

NOTICE
OF
MEETING
**CORPORATE OVERVIEW & SCRUTINY
PANEL**

will meet on

MONDAY, 29TH NOVEMBER, 2021

At 7.00 pm

In the

GREY ROOMS - YORK HOUSE, WINDSOR AND ON [RBWM YOUTUBE](#)

TO: MEMBERS OF THE CORPORATE OVERVIEW & SCRUTINY PANEL

COUNCILLORS PHIL HASELER (CHAIRMAN), GARY MUIR (VICE-CHAIRMAN),
JULIAN SHARPE, LYNNE JONES AND SIMON WERNER

SUBSTITUTE MEMBERS

COUNCILLORS LEO WALTERS, GEOFF HILL, SHAMSUL SHELMIM,
JOSHUA REYNOLDS AND SAYONARA LUXTON

Karen Shepherd – Head of Governance - Issued: 19th November 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 or contact the Panel Administrator **Mark Beeley** 01628 796345 / mark.beeley@rbwm.gov.uk

Recording of Meetings – In line with the council's commitment to transparency the Part I (public) section of the 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. If you have any questions regarding the council's policy, please speak to Democratic Services or Legal representative at the meeting.

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence.	-
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	3 - 4
3.	<u>MINUTES</u> To consider the minutes of the meetings held on 4 th October 2021 and 11 th October 2021.	5 - 26
4.	<u>CORPORATE TRANSFORMATION STRATEGY AND ACTION PLAN</u> To consider the strategy.	27 - 50
5.	<u>RESIDENT SCRUTINY SUGGESTION - RBWM APP</u> To consider the report.	51 - 54
6.	<u>CIPFA ACTION PLAN UPDATE</u> To receive the final update on the CIPFA Action Plan.	55 - 66
7.	<u>FINANCIAL UPDATE</u> To receive the report.	67 - 110
8.	<u>WORK PROGRAMME</u> To consider the Panel's work programme for the remainder of the Municipal year. To include consideration of items scheduled on the Cabinet Forward Plan .	111 - 112

MEMBERS' GUIDE TO DECLARING INTERESTS AT 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 Disclosable Pecuniary Interest (DPI) or Other Registerable 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.

Any Member with concerns about the nature of their interest should consult the Monitoring Officer in advance of the meeting.

Non-participation in case of Disclosable Pecuniary Interest (DPI)

Where a matter arises at a meeting which directly relates to one of your DPIs (summary below, further details set out in Table 1 of the Members' Code of Conduct) you must disclose the interest, **not participate in any discussion or vote on the matter and must not remain in the room** unless you have been granted a dispensation. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted by the Monitoring Officer in limited circumstances, to enable you to participate and vote on a matter in which you have a DPI.

Where you have a DPI on a matter to be considered or is being considered by you as a Cabinet Member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

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 (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her 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 council.
- Any licence to occupy land in the area of the council for a month or longer.
- Any tenancy where the landlord is the council, and the tenant is a body in which the relevant person has a beneficial interest in the securities of.
- Any beneficial interest in securities of a body where:
 - a) that body has a place of business or land in the area of the council, 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.

Disclosure of Other Registerable Interests

Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (summary below and as set out in Table 2 of the Members Code of Conduct), you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest.

Other Registerable Interests (relating to the Member or their partner):

You have an interest in any business of your authority where it relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority*
- b) any body*
 - (i) exercising functions of a public nature*
 - (ii) directed to charitable purposes or*

one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

Disclosure of Non- Registerable Interests

Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a DPI) or a financial interest or well-being of a relative or close associate, you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer) you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which **affects** –

- a. your own financial interest or well-being;
- b. a financial interest or well-being of a friend, relative, close associate; or
- c. a body included in those you need to disclose under DPIs as set out in Table 1 of the Members' code of Conduct

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied.

Where a matter **affects** your financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer, you do not have to disclose the nature of the interest.

Other declarations

Members may wish to declare at the beginning of the meeting any other information they feel should be in the public domain in relation to an item on the agenda; such Member statements will be included in the minutes for transparency.

Agenda Item 3

CORPORATE OVERVIEW & SCRUTINY PANEL

MONDAY, 4 OCTOBER 2021

PRESENT: Councillors Phil Haseler (Chairman), Gary Muir (Vice-Chairman), Julian Sharpe, Lynne Jones and Simon Werner

Also in attendance: Councillor John Bowden, Councillor Gerry Clark and Councillor Gurch Singh

Officers: Mark Beeley, Emma Duncan, Adele Taylor, Vanessa Faulkner and Nikki Craig

ELECTION OF CHAIRMAN AND VICE CHAIRMAN

There had been a change to the Panel membership since the last meeting, with Councillor Targowski standing down as Chairman and being replaced on the Panel by Councillor Muir. A new Chairman therefore needed to be elected.

Councillor Werner nominated Councillor Jones for the position of Chairman. This was seconded by Councillor Jones.

A named vote was taken.

Cllr Jones to be Chairman (Motion)	
Councillor Phil Haseler	Against
Councillor Gary Muir	Against
Councillor Julian Sharpe	Against
Councillor Lynne Jones	For
Councillor Simon Werner	For
Rejected	

The motion fell.

Councillor Sharpe nominated Councillor Haseler for the position of Chairman. This was seconded by Councillor Muir.

A named vote was taken.

Cllr Haseler to be Chairman (Motion)	
Councillor Phil Haseler	For
Councillor Gary Muir	For
Councillor Julian Sharpe	For
Councillor Lynne Jones	Against
Councillor Simon Werner	Against
Carried	

RESOLVED: That Councillor Haseler was elected as Chairman of the Corporate Overview and Scrutiny Panel for the remainder of the municipal year.

Councillor Haseler had been the Vice Chairman of the Panel, therefore a new Vice Chairman needed to be elected.

Councillor Werner nominated Councillor Jones for the position of Vice Chairman. This was seconded by Councillor Jones.

A named vote was taken.

Cllr Jones to be Vice Chairman (Motion)	
Councillor Phil Haseler	Against
Councillor Gary Muir	Against
Councillor Julian Sharpe	Against
Councillor Lynne Jones	For
Councillor Simon Werner	For
Rejected	

The motion fell.

Councillor Haseler nominated Councillor Muir for the position of Vice Chairman. This was seconded by Councillor Sharpe.

A named vote was taken.

Cllr Muir to be Vice Chairman (Motion)	
Councillor Phil Haseler	For
Councillor Gary Muir	For
Councillor Julian Sharpe	For
Councillor Lynne Jones	Against
Councillor Simon Werner	Against
Carried	

RESOLVED: That Councillor Muir was elected as Vice Chairman of the Corporate Overview and Scrutiny Panel for the remainder of the municipal year.

APOLOGIES FOR ABSENCE

There were no apologies for absence received.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 23rd June 2021 were approved as a true and accurate record.

Councillor Werner asked why the finance update was not on the agenda for the meeting, it had been discussed in the work programme section of the last meeting.

Adele Taylor, Executive Director of Resources, confirmed that the update should have been on the agenda, she would ensure that this was added to the work programme going forward.

The Chairman said that this could be discussed during the work programme item at the end of the meeting to see where the update could be considered.

Q1 PERFORMANCE REPORT

Adele Taylor explained that the council was currently working to an interim strategy, with the new corporate plan due to succeed the interim strategy once it was ready. The performance report reflected the councils performance against certain metrics from Q1:

- 4 of the targets were green and had succeeded or achieved the target
- 3 of the targets were amber and near the target
- 2 of the targets were red and needed improvement

The road to recovery for RBWM after the pandemic had been both positive and negative. Collection of business rates was below target, with a number of businesses not receiving their bills until early this summer, this was in line with the government's guidance and strategy. Libraries had been reopened and the number of visits had been gradually increasing. The time taken to process new claims had exceeded target. Adele Taylor explained that the budget setting process was underway and would be shaped by learnings from the CIPFA review of governance arrangements.

The Chairman commented on the issues with business rates and asked if this would pick up naturally over time or if there were any specific issues.

Adele Taylor said that it was difficult to tell as the targets had been set prior to this year. RBWM was performing similar to other Berkshire local authorities so there was no specific concern, she encouraged businesses to speak to the team if they needed guidance or support.

Councillor Werner said that national schemes like furlough and a ban on evictions were coming to an end and asked what effect this would have on the performance. He asked if discounted residents parking was in the medium-term plan.

Adele Taylor said that parking was a policy decision for Cabinet, the budget setting process was underway at the moment. The council was aware of the impact of national schemes ending and were monitoring it closely. The number of residents who needed council tax support had not gone up although some schemes had only just ended. Homelessness support was focused on those who came forward. RBWM was slightly behind on its collection rate for council tax, but this was similar to other Berkshire authorities.

The Chairman said that the parking policy was something that had been discussed at a recent Full Council meeting.

Councillor Jones commented on agency staff and recruitment, as the figures in the report were from June 2021. She asked if there was any further update.

Nikki Craig, Head of HR, Corporate Projects and IT, said that the agency issue was not fully resolved. There were national skill shortages which was a challenge for all local authorities. RBWMs employment strategy was publicly available on the website to show potential employees what it was like to work for the council. Nikki Craig said that RBWM was looking to close the gap where possible.

Councillor Jones mentioned that neighbouring councils were also recruiting, she asked if RBWM could match their offering and be attractive to more potential candidates.

Nikki Craig said that there was a small pool of employees that were available. RBWM offered national pay grades along with other benefits like the local government pension scheme and

wellbeing benefits like RBWM Select. Nikki Craig was aware that the finance team had recently launched a microsite to attract potential new staff which had been very successful.

Adele Taylor continued by explaining that the field of candidates who had come forward as a result was very good. Officers had been undertaking a lot of networking and extra work to ensure that RBWM was attracting the best candidates.

Councillor Sharpe passed on his thanks to Adele Taylor, Nikki Craig and their teams for the work which they had done. He asked if there was anything in the performance report that officers were concerned about.

Adele Taylor said that the areas that were below target were the focus but it was clear why they were below target, it was not unexpected.

Councillor Sharpe asked if other local authorities were experiencing similar in their performance.

Adele Taylor confirmed that RBWM was very similar to other authorities and so it was therefore performing as expected.

Councillor Jones commented on the numbers and asked that the next time the performance report came to the Panel that figures related to the resource were also included.

Nikki Craig said that she would take this away and see if it could be included in future reports.

ACTION – Nikki Craig to discuss with Councillor Jones after the meeting.

RESOLVED UNANIMOUSLY: That the Corporate Overview and Scrutiny Panel noted the report and:

- i) Noted the 2021/22 Corporate Overview and Scrutiny Panel Q1 Data & Performance Report in Appendix A.**
- ii) Requested relevant Cabinet Members, Directors and Heads of Service to maintain focus on improving performance.**

ANNUAL COMPLAINTS AND COMPLIMENTS REPORT

Nikki Craig explained that the local authority had a statutory obligation to report on complaints and compliments for adult and children's services, but RBWM chose to report on all areas too. Should any resident be dissatisfied with the response that they had received, they could complain to the local government and social care ombudsman. There had been 2,268 contacts made in 2020/21, with 415 contacts being progressed as complaints. Of these, 350 were for non-adults and children services. The report covered the reasons for complaints being received, the timeliness of complaints being dealt with, whether a complaint was upheld and the lessons that had been learned. The data for complaints was broken down into three areas, one for adults, one for children's and one for all other services. Learning from revenue and benefits complaints mostly related to the pandemic and changes or cancellations made to services such as registrars and ceremonies.

There had been an increase in compliments, 766 in total for 2020/21 which had increased from 355 in 2019/20. The revenue and benefits team had received 24 compliments, while HR had received 21.

