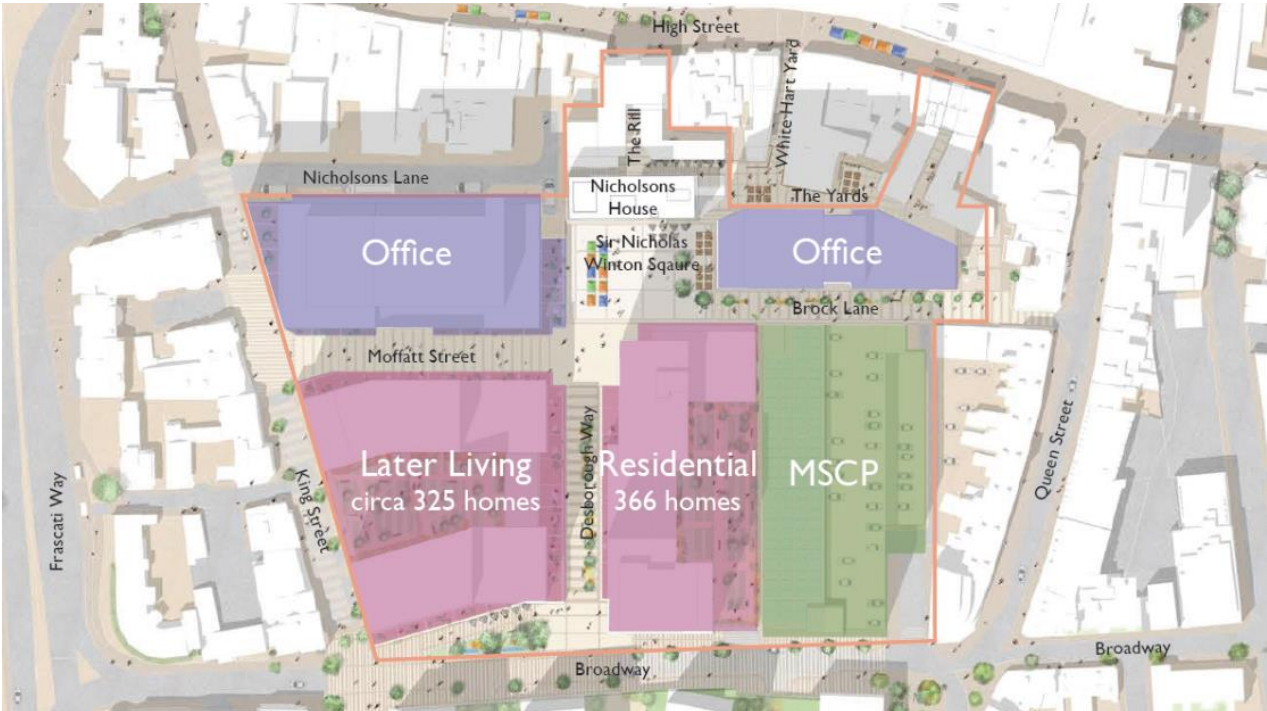
<b>Decision type:</b> Key decision: date it was first entered into the Cabinet	<b>Urgent item:</b> No	<b>To Follow item?</b> No
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Forward Plan: 10th December 2020		
Report Author: Chris Pearse, Head of Capital Projects and Asset Management, RBWM Property Company Limited 01628 796171		