Councillor Werner asked if, in the experience of officers dealing with the complaints, the number had gone up due to the pandemic. He asked how complaints were dealt with in regard

to waste collection, were these registered as RBWM complaints or were they sent straight through to Serco.

Nikki Craig said that over 2000 contacts had been made and were from 'report it' issues, parking tickets and other methods. If there had been a number of missed bin collections from the same household, this would be progressed as a complaint. There was a similar number of complaints to last year, the local government ombudsman had paused investigating complaints at the beginning of the pandemic.

Councillor Werner asked for confirmation on if RBWM had stopped accepting complaints at the start of the pandemic.

Nikki Craig confirmed it was just the ombudsman, where complaints could be progressed if residents were not happy with the response received from RBWM. Their work had restarted now.

Councillor Jones said that timescales were a concern and asked what was being done.

Nikki Craig said that the timescales had improved in some areas. Officers were now better at liaising with the person who had made the complaint and an extension to the deadline could be requested if it was required.

Vanessa Faulkner, Service Lead – HR People Services, explained that officers had attended service meetings when there was a danger of not hitting the timescales. Drop ins had also been organised where discussions could take place on how teams could progress complaints through the system.

Councillor Jones commented on compliments and the issue that staff who were working in person received more compliments than those who were working from home. She asked how staff who were working remotely still received compliments. On waste management, Councillor Jones was surprised to see the service in the top three for compliments.

Nikki Craig said that there had been an increase in compliments, these were fed back into the system and came back to teams. Feedback mechanisms could be worked on to improve this further. On waste management, there had been a significant number of both complaints and compliments.

ACTION – Nikki Craig to feedback to the Panel on a breakdown of the waste management complaints and compliments.

Councillor Sharpe asked if there was anything that the council should be changing or adapting in response to complaints that had been received.

Nikki Craig said that each service had highlighted the issues and what needed to be changed to avoid future complaints.

Councillor Werner asked if for a compliment to be registered there needed to be physical evidence.

Nikki Craig explained that the vast majority of compliments were received in the form of emails, or where a resident had completed a form.

Councillor Werner gave the example of a verbal conversation where a complaint and compliment were part of the conversation. He asked if it could be recorded as both a complaint and a compliment.

Nikki Craig confirmed that it could be.

Councillor Jones commented on one fifth of complaints being logged due to a lack of action. She asked if it was about managing expectations better with residents.

Nikki Craig said that communication and overpromising could be the issues. The complaints team were in contact with relevant departments to make sure that complaints were being progressed.

Adele Taylor said that complaints had to be part of the learning process. It was also important to learn from compliments which had been received.

Councillor Jones said that it was important to consider the perception of complaints and compliments. She asked how IT fitted in, for example how contacts were recorded and how easily accessible they were to find for residents.

Nikki Craig said that Jadu forms had been originally used but this had recently been replaced with a new system called Drupal. Improvements were being made to make things easier.

RESOLVED UNANIMOUSLY: That the Corporate Overview and Scrutiny Panel noted the report and:

- i) That the report was published on the Council's website.**
- ii) That the annual report continued to be produced and presented at Overview and Scrutiny Panels.**

REVIEW OF COUNCILS GOVERNANCE OF RBWM PROPERTY COMPANY

Adele Taylor said that the Property Company review had come out of the CIPFA governance review. 31Ten had produced an external report which included a series of actions that officers were advised to take.

Councillor Werner said that he was interviewed as part of the review process and he was pleased to see the report. He believed that there should be a focus on social housing which included social rent. Councillor Werner questioned if there was any point having the property company if the council did not provide the appropriate resources. He said that it was basically a property consultancy company and asked if the council wanted the property company to succeed. In the report, there was mention of 'delivering XX number of homes', Councillor Werner said that the council should be provided with an idea of how many homes.

The Chairman said that affordable housing was part of the National Planning Policy Framework. Affordable housing was a broad term and there were a number of different types.

Councillor Werner said that he wanted to see more homes that were affordable.

Adele Taylor said that the housing target was the business plan of the property company and they needed to consider the needs of the borough and ensure that the right mix of housing was provided. The property company would hit all the figures which had been asked for.

Emma Duncan, Deputy Director of Law & Strategy and Monitoring Officer, informed Members that if the council was renting property (outside certain specified exemptions), it could only do so through a housing revenue account which the council had recently closed down. RBWM had therefore decided if it wanted to go down the rented route, it would do so through the property company. This avoided the 'right to buy' scheme, which would have seen the council selling stock at a massive discount. To subsidise social rent, many housing associations were having to sell units at market rent and make market sales. The property company allowed the council to avoid doing this.

Councillor Werner said that affordable housing was a broad term but there was nothing in the property company's vision about social housing.

Adele Taylor said that this was to recognise that affordable methods would not only be social housing.

Councillor Werner felt that having social housing mentioned in the vision would be useful.

Councillor Jones said that there was increased transparency coming through the council. She agreed with Councillor Werner's comments and wanted to see social housing and affordable rent included in the vision. Homes encouraged thriving communities that were good places to live. Councillor Jones wanted to see the property company provide a good standard of homes in the borough.

Councillor Sharpe said it was good to have visibility of what was happening with the property company, the council should be informing the company of what they wanted to see being developed.

Councillor Muir said that he agreed with Councillor Jones on affordable rent. It was going to be a difficult time for many people and affordable housing was important.

The Chairman said that it was frustrating when developments came forward with no affordable housing as part of the application.

Councillor Werner suggested that social rent was incorporated into the vision of the property company.

Emma Duncan clarified that social rent was heavily regulated, affordable rent was different. If the Panel was asking the property company to provide social rent, it was effectively asking the property company to work within the constraints of an RSL.

The Chairman suggested that the vision should therefore be left as it was.

Councillor Jones argued that the document was a vision, delivery of affordable rent was all it needed to say.

Emma Duncan said that social rent was very specific for local authorities. If the Panel was asking Cabinet to consider making the property company a social rent provider, this would be substantially different to what it had done before.

The Chairman asked if the term affordable rent could be used instead.

Emma Duncan said that the intention of the property company was for affordable housing to be provided which included a wide variety of different types. It was up to the property company how that was best done. Emma Duncan recommended that if the Panel was trying to tell the property company which schemes it should use, then it would be difficult as the property company had to ensure that it was viable.

Councillor Werner said that the vision was setting out what the property company would be doing. Including affordable rent in the vision would send the property company a signal.

Councillor Sharpe said that the property company was one element of the housing stock solution, there were other organisations which would provide affordable housing.

Emma Duncan said that the property company was not treated differently to any other developer. Therefore, the council's policy was affordable housing would apply to any site that was developed on. Affordable housing would be part of the application which would be sold at

a reduced rate to a social housing provider. Emma Duncan was concerned that the Panel was asking for the property company to become a social housing provider.

Councillor Jones explained that the Panel was not suggesting that the property company became a housing association, it was just suggested that there was a focus on affordable rent. RBWM had not produced enough affordable rent in the past six years, shared ownership was not the same thing. It was important that the council gave residents the option of affordable rent.

The Chairman suggested the wording 'a mix of tenures, to include affordable rent'.

Emma Duncan said it was important that the property company was not continually making a loss, so a mix of tenures was appropriate.

A motion was put forward by Councillor Werner to recommend to Cabinet that the wording 'a mix of tenures, to include affordable rent' was included in the property company's vision. This was seconded by Councillor Jones.

A named vote was taken.

To include the wording 'a mix of tenures to include affordable rent' in the property company's vision (Motion)	
Councillor Phil Haseler	For
Councillor Gary Muir	For
Councillor Julian Sharpe	For
Councillor Lynne Jones	For
Councillor Simon Werner	For
Carried	

RESOLVED UNANIMOUSLY: That the Corporate Overview and Scrutiny Panel recommended to Cabinet that the wording 'a mix of tenures, to include affordable rent' was added into the property company's vision.

Adele Taylor said that the Panel would have the opportunity to consider the business plan of the property company going forward.

Councillor Werner asked how detailed the business plan would be.

Adele Taylor said it would be between what had been suggested and what the Panel currently had before them, it would show the overall direction of travel for the property company.

Councillor Werner was pleased that the governance arrangements around the property company were a lot stronger than they had been.

Councillor Sharpe said that the business plan would evolve over time, it would be interesting to see the schemes as they came through.

RESOLVED UNANIMOUSLY: That the Corporate Overview and Scrutiny Panel noted the report and:

- i) Offered any comments or suggested areas for further consideration.**

WORK PROGRAMME

Councillor Werner said the finance update needed to be added to the work programme, as had been discussed at the start of the meeting.

The Chairman said that he would work with Adele Taylor to schedule this in.

Adele Taylor said that budget monitoring would be added to the work programme going forward.

Emma Duncan commented on the Panel considering the budget at the end of January. She was currently investigating whether the draft budget could come to scrutiny before Christmas, which could happen instead.

The Chairman asked if an extra meeting would be needed for the scrutiny on the draft budget to take place.

Emma Duncan said that would be discussed once it was clear when the draft budget would be ready. It was important for scrutiny to feed into the process and would also enable scrutiny to receive the consultation responses. Recommendations from the Panel would be helpful at an earlier stage than had been done previously.

Councillor Sharpe said that it would be good to get that added into the work programme.

The meeting, which began at 7.00 pm, finished at 8.35 pm

CHAIRMAN.....

DATE.....

This page is intentionally left blank

CORPORATE OVERVIEW & SCRUTINY PANEL

MONDAY, 11 OCTOBER 2021

PRESENT: Councillors Phil Haseler (Chairman), Gary Muir (Vice-Chairman), Julian Sharpe, Lynne Jones and Simon Werner

Also in attendance virtually: Councillor Mandy Brar, Councillor Jon Davey, Councillor Helen Price, Councillor David Cannon, Councillor John Baldwin, Councillor Gurpreet Bhangra, Councillor Samantha Rayner, Councillor John Bowden and Councillor Wisdom Da Costa

Officers: Mark Beeley, David Cook, Karen Shepherd, Emma Duncan, Rebecca Hatch, Adele Taylor, Kevin McDaniel, Tracy Hendren, Chris Joyce, Anna Richards, Rachel Kinniburgh, Louise Page, Ian Motuel and Adrien Waite

APOLOGIES FOR ABSENCE

There were no apologies for absence received.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

CORPORATE PLAN CHALLENGE

Rebecca Hatch, Head of Strategy, introduced the Corporate Plan and explained that this was an opportunity for the Corporate Overview and Scrutiny Panel to challenge the plan. The plan impacted on all the council's services, RBWM had currently been working to an interim plan while the main corporate plan was being developed. The meeting would be run as a challenge session, which would allow the Panel Members to check the assumptions which had been made in the plan and determine whether there was evidence to support these claims. The goals made needed to be realistic and achievable. Rebecca Hatch mentioned the consultation of the corporate plan and there were some key areas that had come to the fore as a result of the consultation. The Panel could put forward recommendations to Cabinet for consideration, should they wish to change any aspect of the plan. The corporate plan focused on the key issues facing the borough but it did not cover everything. There was also a focus on change, particularly within the resource constraints. There were three main objectives:

- Thriving communities
- Inspiring places
- A council trusted to deliver its promises

There were also three priority outcomes which had been identified and were planned to be achieved during the corporate plan period:

- A ladder of housing opportunity, to support better life chances for all.
- Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
- Taking action to tackle climate change and its consequences and improving our natural environment.

There were three registered public speakers on the corporate plan. Dave Scarborough believed that the result of the consultation provided the council with a clear mandate to prioritise matters related to the environment, climate and biodiversity. He had noted that 192 respondents to the consultation had mentioned these areas being a concern and therefore there was clear support for this to be a key part of the corporate plan. Dave Scarborough felt that the evidence base in the corporate plan was not as comprehensive as it should be. He used the examples:

- Number and percentage of leaky homes and community and commercial premises (EPC rated D and below).
- Use of public transport and journeys by bike and foot.
- Household water consumption.
- Percentage of land set aside for nature.
- Number of people employed in the low carbon economy.
- Number of residents in fuel poverty.
- Number of deaths due to air pollution.
- Excess deaths due to extremes of temperature.
- Susceptibility to flooding.

Dave Scarborough commented on the term SMART objectives, with the M and the T standing for measurable and time bound. The plan claimed that goals would be achieved by 2026, which was one year after RBWM had committed to a 50% reduction in carbon emissions. There was no sense of urgency and it was important to have a Supplementary Planning Document (SPD) produced as soon as possible. Dave Scarborough concluded by asking the Panel to consider recommending that the title of the corporate plan was changed to 'creating a sustainable borough of opportunity and innovation'.

Adam Bermange focused his comments on two points; would the proposed goals deliver the outcomes set out in the plan and was there a clear pathway to those goals being achieved. Considering the feedback from the consultation, climate change needed to be embedded in all decisions that were taken on housing and new development. However, Adam Bermange did not feel this 'golden thread' was evident in the proposed approach in the corporate plan. He suggested that the 'thriving communities' goal should include reference to minimising energy requirements to address fuel poverty, reducing air pollution and encouraging 15 minute neighbourhoods that minimised the need to travel. For 'inspiring places', Adam Bermange suggested that it was missing any reference to the opportunities which could be presented by investing in jobs in a low carbon economy. Adam Bermange continued by commenting on the three quarters of the respondents to the consultation that said the draft framework did not meet expectations of the council's direction. Adam Bermange concluded by arguing that there should be a further public consultation on the corporate plan before it was adopted. He agreed with Dave Scarborough that the title of the plan should include the word 'sustainable'.

Councillor Clark joined the meeting (virtually).

Andrew Hill was the final public speaker. He said that there were many ideas presented in the corporate plan and was therefore surprised that only four councillors had chosen to submit questions to officers in advance of the meeting. On the figure for the number of women that felt safe in the borough, he asked why the figure was not more ambitious. On flooding, Andrew Hill had noted that £10 million had been identified and asked if this was a ring-fenced contingency fund within the budget. Considering young people, it was essentially impossible for RBWM to deliver on its affordable housing target. Andrew Hill felt that a lower target had been set by the council which did not show ambition, he asked if the Borough Local Plan should be withdrawn and the vision should be reimaged. On energy, there was a goal to increase renewable energy in the borough significantly by 2026. Solar panels only provided a small part of this target, Andrew Hill asked why RBWM was not using other sources of renewable energy, for example using the River Thames to generate energy. An RBWM green energy company should be created to focus on this as a priority.

The Chairman thanked the public speakers and explained that the session would be split into different sections so that the Panel could scrutinise each area of the corporate plan. The first area to be discussed would be health, inequalities and thriving communities.

Health, inequalities and thriving communities

Councillor Jones said that there had not been enough time to understand the full paper in the time that the Panel had been given. She wanted scrutiny to be done properly but due to the tight deadlines this had been difficult to achieve. On thriving communities, Councillor Jones asked where the goals were in the corporate plan to actually further the interests of communities, rather than just individuals. RBWM had moved away from services being accessible to all, to services that were targeted at specific communities. She asked how that helped communities, services should be accessible to all.

Rebecca Hatch explained that officers wanted to try and make sure that all goals were measurable. Work had been undertaken with Maidenhead Mosque and there was a strong relationship between the council and the Muslim community. Through the embedding community response project, things like the community orchard showed how the community had come together during the course of the pandemic. Rebecca Hatch said that this could be reviewed, particularly the benefits of working in this way and it could be a lot stronger in the corporate plan.

Councillor Jones said that the plan claimed the borough was working with communities to provide services. She asked what the borough was doing to support communities.

The Chairman asked if there were any examples or ideas that Councillor Jones had that she would like to see the borough do.

Councillor Jones used the example of when communities came together with an event or idea but RBWM said no, rather than looking at ways the event or idea could take place.

The Chairman said it was important to give examples of where RBWM was not achieving.

Councillor Jones said it was about looking forward, particularly at the goals in the plan and whether they could be achieved. Referencing the figure on loneliness, the corporate plan was effectively expecting the voluntary sector to step up to tackle the issue.

Rebecca Hatch explained that a thriving and active community could be measured by the amount of loneliness. RBWM wanted to help voluntary groups and organisations who worked to stop loneliness.

Councillor W Da Costa joined the meeting (virtually).

Kevin McDaniel, Executive Director of Children's Services, said the ambition for these goals was about the impact on the residents. It was important that the way RBWM worked across the area encouraged growth. An example was that RBWM, in partnership with the integrated care system, had helped around 27 community groups receive funding to continue with their activities. Kevin McDaniel said that the council needed to use all of the resources that were available.

Councillor Werner said that climate change underpinned everything. It was important to encourage and grow thriving communities and this was not seen enough in the corporate plan. Universal services had been cut back and resources had therefore been focused on those that the council had already identified, this approach did not help the whole community. Children's centres were now focused on particular individuals. Councillor Werner believed that this led to division, with some people getting help and others were not, this was working against the thriving communities concept. Councillor Werner said that he would like to see more on

universal services in the corporate plan. He felt that the suburbs of Maidenhead were missing out, the town centre had a good number of different facilities and the rural areas had their own parish councils who ensured that communities were provided for.

Kevin McDaniel said that there was a significant number of children in the borough who needed intensive support every day. All children needed an equal opportunity and there was a goal for 95% of all schools to be rated good or outstanding. Education helped communities to get started and RBWM needed to work with them to allow them to thrive. The council needed to make sure that the signposts were in place so that those that needed help could receive it.

Anna Richard, Consultant in Public Health, said that one of the approaches in the corporate plan was about promoting health and wellbeing in all areas, with a focus on reducing inequalities. Services should be delivered proportionally depending on the scale of need. For example, there was a goal around Year 6 children who were overweight/obese. This goal was designed to improve communities as children who were obese were more likely to become adults who were obese, which could lead to future health problems. It was therefore important to offer universal services but to also ensure that services were targeted so that specific support could be given to those individuals that needed it.

Councillor Werner said that help given at an early age could help but it was not always clear who needed support. Improved interactions with parents would help but the council would not necessarily have all the correct information.

Councillor Sharpe asked how each of these measures would be recorded and tracked, for example the goal on the number of residents who smoked. He asked how the council would continue to support those residents who had dropped out of services being offered and how they would continue to be engaged with what the council could offer them.

Rebecca Hatch said that all of the goals within the corporate plan were measurable but had different baselines which the council was working towards.

Anna Richards said that the data which was commonly used was the public health outcomes framework, this was a large dataset which could measure outcomes in communities. There was a timing delay with the data, but it allowed RBWM to compare itself to other local authorities.

Councillor Sharpe asked if the data was generic.

Anna Richards said that some of the data could be broken down, for example it could be examined and analysed at a ward level.

Councillor Sharpe said that crime was an important area that should be prioritised, it was not just a police issue it was a social issue too. He asked how RBWM was planning to bring crime down.

Councillor Werner agreed with Councillor Sharpe and said that crime was not just for the police to deal with, it was in partnership with the local authority to bring crime down.

Housing

The Chairman commented on the enablement of over 3,000 new homes by 2026, with over 1,000 to be affordable. He asked if this was coming through the RBWM Property Company or through external developments.

Adrien Waite, Head of Planning, explained that this target was for the whole housing delivery across the borough, it was not just limited to the Property Company.

The Chairman said that there were some issues of viability when developers were asked to provide affordable housing. He asked if there was anything that could be addressed with this particular issue.

Adrien Waite said the biggest issue in previous years had been the lack of a Borough Local Plan with certain sites set out for housing, therefore most of the sites put forward had been windfall sites. Moving forward, RBWM was looking to adopt a Borough Local Plan where affordable housing sites would be set out, which should mean the council would be in a better place to meet these targets.

Councillor Werner said that there was a lot of good information in the housing section of the corporate plan. Green housing should be a top priority, if the overall target of being a carbon neutral borough by 2050 was to be achieved then all housing should be built carbon neutral. Councillor Werner was pleased to see social housing included in the corporate plan, as this was the only form that was actually affordable. He felt that RBWM should try to stretch itself, he wanted to see rigorous targets for social housing and carbon neutral housing.

Ian Motuel, Planning Policy Manager, said that within the Borough Local Plan there was a 45% target for social rent. There was an ambitious target for affordable housing contained in the plan, which had been based on viability evidence. If the targets were set too high, no developments would come forward. The need for affordable housing was very high, RBWM was looking for a big increase in housing in future years with a significant proportion being affordable.

Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth, said that one goal would be to adopt a best practice SPD on green housing.

Adrien Waite said that the Borough Local Plan set out a target for affordable housing, there was a planned SPD to look at that in more detail. There was intended to be a good mix of property types. Zero carbon homes were a nationwide effort, certain things could not be changed at a local level currently.

Councillor Werner said that the corporate plan was RBWM's vision. He felt that the target in the plan on green homes was bland, development was done in partnership with the housing developers. Councillor Werner believed that this intention should be expressed in the corporate plan.

Adrien Waite explained that the corporate plan set out the council's objectives for overall services. The Borough Local Plan period was significantly longer and officers did not want to duplicate the work done in the Borough Local Plan or a future SPD. The corporate plan set out the light level vision, other documents set out how that vision would be achieved.

Councillor Sharpe said that RBWM had already approved a whole range of housing developments which did not have eco measures as part of the planning permission and therefore would not be built to carbon neutral standards. The new Heatherwood hospital development would not be using the new boiler types, for example.

Adrien Waite said that there were limits set in national planning policy, RBWM was unable to insist on carbon neutral developments through the planning system.

Councillor Jones asked what the difference was between the Borough Local Plan and the corporate plan on the number of homes that would be delivered. She felt that the SPDs should be in place to inform the corporate plan. There was a target in the plan to ensure that no one was sleeping rough in the borough through necessity, Councillor Jones asked about those who slept rough through choice.

Adrien Waite said the main difference was the timescales, the Borough Local Plan was a 13 year plan and was therefore more long term than the corporate plan. The first five years had a

stepped trajectory for housing, where the number of houses was ramped up over time. The Borough Local Plan looked at the supply of housing coming forward, which could include a set number of units. The numbers were not exactly the same as the time periods and outcomes were different, but the corporate plan target was based on the five year housing trajectory at the beginning of the Borough Local Plan period. One plan needed to be set first, there was further work to be done on the SPDs. The corporate plan could then feed into the SPD.

Tracy Hendren, Head of Housing, Environmental Health and Trading Standards, said that homelessness was a complex issue. The 'necessity' wording in the target was to show that accommodation could be offered to individuals but they did not always take the offer up. The team sometimes had to encourage them to make the correct choices.

Transport, infrastructure and economic development

Councillor Jones was not sure if specific developments should be highlighted in the corporate plan. She believed that the development should be wherever it was needed at the time, she suggested that the narrative could be changed. Councillor Jones asked if CIL (Community Infrastructure Levy) should be reviewed now, rather than in 2026 as had been suggested in the corporate plan.

Chris Joyce said that a number of outcome-based targets had been included in the corporate plan. Some specific major investment projects had been mentioned in the narrative, it was up to the Panel whether they felt they should recommend that these were removed. The review on CIL could potentially be brought forward, any changes to CIL would require an examination in public by an independent inspector.