# Appendix A – Proposed Broadway Multi-Storey Car Park Plans

## The Nicholson's Quarter Masterplan



## The Nicholson's Quarter Masterplan – Ground Floor Uses Plan



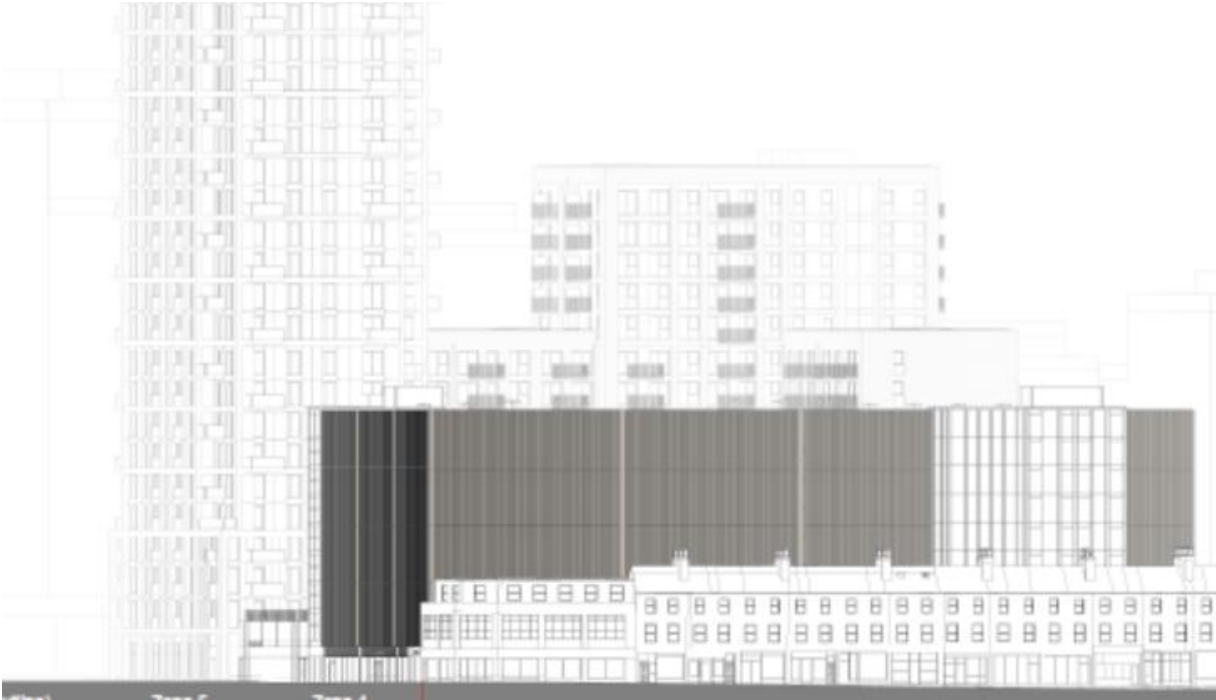
**The Nicholson's Quarter Masterplan Model View from the West**



**The Nicholson's Quarter Masterplan Model View from the South**



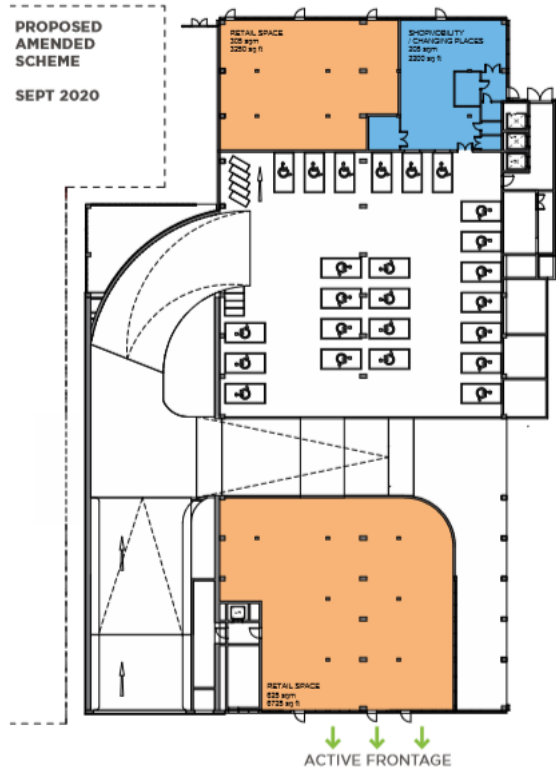
**The Broadway Car Park Profile from the West**