The Chairman asked if the review of CIL was already on the work programme for the Infrastructure Overview and Scrutiny Panel.

Chris Joyce confirmed that it was on the list of suggested items, but it had not been defined to show what that specific piece of scrutiny by the Panel would involve.

Councillor Werner said that RBWM was limited in what it could do if contributions from CIL were not brought in. He wanted to see the review on CIL brought forward as quickly as possible. Considering the borough's buses, Councillor Werner said that he wanted to see suburban buses improved as well as rural buses. There was one bus an hour from his ward in the suburbs of Maidenhead into town and Councillor Werner said that this needed to be increased to encourage residents to use the bus service. The targets on electric charging points also needed to be more ambitious, street charging should be introduced so that more residents were inclined to buy electric vehicles.

Councillor Sharpe said that he would like to see a target on walking included in the corporate plan. He felt that more residents were walking than cycling in his ward, the cycle racks never seemed to be used. A number of pavements were overgrown and Councillor Sharpe felt the simple things needed to be looked at to increase the amount of walking in the borough. Considering communications and 5G, Councillor Sharpe said that the rollout across the borough was unambitious. He argued that 5G should be rolled out as quickly as possible.

The Chairman asked officers if a walking goal had been considered in the corporate plan.

Chris Joyce responded by saying that officers had widened from the cycling action plan so that it included walking. It was easier for RBWM to measure cycling, walking was much more localised and it was difficult to measure if walking had been increased. A potential recommendation from the Panel to Cabinet could be to amend the wording of the goal so that it also included increasing walking. On 5G, Chris Joyce explained that the Berkshire Digital Strategy outlined how RBWM was planning to bring 5G into its communities.

Councillor Sharpe said that he had seen handheld devices used by polling company Ipsos Mori, so there would be data available on walking. Walking needed to be focused on, 5G should also be rolled out faster.

Chris Joyce said that it was a small scale roll out of 5G currently, making sure that the correct infrastructure was in place. There was a lot of national data on walking but at a local level in RBWM it was very limited.

Councillor Sharpe said that communities thrived when a lot of people lived within a 5 minute walk of the town centre, so that was something that should be considered.

Councillor Jones said that if specific names of projects were removed, all it would need was the council to provide adequate infrastructure to encourage walking. The goal could specify that a number of walkways were up to standard as a measurable goal.

Councillor Werner said that RBWM did a number of surveys, a question could be added to show how much residents walked.

Climate and environment

Councillor Sharpe said that RBWM needed to be ambitious on the environment. He was surprised to see that more Suitable Alternative Natural Green Space (SANG) was needed.

Councillor Werner said that this area of the corporate plan was a start but more needed to be done. The Panel had heard from the three public speakers at the start of the meeting about what could be improved in this section of the corporate plan. Renewable energy seemed to be focused on solar panels but there were other opportunities available, for example utilising weirs across the borough. Homes needed to be made renewable, RBWM was partners with a number of developers in Maidenhead and Councillor Werner felt that all avenues should be considered. He suggested that the title of the corporate plan could be renamed to include the word 'sustainable'. In the consultation, climate change was regarded as the most important aspect of the corporate plan. Councillor Werner argued that all goals needed to be made SMART and have sustainability in mind.

The Chairman asked if RBWM had considered weir schemes or wind farms as sources of renewable energy.

Chris Joyce said that the renewable target was not just based around solar, a number of options from different sources would be considered around the borough.

Councillor Sharpe said that water retention should be prioritised, particularly the use of rainwater.

Councillor Jones said that the idea of a 15 minute community should be included in the goal as this would help to cut down on transport. The SPDs were not there and therefore there was no evidence base. On flood prevention, Councillor Jones suggested that RBWM should work with the Environment Agency and local communities to bring forward flood prevention schemes. The goal should be reworded so that it was outcome based.

Chris Joyce said the concept of a 15 minute community was a good one and he was happy to look at that, reducing travel was an important part of the climate strategy. The SPD would look to pick up the climate strategy and implement them in planning.

Engagement and consultation

Councillor Werner said that the corporate plan was an important document and therefore further consultation was needed. He believed that the corporate plan needed a proper consultation, rather than just ticking boxes.

Councillor Jones said that community groups should be consulted and RBWM should try harder to consult with groups, only around 12 had been consulted on the corporate plan. She asked where 'the council trusted to deliver its promises' fitted in. On outcomes, there was a goal to lobby government to provide funding to balance the budget over the lifetime of the corporate plan. Councillor Jones believed that this was an action rather than a goal.

Adele Taylor, Executive Director of Resources, explained that RBWM needed to actively lobby the government but was happy to look at the wording on this section.

Recommendations

The Panel moved to the final section of the scrutiny challenge session, where they would discuss and agree recommendations to be submitted to Cabinet for consideration.

Councillor Werner said that the title of the corporate plan should be amended to include the word 'sustainable'. He wanted to see all the goals in the plan meeting SMART objectives, along with further consultation on the corporate plan. Councillor Werner wanted to see goals on thriving communities, in particular climate change, air quality and access to green spaces.

Emma Duncan, Monitoring Officer and Deputy Director of Law and Strategy, clarified that there needed to be a proposal put forward for each recommendation.

A motion was put forward by Councillor Werner to rename the main overarching aim of the Corporate Plan to "creating a sustainable borough of opportunity and innovation." The aim currently read "building a borough of opportunity and innovation." This was seconded by Councillor Jones.

RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.

Councillor Werner suggested that the corporate plan needed to go back out for further consultation.

The Chairman said that the corporate plan had already been through a significant period of consultation, the Panel were now making recommendations to Cabinet.

Councillor Werner felt the corporate plan still needed to go back out for further consultation.

Councillor Jones said that the overarching objectives were consulted on, she asked if officers would find it useful if the goals were part of a consultation too.

Emma Duncan said a number of the goals were fairly technical so they would be difficult to consult on. Consulting on every part of the corporate plan was not something that she could recommend. Some councils did not consult on their corporate plan at all, some did. RBWM was trying a middle path, recommendations from the Panel looking forward would be more useful.

Councillor Werner put forward a minority comment that the Corporate Plan needed to go back out for further consultation.

Councillor Jones suggested that the corporate plan should come back to the Panel, so that residents could see how well it was working.

Emma Duncan said that the Panel would be monitoring RBWM's performance against the corporate plan so there should be a clear trajectory of progress being made.

Councillor Sharpe asked if there was a process in place for the corporate plan to be considered by scrutiny in future.

The Chairman said that it came back to the Panel so that they could compare the performance of RBWM over the next few years.

A motion was put forward by Councillor Jones that the Corporate Plan was reviewed by the Corporate Overview and Scrutiny Panel after two years, and recommended any changes being made to Cabinet, as appropriate. The motion was seconded by Councillor Haseler.

RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.

Councillor Werner asked if the Panel was able to make changes after two years.

Emma Duncan said that officers did not want the corporate plan to be rewritten but it was an agile plan that could adapted as necessary.

Councillor Sharpe suggested that in the cycling goal, there should be reference made to increasing walking. Walking was important for the whole community.

A motion was put forward by Councillor Sharpe to increase both walking and cycling by 50%. This was seconded by Councillor Werner.

RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.

Councillor Jones said that the specific names of projects that had been mentioned in the corporate plan should be removed. She also suggested that the lobbying government goal could be reworded.

Chris Joyce explained the logic behind these projects being mentioned in the goal was to ensure that the infrastructure was in place. The goal could be made more generic but it was important that the goal was still measurable.

A motion was put forward by Councillor Jones to remove reference to the name 'Windsor public realm' and the reference to the Desborough site. This was seconded by Councillor Werner.

RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.

Councillor Werner suggested having goals in thriving communities to address wellbeing, improving air quality and the provision of green space.

Councillor Sharpe asked if all those targets were measurable.

Chris Joyce said that air quality could be measured. The borough had a lot of green space, therefore the goal could be around how accessible it was to communities.

Anna Richards said it would be useful to have the wellbeing aspect of the proposal clarified.

Councillor Werner said it could be something added to the end of a survey to test wellbeing.

Councillor Sharpe said that the proposal was too broad, it needed to be measurable.

Councillor Werner changed his proposal to only focus on air quality and green space.

Councillor Sharpe said that all developments and residents should have access to green space nearby.

Councillor Jones said that the 15 minute community needed to be referenced as part of this proposal.

Emma Duncan said that air quality and access to green space was measurable.

Councillor Jones suggested that the 15 minute community was added in.

Rebecca Hatch said that there was a good SMART objective for air quality, the green space proposal on access to green space and being within 15 minutes of a green space could be recommended.

Chris Joyce said both elements were already part of the climate strategy, they could be brought out within the corporate plan.

A motion was put forward by Councillor Werner to include a target to improve air quality and ensure that communities were able to access green spaces within a 15-minute walk. The motion was seconded by Councillor Jones.

RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.

Councillor Werner suggested that a new goal was set in the corporate plan around preschool children having regular interaction with children's services. Currently, they did not have regular interaction and Councillor Werner wanted to see RBWM put something in place.

The Chairman asked how that would be achieved.

Councillor Werner said that new children's centres could be set up, new schemes could also be organised. The goal was designed to be part of the RBWM vision going forward.

Councillor Sharpe said that he would prefer to be led by officers on this.

Kevin McDaniel said that the team had a statutory duty to intervene if children were in harm. RBWM gave children support and they were visited frequently, in conjunction with a number of partners organisations. There were a number of services provided, including those in partnership with health colleagues. Children centres were effective now that they were targeted at specific children.

A motion was proposed by Councillor Werner to add a new goal in the Corporate Plan around preschool children having regular interaction with children's services.

This was put forward as a minority comment.

Councillor Werner said that there should be a goal in the corporate plan where RBWM looked to work with its partner organisations to have a SMART objective on carbon neutral homes and also to increase the amount of social housing that was being provided.

Adrien Waite said there were set percentages of carbon neutral homes that RBWM could ask developers for, he was unsure of where the number would come from for a SMART goal on this.

Councillor Werner said that it would be easy to come up with a target but it could be difficult to achieve it due to the planning regulations. However, he argued that it should still be set as a target as the corporate plan was a vision.

Councillor Sharpe asked if it could be linked to lobbying government to enable it to happen. Planning regulations could change over time.

Councillor Werner said that he was happy to support this but wanted his suggestion to be included as a separate goal in the corporate plan.

Adrien Waite said there was no evidence base to support the goal being proposed. The proposal could have impact on other key infrastructure targets or affordable housing, it was not possible to guarantee that the proposal was achievable and measurable.

Emma Duncan said that the Panel needed to be careful around recommending goals that were not achievable. Part of the corporate plan was based around the council being trusted to deliver on its promises.

Chris Joyce said the borough wide carbon targets would not be possible without new housing being carbon neutral. Some of what had been discussed had already been captured in the plan.

A motion was put forward by Councillor Werner to propose a new goal that the council used its partnerships to have a SMART target on carbon neutral homes that was ambitious and also to increase the goal on the provision of social housing that was provided. This was seconded by Councillor Jones.

A named vote was taken.

To propose a new goal that the council used its partnerships to have a SMART target on carbon neutral homes that was ambitious and also to increase the goal on the provision of social housing that was provided. (Motion)	
Councillor Phil Haseler	Against
Councillor Gary Muir	Against
Councillor Julian Sharpe	Against
Councillor Lynne Jones	For
Councillor Simon Werner	For
Rejected	

Councillor Werner and Councillor Jones voted for the motion. Councillor Haseler, Councillor Muir and Councillor Sharpe voted against the motion, therefore the motion fell. This was recorded as a minority comment.

A motion was put forward by Councillor Jones to reword the goal on lobbying government over the lifetime of the Corporate Plan, with the Executive Director of Resources to decide on how the goal was reworded. The Monitoring Officer suggested that this went in the narrative rather than being a goal, with delegated authority granted to the Executive Director of Resources to refine the wording. This was seconded by Councillor Haseler.

RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.

Councillor Jones said that she would like a minority comment considered that climate had been a huge part of the corporate plan. It should be an overarching objective and this should be looked at by officers.

Councillor Sharpe agreed with Councillor Jones and said that climate was a direction of travel for everything that the council did.

The meeting, which began at 7.00 pm, finished at 9.55 pm

CHAIRMAN.....

DATE.....

Royal Borough Windsor and Maidenhead Transformation Strategy 2020-2025

August 2020

“BUILDING A COMMUNITY CENTRIC BOROUGH OF OPPORTUNITY AND INNOVATION”

Our 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

CONTENTS

1. Long term vision and aims
2. Our core values
3. Interim Strategic Framework 2020-2021
4. Transforming RBWM: Our Transformation Plan
 - Finance
 - Culture
 - Environment
 - Prevention
 - Digital
 - Process redesign
 - Community
5. Governance

*What if 2020 isn't cancelled?
What if 2020 is the year we've been waiting for?
A year so uncomfortable, so painful, so scary, so raw — that it finally
forces us to grow.
A year that screams so loud, finally awakening us from our ignorant
slumber.
A year we finally accept the need for change.
Declare change. Work for change. Become the change. A year we finally
band together, instead of
pushing each other further apart.

2020 isn't cancelled, but rather
the most important year of them all.*

Leslie Dwight -

LONG TERM VISION AND AIMS

Our vision

BUILDING A COMMUNITY CENTRIC BOROUGH OF OPPORTUNITY AND INNOVATION

The Royal Borough is here to serve, safeguard and represent the interests of its residents and communities. At the same time the opportunity to radically rethink our strategies has been given to us through the pandemic. Continuing to deliver the best possible service whilst innovating and transforming the offer for, and with, our communities will enable us to benefit from strategic changes in, for example, the economy, the environment or Government action. The council is committed to making a strong council through inclusive and sustainable growth. We will provide trusted leadership and deliver our vision through three enablers:

- Transforming our services by developing new community centric ways of working that empower residents and stakeholders to work alongside us to achieve our vision;
- Investing our time, energy and resources on our priorities through a commercially minded approach to achieving outcomes,
- Strengthening our partnership working across the authority and with our partners to ensure everyone is working to the same end of improving outcomes for all.

The vision and these enablers will drive the longer term aims of the organisation. The approach will cross all new and existing strategies and become embedded into the operational culture.

Long term aims

In order to build a community-centre borough of opportunity and innovation, the council has identified six long term aims which are derived from a number of key strategies:

1. INVESTMENT IN OUR CHILDREN AND YOUNG PEOPLE.
All our children and young people enjoy the best possible quality of life and are able to reach their full potential. (*Frimley ICS Strategy 2020 – 2025*)
2. PEOPLE WHO LIVE WELL AND AGE WELL.
Working with our health and care partners, improve health and wellbeing for all, prevent ill health, promote independence and provide quality personalised care and support for those who need it. (*RBWM Adult Social Care Transformation Plan 2020 – 2025*)
3. QUALITY HOMES IN THRIVING NEIGHBOURHOODS.
All residents have access to quality housing, that creates a ladder of housing opportunities and a sense of belonging and wellbeing living in a safe and sustainable neighbourhood. In particular, the Royal Borough of Windsor and Maidenhead is a place where agencies work effectively together to support

those who are, or may become, homeless guided by a focus on prevention and early help. (*Homelessness Strategy 2018 – 2023*)

4. A STRONG AND INCLUSIVE ECONOMY.

Growing an increasingly modern, productive, and fair economy, within the context of the Thames Valley growth corridor, where the benefits of growth are more equitably shared amongst all citizens. (*Thames Valley Local Economic Partnership Strategic Economic Plan 2015 – 2021*)

5. A GREEN AND SUSTAINABLE BOROUGH.

A borough where the community collectively works together to achieve a sustainable future, protecting and enhancing our natural environment and achieving net zero carbon emissions by 2050. (*RBWM Environment and Climate Strategy 2020*)

6. A CONNECTED AND ACCESSIBLE AUTHORITY WITH QUALITY INFRASTRUCTURE.

Smart, clean, accessible and integrated infrastructure that meets the needs of a modern and productive council, its partners and its residents.

Community Centric Design

Community centric design means moving from experts designing for people, to people designing for themselves. Traditionally, experts design and implement solutions for the people, community or residents. The community centric design leverages creativity within communities to solve their own problems, on the basis that people within communities best understand the problems, obstructions and benefits that can hamper and support change. The experts then become the facilitators and supporters, providing tools, workshops and support in all forms. By undertaking a new design philosophy, our residents will experience:

- A growing, diverse, innovative, collaborative, community centred borough.
- Easy to access information/ interaction with the council and its partners.
- Their voice heard and visible in developing services.
- Open and transparent view of the democratic process.
- Outcome based value for money on services.
- Well-looked after in time of need – prevention better than cure.
- Strong voluntary and community sector.
- Education and employment opportunities including skills based and vocational.

Commercial Approach

As a council, we know that we cannot continue to fund and deliver services in the way that we do now. We need to do things differently, whilst maintaining our focus on achieving the best outcomes for the authority and protecting our most vulnerable residents and key services.

Commercial skills and approaches need to run through all that we do as part of our commissioning strategy in order to deliver financial and social return. By this, we mean that we will focus on:

- optimising our assets.
- maximising value for money and innovation from contractual relationships.
- considering new and innovative ways of generating income.
- making robust decisions on a consistent basis with evidence and a sound business case.
- considering the whole life cost of policy decisions, including market impact.

The council already has a number of significant commercial activities in place. A new asset management strategy has been agreed that assesses all the council's current commercial and operational assets and determines whether they should be retained, retained and improved, redeveloped or disposed of.

Overall, the council operates a number of alternative service delivery models for a wide range of services and has a very active property trading company. A number of these arrangements have been reviewed to ensure that they are the best option and all are subject to regular scrutiny and audit, and the review recommended by CIPFA of the property company will be undertaken. The council's commissioning strategy sets out a clear methodology for reviewing, planning and implementing new commissioning activity and this will continue to be used as the basis for this work.

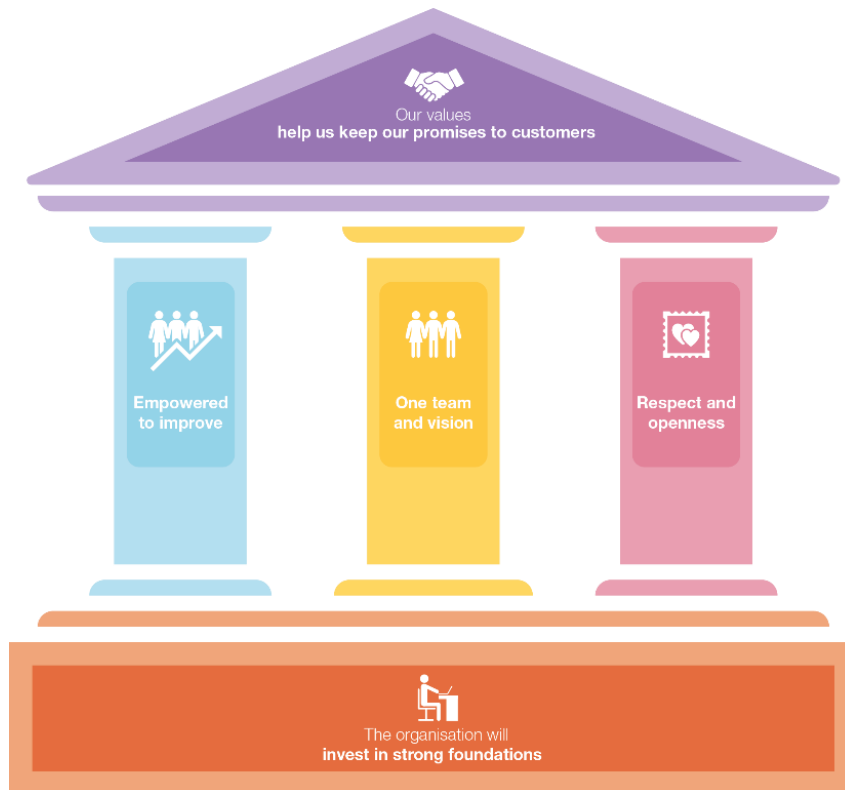
Partnership Working

Working with partners has been the model for the Royal Borough for some time. The commissioning model was introduced to achieve both savings and flexibility of delivery. Both Achieving for Children and Optalis are key examples of this, as Teckal companies operating for the council but with the ability to grow and deliver better outcomes for both residents and staff, affording a more sustainable solution in the long term. Partnership working is delivered at all levels, from joint ventures with individual companies, through to East Berkshire groups, the Frimley Integrated Care System and the Thames Valley Local Resilience Forum – all allowing us to maximise our internal resource.

Ongoing commitment to our key strategic partners will allow us all to engage and work with community groups throughout the borough, delivering much more place-based services where organisations are more integrated and focussed on outcomes rather than the traditional silo'd solutions.

OUR CORE VALUES

Our core values help us keep our promises to our customers.



We know that our workforce is our most important asset – their talent, skills, passion, knowledge and experience are central to all that we do and all that we will achieve. We also know that our councillors are well connected to their communities and can help us create links and partnerships that will strengthen relationships and outcomes.

Our values reflect our culture and help to draw us together as an organisation.

Underpinning our values is a commitment to invest in strong foundations:



Each of our values is supported by a set of behaviours, which govern our actions. How we do things is as important as what we do:



Empowered to improve

What this looks like in practice

<p>What we want ✓</p> <ul style="list-style-type: none"> • Take ownership of problems • Focus on outcomes • Hold yourself and others accountable • Give and receive constructive feedback • Proactively challenge what isn't working • Plan improvements to the things that aren't working well • Celebrate successes • Recognise staff for a job well done • Learn the lessons from when things don't quite work out • Innovate and try new things • Have fun and enjoy your job 	<p>What we don't want ✗</p> <ul style="list-style-type: none"> • Not doing what we said • Not trying new ideas to fix things • Being defensive • Blaming – looking for whose fault it is • A bad atmosphere at work
---	---



One team and vision

What this looks like in practice

<p>What we want ✓</p> <ul style="list-style-type: none"> • Support other teams and departments • Deliver the vision together • Share information and resources with other teams • First try to help, even if it's not your responsibility • Understand how what you do relates to the overall vision for the organisation • Take the time to build good relationships • Be clear which teams you need to work with • Get to know what other teams do • Make sure all colleagues feel valued and part of the team • Acknowledge other people's ideas 	<p>What we don't want ✗</p> <ul style="list-style-type: none"> • Putting the needs of the team before the needs of the organisation • Passing the buck - saying, 'that's not my responsibility' before trying to help • Ignoring the impact of what you do on other teams • Failing to support others that need our help
--	---



Respect and openness

What this looks like in practice

<p>What we want ✓</p> <ul style="list-style-type: none"> • Embrace diversity in all ways • Be polite and courteous • Follow our guidelines for respectful communication • Smile and say hello to people you interact with • Talk to people rather than sending an email • Seek other people's ideas and listen to them • Be honest with people • If you can't do something, let people know • Be discreet when discussing sensitive issues or giving negative feedback • Be truthful and open • Let people know when there are things that might affect them 	<p>What we don't want ✗</p> <ul style="list-style-type: none"> • Being rude to people • Ignoring people • Avoiding people when they need to talk to you • Not getting back to people when they contact you • Criticising people in front of others
--	--

INTERIM STRATEGIC FRAMEWORK 2020-2021

We are clear on our long-term vision, but we recognise that we are in a period of unprecedented challenge. The Covid-19 pandemic has significantly impacted the council, its partners and its communities.