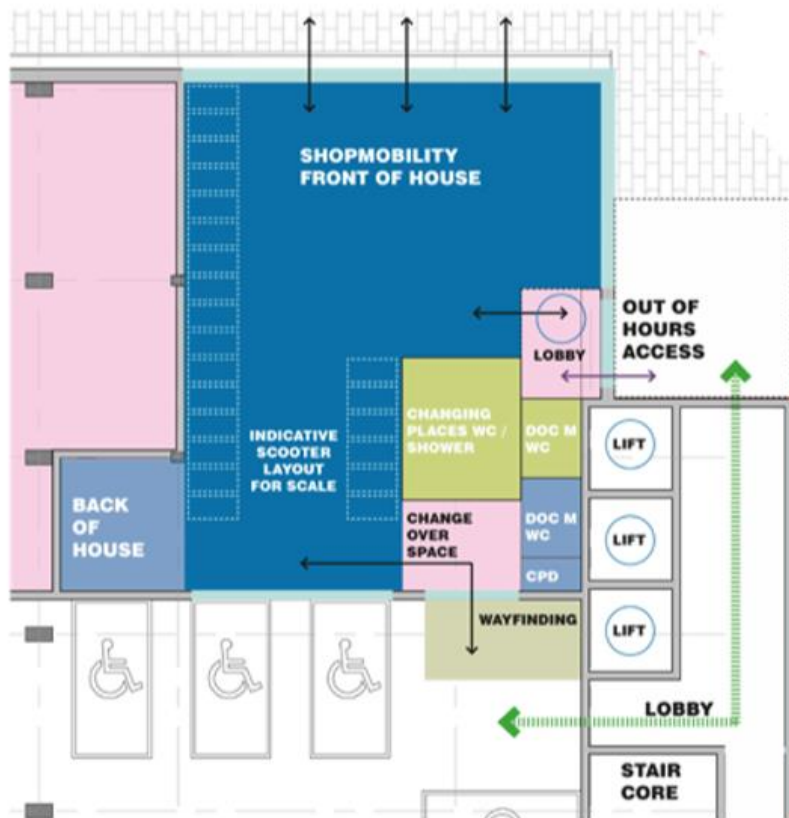
**The Broadway Car Park – Broadway Elevation**



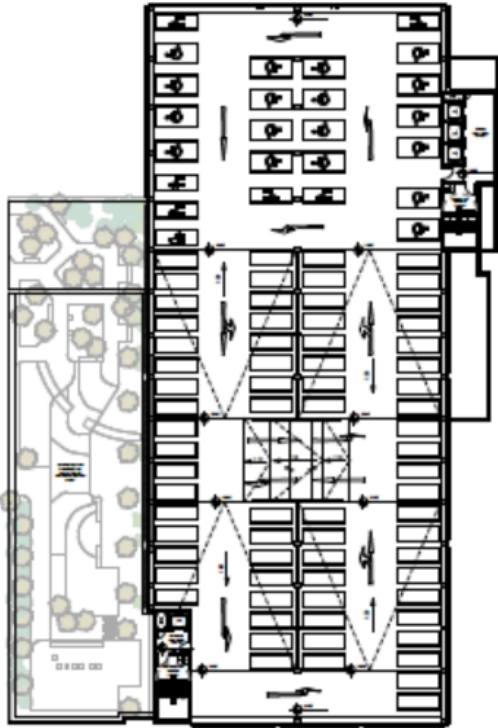
# Broadway Car Park Ground Floor Plan



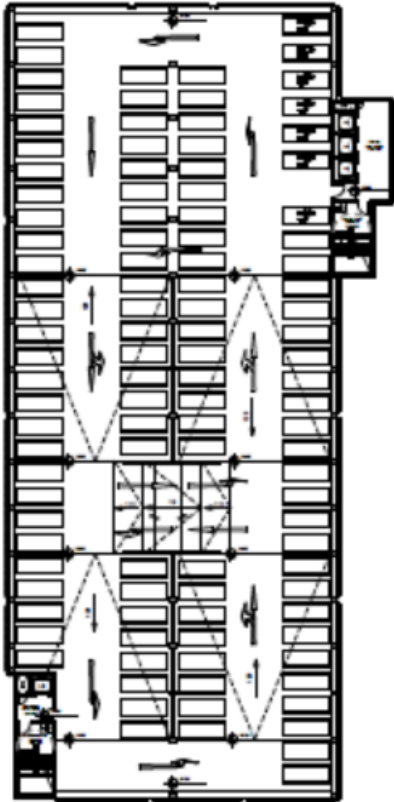
# Shop Mobility and Changing Places Facility Proposed Layout



**Broadway Car Park First Floor Plan**



**Broadway Car Park Floors 2 to 8 Plan**



By virtue of paragraph(s) 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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of the Local Government Act 1972.

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