Our Interim Strategic Framework is designed to address the immediate challenges, namely, responding to, and recovering from, the pandemic and positioning ourselves positively for our future ambitions.

RBWM Interim Strategic Plan



TRANSFORMING THE ROYAL BOROUGH: OUR TRANSFORMATION PLAN

Introduction

The Royal Borough has achieved a significant amount over the last few years.

- There have been demonstrable improvements made in Children's Services with the service securing a 'Good' rating from OFSTED after a previous 'requires improvement' judgement.
- A fundamental review and re-establishment of the housing service has seen considerable improvements in performance and practice.
- Work to transform the adult social care functions is underway and has already led to improved practice and process.
- Services with good performance such as the Revenues and Benefits service continue to achieve high standards.
- Customer satisfaction overall remains very high driven by great work from many teams.
- The Royal Borough has become a key player in the Frimley Health and Care Integrated Care System and is leading the work to develop the borough as "place" within the system.
- Progress has also been made in relation to the council's approach to tackling climate change; with the strategy approved by full Council in June 2020.
- Mobile and remote working has significantly increased which is an enabler within the Climate Strategy and essential during Covid-19 lockdown.
- In partnership with Countryside properties, the Royal Borough has begun the regeneration of Maidenhead Town Centre.

With this strong base of excellent performance, the council is in a good position to make a step change, delivering a radical programme of transformation based on technological innovation and a data driven approach.

We want to enhance our key partnerships with a variety of stakeholders and, internally, develop a different culture and flexibility which can set us apart from other local authorities. This shift in culture is designed to enable us to deliver our ambitions and better solutions for our community with a reduction in overall service cost.

Community centric service redesign is at the centre of the council's transformational thinking. Rather than change a service or system based on existing technologies or "how we have always done it", we will focus on the benefit for the customer or community. The move towards communities and partnership, creating a true borough council, will build a working culture of community empowerment and creativity. To do this we need to harness the power and talents of all stakeholders, from councillors and council staff, to our citizens, community groups, businesses and employers.

The transformation plan will evolve as we go forward – seven key elements are at the heart of the plan and an annual delivery plan will identify the deliverables against each element each year.



Finance

Like all local authorities, the Royal Borough has to balance a number of conflicting priorities with the availability of resources. We are facing financial challenges that are greater than ever, having been affected by a global pandemic that has increased the costs of some of our services and reduced our income levels that have supported our usual service delivery.

As a result, we are refreshing our medium-term financial strategy (MTFS) during 2020 together with all the assumptions on which we base our budget. One-off financial support has been received from central government during 2020/21 but the council will have to find sustainable ways to close any gaps for future years, especially given that the way local government is funded will be changing in future too.

It is important that transformation is not seen purely as a way of making savings although by transforming our services we create more efficient use of our resources, including maximising income sources, which can in turn lead to reduced overall costs. True transformation is more likely to result in the financial sustainability of our local authority.

As part of our transformation considerations, we also need to explore options around different ways to generate funding, including supporting our community to identify ways to generate additional external funding.

Making a strong connection between financial information and the outcomes we are looking for will ensure that we are able to prioritise our resources appropriately and improve our overall understanding of true value for money.

Finance sustainability is something that we need to consider not just for the council but also for our residents and businesses. Part of our overall financial sustainability has to be about ensuring that we work closely with all of our partners to identify opportunities to work together to provide the right guidance for those who are financially vulnerable.

Organisational Culture

Our workforce is our greatest asset. It is the dedication and professionalism of our staff that has enabled the council to achieve all that it has over recent years. This transformation journey will be challenging and we need to support our staff throughout it. Through embedding the core values, there will be a much greater emphasis upon:

- developing a working culture that provides collective leadership from the top of the organisation and distributes, enables and encourages leadership throughout the whole organisation, empowering all staff to innovate and make positive contributions;
- interdependency, team working and collective ownership of issues between teams to identify and deliver better outcomes;
- transforming our policies and procedures based on the principle of our “workforce matters”, ensuring managers nurture talent and help people meet their potential, investing in learning and development, and supporting flexible working practices;
- effective partnership working with our residents, communities and stakeholders, and
- using digital capability and technology to deliver efficient and effective services.



It is vital that all staff understand the importance of their roles and how they contribute to the success of the council and its communities. We want them to feel empowered to take responsibility for their own engagement and development and for delivering a great service to the citizens of the borough, creating a golden thread running through the entire organisation from strategic aims to individual appraisal.

Environment

The Climate Change strategy was approved by Council in June 2020 and will deliver on the vision of a borough where the community collectively works together to achieve a sustainable future, protecting and enhancing our natural environment and achieving net zero carbon emissions by 2050.

The four key themes of the climate strategy focus action on areas we have control over at a local level:

1. Circular Economy
2. Energy
3. Natural Environment
4. Transport

In order to reduce waste, encourage material re-use, increase recycling and support less resource intensive lifestyles, the council will support residents in achieving a circular economy by retaining as much value from products, properties and materials as possible. In order to shift to a circular economy, the council will ensure that all stakeholders are properly supported and guided where needed to create a less wasteful, more sustainable borough.

Currently, sixty six percent of the borough's emissions are a result of energy consumption within buildings. The council will seek to reduce its own energy consumption by decarbonising its energy supplies. Further to this, by investing in digital infrastructure the council will reduce the need for office spaces and continue to promote remote working where possible. Reducing our energy consumption and decarbonising our supply of energy will aid the borough's net zero emission ambitions.

Quality of life and the role of the natural environment in creating great places is a critical part of the success of the Thames Valley economy, and to our residents' health and wellbeing. The council will conserve and sustainably deliver biodiversity net gain in order to protect our natural environment and in doing so we will receive ecosystem service benefits such as clean air and water.

By encouraging walking and cycling as well as investing in digital infrastructure, the council will reduce the need for carbon intensive travel. Sustainable travel will be more accessible through the provision of infrastructure within the borough such as cycle routes and electric vehicle charging points which will, in turn, minimise the impacts of road traffic by encouraging cleaner vehicles.

Prevention

Achieving better outcomes for all residents is a key priority and this means working together in different ways, taking action earlier to prevent the need for more costly crisis interventions, and building on people's strengths and capabilities. Tackling issues in a different way is fundamental to achieving our vision.

The council remains firmly committed to helping our most vulnerable citizens and especially those in crisis, such as people who are homeless, or families who need support to make sure their children get the best start in life. Too often, we find ourselves providing support at the point of crisis where it is harder to achieve the right outcomes and always more expensive. Working with our health partners, schools, charities and businesses, we will put a greater emphasis upon prevention and early intervention and focus our resource on where it can achieve the most impact by working alongside those we are supporting in order to do what is best for them as individuals.

This means providing support at the right time, when it will achieve better outcomes and will save money in the long term. For example, in terms of homelessness, for some people providing immediate housing support is critical to keeping them safe. That can be expensive and does not always tackle the underlying causes of someone becoming homeless. Providing support earlier, focused on the real risk factors such as unemployment, domestic violence, mental health issues, or alcohol and drug abuse can be more successful and is much more cost effective.

Providing good quality social care for older people and learning and physically disabled people sits at the core of our role as a local authority. We want to support people to be as independent as possible, as early as possible and for as long as possible so they can do as much as they can for themselves with support when they need it. We want to make the most of the many health and wellbeing benefits that come from being close to friends, family and the local community, such as improved mental health and reduced loneliness and isolation.

Digital

Maximising the use of digital technologies and information will be central to successfully delivering the transformation programme and securing the future success of the Royal Borough. The council will use digital technologies to deliver better quality services that are more responsive and convenient to use, that are more intelligent and more efficient, and give people access to services they might not have been able to take advantage of before. We will engage in a digital capability programme with support from local businesses to ensure that no one is left behind.

With the increase in the use of The Internet of Things (IoT) in everyday life for both the consumer market and business, the use of big data analytics will give us a fundamental change to the way we support and work with our communities. Using data securely and ethically will be key to these developments but innovation and efficiency in the use of new data insights and digital technologies will drive the council forward.

Implementing our new Customer Relationship Management (CRM) solution is the first step in using digital platforms to become more community centric. We will enhance this investing in a Low Code¹ solution to enable service areas to quickly build solutions for both staff and residents, linking back to the CRM. We will continually look for new ways to use digital to simplify processes and make services more efficient, effective, customer focussed, accessible and responsive. This will support our citizens and communities to be more independent and in control of the services they need and will help to promote fairness and inclusion.

The council will take a “Digital First” approach by making all services, where possible, accessible online. It is important that all council functions are more digitally accessible so that people can interact with us and use self-service options at any time of the day or night. In this way, we can focus our human resource to support those in greatest need, including continuing to provide assisted digital support where it is needed. The Royal Borough is setting digital goals that will enable each resident to have their own account, as well as the ability to access an individualised website or app for a single view of themselves and their interactions with the council.

Our workforce must also have the right tools, technology and skills to deliver services to residents effectively, in a flexible and person-centred way. As well as working within communities, we will also develop our workforce’s digital capabilities, while maximising the use of digital and technology to deliver effective services, further improving productivity and efficiency allowing us to focus more resources on progressing other priorities. Better use of digital technology will help us pinpoint people who need support before they fall into crisis.

Data underpins all of the council’s transactions. We will encourage data sharing between our partners to help us to understand, predict and prevent problems from

¹ A low-code development platform is software that provides a simple development environment for individuals to create application software instead of traditional hand-coded computer programming.

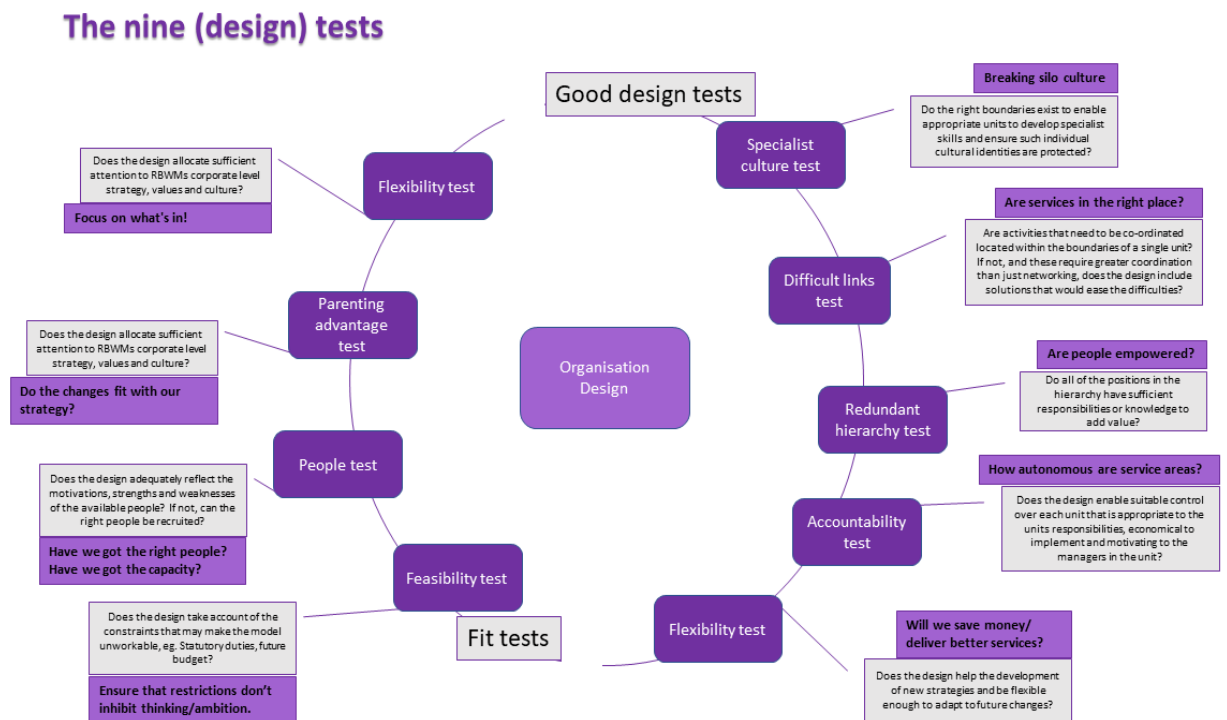
occurring, make better decisions and use resources more intelligently to improve outcomes for residents.

We will also use digital technology to grow the economy by supporting new and existing businesses to harness the value of digital. We will empower our residents so they can make the most of the opportunities that digital offers and are able reach their full potential. Key to this work will be enabling an ethical approach to artificial intelligence and machine learning, making use of technologies such as robotic process automation (RPA) and embedding this into process redesign.

Process Redesign

Operating on the basis of a commonly agreed and understood set of business processes is key to an efficient and effective organisation. To maximise the benefits of digital innovation will require a fundamental focus on streamlining, modernising and automating council processes. We will create a blueprint for teams to follow and own, based on an iterative process of service redesign, supported by the transformation team. The process must be community focussed whilst looking at new ways of delivering using new and alternative solutions. Heads of Service will drive the change rather than having redesign done to them.

We want all staff to understand how their service is funded, where the money is spent and be engaged in the process of coming up with ideas for how income could be generated or cost reduced. To do this we will need to support them with the right information and the right skills development.



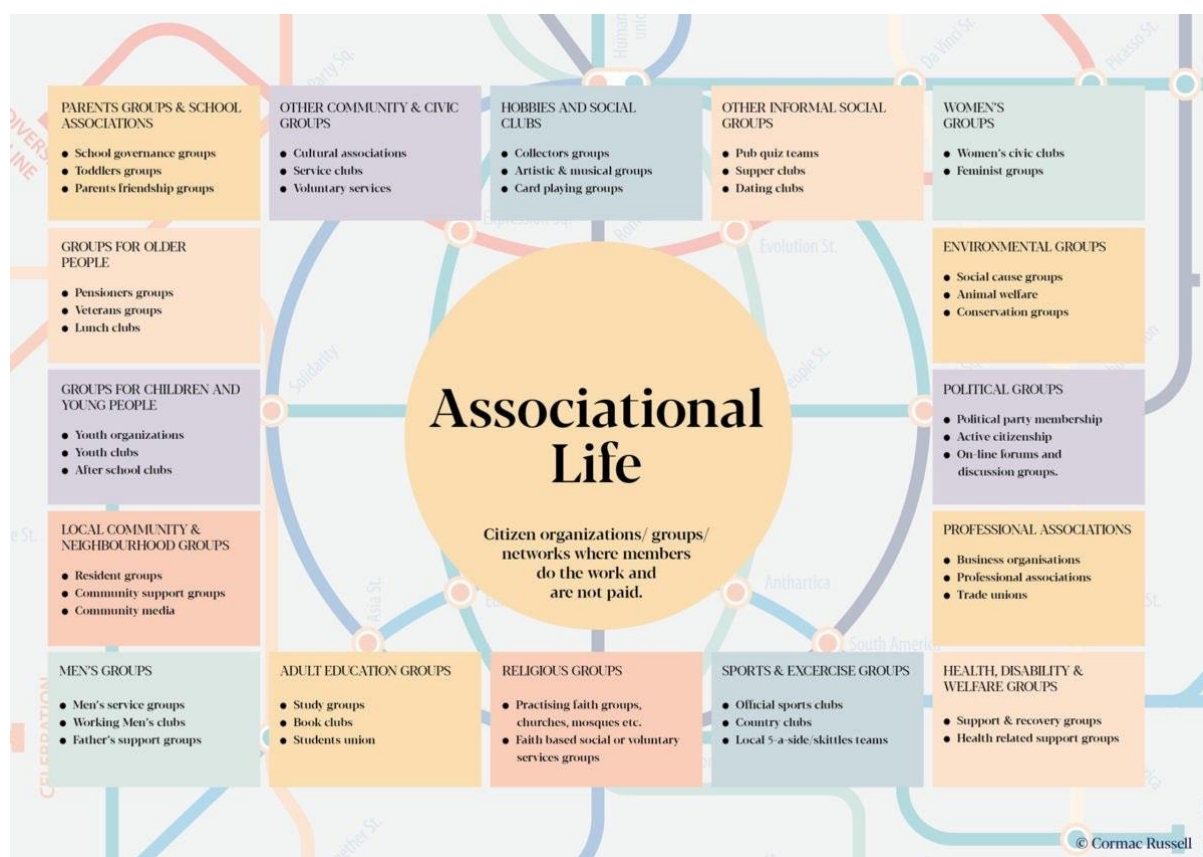
Community

At the heart of our Transformation Plan is a major Community Conversation programme.

The conversation will explore how we can collectively work towards achieving fairness and inclusive growth. It will explore how we can make our services more responsive to the needs of local communities and how communities can be supported to do more for themselves. We will invite residents and communities to share their ideas on how we can empower them to take a more active role in shaping the delivery of services and how we can harness their knowledge, capacity and expertise to improve the lives of people in all areas of the borough.

The conversation provides a real opportunity for radical thinking that could result in a fundamentally new relationship, involving shared decision making, co-production and innovation in service delivery. It will need a commitment from both sides to work together to make the borough stronger and fairer and a better place for everyone. For our part, we will make sure that we set local priorities to reflect the identified needs of neighbourhoods and communities and ensure that local councillors play an effective role in building this new relationship.

We will support communities to become more resilient and independent, providing high quality services in line with local priorities and helping communities take greater responsibility for, and control of, the things that really impact on their quality of life.



The work of the local authority, voluntary sector groups, volunteers and the community has been relentless. As an authority we have quickly had to build and

strengthen those relationships into solid delivery partnerships to meet the needs of local vulnerable people and have experienced a resurgence of local 'activism'. The Royal Borough has the opportunity to embrace the work and to go further and experiment with digitally-enabled, and local community innovations. The successes achieved through the COVID response, set out in the table below, can be built on to create a long term legacy.

COVID Response	RBWM Legacy
Rapid connection with voluntary and community sector and communities including spontaneous groups	Consideration of new operating models especially around commissioning where the borough become the matchmaker, incentiviser,
Quick adaptation of existing services to meet new demands and new ways of working such as Citizens Advice Bureau.	Develop more strategic partnerships with the private, voluntary and independent sector based on each other's strengths.
Different demographics have experienced different needs	Fundamental reform of existing services to target and support local need
Three different approaches towards the use of technologies have been made clear: buy, use or build it?	We build digital platforms such as local apps and databases for communities to own and use and then create sales opportunities to other local authorities.
Engaged comms team into community response	Engage comms teams into service response
Joined up partnership work	Join up data with partners and create targeted joint projects to support prevention

GOVERNANCE

Governance of the transformation programme, in line with Our Values, will work from the principles of:

- All work will be transparent and open.
- Decisions will be made in line with delegations within the Constitution, but most decisions should be made at team level or as close to the team as possible.
- When a decision impacts more than one team, those teams are responsible for discussing and agreeing what to do between them
- Where a decision impacts the whole council, corporate leadership team are responsible for discussing and agreeing what to do.

Running an agile transformation programme requires:

- the required remit, power, authority and support to make the decisions that need to be made, and implement them,
- a team of people with enough time, energy and skills to do the things that really need to be done, and
- a place to work that can, at least to some extent, be adapted to meet its needs

Transformation Sub-Committee

The transformation strategy and accompanying action plan will be overseen by the Transformation Sub-Committee of Cabinet, working with the Directors Forum.

Meeting quarterly, the Sub-Committee will be chaired by the Lead Member for Adult Social Care, Children's Services, Health and Mental Health and has delegated authority from Cabinet to:

- Approve the transformation plan and any subsequent amendments.
- Approve any projects within the plan that would require Cabinet approval.
- Monitor progress on the delivery of the plan.
- Report progress to Cabinet from time to time.

A Senior officer board will act as the virtual programme management office and will sign off and have oversight of all projects relating to the transformation programme. The transformation team, under the leadership of the Transformation and Systems Manager, will support the delivery of the plan.

Delivery Model

Any new project within the transformation plan must meet the criteria set out for change:

- Its design, development and execution will be community centric
- It will deliver an efficiency –in terms of service and/or resource
- It will be innovative

All projects will in the main follow the Government Digital Service Standard and each project will have a costed business case but using agile methodologies wherever possible.

In line with Our Values, the ethos of the delivery of projects in the plan will be to:

- Keep a good pace
- Manage risks
- Do it with the right people
- Go see for yourself
 - It's everyone's responsibility to stay well informed. Delivery teams talk face to face wherever possible and the best way to measure progress is to 'see the thing'.
- Report and plan
- Only do it if it adds value

In support of this programme of work, a review of existing procurement strategies and the most suitable routes for procurement will be undertaken. Wherever possible, the Royal Borough will use existing government frameworks to expedite the procurement process.

Transformation Team

The existing core transformation team has been recruited on the basis of the skills and competencies required to support transformation, specifically:

- Project management
- Community development
- Consultation and engagement
- Performance, data, systems and analytics

In order to deliver corporate transformation, the team will leverage the support and input of a wider range of teams in the council, including IT, communications and marketing, digital development and property. It will also engage with a delivery partner to facilitate the digital transformation of the council and its processes.

The team will need the ability to flex and increase capacity in order to deliver elements of the plan in line and costed as part of individual project business cases.

Everyone engaged in delivery of the transformation programme at all levels is responsible for and involved in its governance. Agile tools and techniques (daily stand-ups, regular planning meetings and retrospectives) are all ways of governing delivery.

This page is intentionally left blank

Report Title:	Resident Scrutiny Suggestion – RBWM App
Contains Confidential or Exempt Information	No - Part I
Meeting and Date:	Corporate Overview and Scrutiny Panel – Monday 29 th November 2021
Responsible Officer(s):	David Cook, Scrutiny Officer Daniel Brookman, Head of Transformation
Wards affected:	All



REPORT SUMMARY

The report outlines a suggested topic submitted by a resident for consideration by the relevant Overview and Scrutiny Panel. Topics can be suggested by residents and then considered by the relevant Overview and Scrutiny Panel for further consideration (criteria outlined in paragraph 1.1.) Residents are able to access the criteria on the [council's website](#).

Details of the resident who has submitted this topic have been anonymised.

The suggested topic received as follows: “An app, to allow more effective communication between the borough and the residents. It would let the borough tell people (and keep telling them) about the things they need to be told. It would allow residents to have a ready place to turn when they want to report something or ask a question. There is a free app (see [localgov.co.uk](#)) which can be customised, but a better idea might be to create a spec for the app and open a competition for bright developers to create it. It would save money (reduce print) but more importantly it would improve communications.”

It is recommended that this topic is considered by the Corporate Overview and Scrutiny Panel and a ‘discovery’ session is undertaken within the next six months to enable a full specification to be costed.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Corporate Overview and Scrutiny Panel notes the report and:

- 1. Welcomes the suggestion made for such an app which could form part of the council’s suite of communication tools.**
- 2. Notes that a ‘discovery’ session within the next six months to capture user stories from both residents and other interested parties to enable a full specification to be costed, with the outcome of the session reported back to the Panel in June 2022.**

2. CRITERIA OF ASSESSMENT FOR SUGGESTED TOPICS RECEIVED BY RESIDENTS

2.1 Residents should only submit topics that relate to **a service, event or issue** which affects the social, environmental or economic wellbeing of a group or community of people in the Borough.

2.2 What makes a good scrutiny topic?

- **Scope** – is it an issue of concern to our local communities and other associated organisations?
- **Significance** – could a review of this issue improve the Council's (or other organisations) processes or performance and make a positive difference to the lives of our residents?
- **Appropriate** – is this review timely and does it avoid duplicating other work?

2.3 Items that will not be considered include:

- Individual service complaints for which there is a corporate complaints procedure (please click [here](#) for more details).
- Topics outside of the remit of the council or where the council has no powers or influence to change an outcome.
- Issues which scrutiny has considered in the last 12 months.
- Areas relating to quasi-judicial functions e.g. planning, licensing and standards.

3. INITIAL ASSESSMENT OF SUGGESTED TOPIC

3.1 Ensuring a timely and quality flow of information and feedback between the council and residents in the borough is important. Although such an app has not previously been suggested, it is recommended that a 'discovery' phase is run, to include all interested parties, in order to capture the relevant requirements in order to develop a potential specification.

3.2 As such an app has the potential to make a significant difference to residents' understanding of what is happening in the borough, it is proposed to run the 'discovery' phase within the next six months. Production of a detailed, costed specification will enable decisions to be made about any future procurement.

3.3 The council is committed to digital as part of its transformation strategy and undertaking the 'discovery' phase will not duplicate other work currently underway. It is likely to determine areas that could be prioritised for delivery either through an app or through enhancements to the existing council website.

4. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
Hilary Hall	Executive Director of Adults, Health and Housing	24/08/20	22/10/21
Simon Arthur	Strategic Lead – Information Technology Services	24/08/20	26/08/20
Daniel Brookman	Head of Transformation	19/04/21	22/10/21

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
For consideration under the Panel's work programme	No	No

Report Author: Mark Beeley, Democratic Services Officer, 01628 796345, mark.beeley@rbwm.gov.uk

This page is intentionally left blank

Report Title:	CIPFA Review of Governance Action Plan – Final Update
Contains Confidential or Exempt Information	No - Part I
Lead Member:	Councillor Hilton, Cabinet Member for Finance and Ascot
Meeting and Date:	Corporate Overview and Scrutiny Panel 29 November 2021
Responsible Officer(s):	Adele Taylor – Executive Director of Resources
Wards affected:	None



REPORT SUMMARY

1. In response to the review of governance undertaken by CIPFA (Chartered Institute of Public Finance and Accountancy) and presented to Cabinet in June 2020, an action plan was developed which identified appropriate actions to resolve the remaining, outstanding issues.
2. Corporate Overview and Scrutiny Panel reviewed that draft action plan in July 2020 and agreed that quarterly progress reports should be presented to the Panel going forward.
3. This report provides the final such update, setting out progress made against the actions identified in the plan. All actions have now been undertaken.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Corporate Overview and Scrutiny Panel reviews the report and:

- i) Notes the actions taken in respect of the objectives set out, and that the Action Plan has now been completed.
- ii) Reports any comments on the final completion of the Action Plan to Cabinet.

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

Options

Table 1: Options arising from this report

Option	Comments
Note the contents of the progress report. This is the recommended option	This will allow the Council to continue to make improvements and learn lessons from the CIPFA review.

Option	Comments
Provide no commentary on the report and action plan.	Not recommended. The Panel will have failed to undertake its role in scrutinising the actions of the Council.

3. KEY IMPLICATIONS

- 3.1 The CIPFA Governance Review identified a number of areas for improvement which were therefore included in the Action Plan. This report updates on the action taken to address these issues.
- 3.2 The Action Plan sets out six areas for improvement:
- Medium Term Financial Strategy (MTFS) and development of budget proposals for 2021/22
 - Transformation
 - Capital Programme Management
 - Financial Management Improvements including reconciliations, debt management and collection fund management
 - Management of Partnership Arrangements
 - Member Oversight
- 3.3 Medium Term Financial Strategy (MTFS) and development of budget proposals for 2021/22 - a clear understanding is required of what resources the Council has to manage its services and address its priorities. A legal, balanced budget should be proposed and agreed to statutory deadlines.
- 3.4 Transformation - a dynamic approach to identifying potential opportunities to transform services should be developed, with clearly defined benefits identified and delivered. Savings identified should form part of actions to close the budget gap.
- 3.5 Capital Programme Management - management of the whole of the capital programme must be improved, including a greater understanding of the impact of decisions on the financial sustainability and wider aims of the Council. Improved reporting should be integrated as part of the budget monitoring process, ensuring there is a good understanding of the impact of the progress of the overall capital programme.
- 3.6 Financial Management Improvements including reconciliations, debt management and collection fund management - budget managers should be clear about their roles and responsibilities and therefore should be able to manage the resources they have to deliver their services successfully. Sound underlying processes should be in place to ensure that our resources are clearly understood, managed and processes are efficiently managed. Roles and responsibilities for all officers involved in the financial management process should be defined, understood and appropriate checks, balances and verifications should be in place to minimise fraud and error. All officers of the

council should have a sound understanding of the financial resources of the council and of how to support decision-making appropriately.

- 3.7 Management of Partnership Arrangements – a clear shared agreement and understanding should be defined with our partners and joint owners of what we wish to achieve through delivering services through these arrangements.
- 3.8 Member Oversight – a clear understanding should be established of the respective roles and responsibilities of members and officers and clarity for decision-making purposes. Both members and officers should receive up-to-date training on governance issues that impact on their ability to undertake their roles successfully, so that they feel confident in how they make decisions. Full scrutiny should be undertaken, through separate committees/panels, relevant to the roles and responsibilities of the two entities.
- 3.9 Appendix A sets out the progress made against each of these objectives. The Action Plan has now been completed in every area. This will now be reported to Cabinet.
- 3.10 Work will continue to build upon the Action Plan. A Finance Development Plan will now be drawn up and implemented to continue improving financial governance in RBWM. This will become business as usual and form part of normal service planning.

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no direct financial implications of the actions taken to progress delivery of the action plan. It is expected that any such actions will be contained within existing resources.

5. LEGAL IMPLICATIONS

- 5.1 The Authority is a creature of statute and must obey legislation, act within the guidance and regulations issued, and ensure probity and compliance with ethical behaviour. The CIPFA report highlighted a number of issues of governance that demonstrate the Authority has not lived up to the standards required. Progress against this action plan has rectified this position.

6. RISK MANAGEMENT

- 6.1 There are no known risks associated with the delivery of this action plan to date.

7. POTENTIAL IMPACTS

- 7.1 This is not a decision-making report so there are no direct impacts as a result of noting the report.
- 7.2 Equalities.

There are no implications arising from the recommendation.

7.3 Climate change/sustainability.

There are no implications arising from the recommendation.

7.4 Data Protection/GDPR.

There are no implications arising from the recommendation.

8. CONSULTATION

8.1 Not applicable

9. TIMETABLE FOR IMPLEMENTATION

9.1 Final actions will be implemented by 1st April 2022 when the new Internal Audit arrangements begin.

10. APPENDICES

10.1 This report is supported by one appendix

- Appendix A – Action Plan Update

11. BACKGROUND DOCUMENTS

11.1 This report is supported by 3 background documents:

- CIPFA Review of Governance Final Report - Cabinet 25 June 2020
- CIPFA Review of Governance – Corporate O&S Panel 27 July 2020
- CIPFA Review of Governance – Response to the Final Report and Development of an Action Plan - Cabinet 30 July 2020

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputy)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	On leave	
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	18/11/21	18/11/21
<i>Deputies:</i>			
Andrew Vallance	Head of Finance	Report Author	

Karen Shepherd	Head of Governance	18/11/21	
Elaine Browne	Head of Legal	18/11/21	
<i>Other consultees:</i>			
Duncan Sharkey	Chief Executive	18/11/21	18/11/21

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Finance and Ascot	Yes
---	--------------------------------------	-----

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
For information	No	No

Report Author: Andrew Vallance, Head of Finance

Area	Issues Identified	Actions	What Success will look like	Progress to date
<p>Medium Term Financial Strategy (MTFS) and development of budget proposals for 2021/22</p> <p>60</p>	<ul style="list-style-type: none"> Update of MTFS to take account of impact of COVID-19 and decisions by government to delay implementation of Fair Funding required. Clear link between the MTFS and the Council's corporate plan Need to have clarity of budget gap going forward A reserve management strategy needs to be in place as part of MTFS Equalities impacts were produced for each of the budget proposals but a cumulative equality impact assessment was only completed for the first time for 2020/21 budget. 	<p>MTFS to be reviewed in year to identify a revised budget gap for 2021/22 to 2024/25 to assist with budget setting process for 2021/22. Consideration to be given to any additional areas of investment in resources needed including additional services arising from COVID-19, equalities and other engagement resources</p> <p>Identification of steps to address the budget gap across the MTFS and preparation of a balanced budget for 2021/22 including a strategy for managing the Council's reserves to be in place as part of the MTFS</p> <p>Ensure that there is further embedding of equalities impact assessments as part of the overall budget proposals.</p>	<p>A clear understanding of what resources the Council has to manage its services and address its priorities.</p> <p>A legal, balanced budget proposed and agreed to statutory deadlines</p>	<p>COMPLETED</p> <p>MTFS approved by Council 14th October 2020. Identified budget gap of £8m.</p> <p>Legal, balanced budget approved at full Council on 23rd February 2021.</p> <p>All budget growth and savings were accompanied by EQIAs. Overall budget had an EQIA. EQIAs were revised after budget consultation in February 2021.</p>
Transformation	<ul style="list-style-type: none"> The Council needs to embed the work around transformation to identify new ways of working and identify additional efficiencies 	<p>Transformation plan developed to identify the framework within which opportunities can be identified</p> <p>Sub-committee of cabinet formed to have oversight of</p>	<p>A dynamic approach to identifying potential opportunities to transform services with</p>	<p>COMPLETED</p> <p>Framework in place. Some re-alignment of plan underway due to pandemic.</p>

Area	Issues Identified	Actions	What Success will look like	Progress to date
		transformation work. Delivery Plan for next two years to be approved November 2021.	clearly defined benefits identified and delivered. Savings identified will form part of actions to close the budget gap.	Sub-committee met again (twice) in November 2021.
Capital Programme Management 61	<ul style="list-style-type: none"> • Need to establish a Capital Programme board to improve Capital governance • Overall capital programme needs to be reviewed to ensure robust business cases with clear delivery outcomes and risks appropriately managed. • More active challenge of capital spending needs to be undertaken including pro-active challenge from finance on slippage 	<p>Establishment of a Capital Programme Board (officer board) with a remit including:</p> <ol style="list-style-type: none"> 1. Review of existing capital schemes to ensure proper management of budget, timescales and outcomes 2. Consider the annual review and refresh of the capital strategy 3. Consider potential new projects and provide challenge prior 4. Consider the overall funding of the capital programme including review of S106, CIL, grants and borrowing levels 5. Undertake post implementation reviews of major capital schemes (including Braywick leisure centre) 	<p>Improved management of the whole of the capital programme including a greater understanding of the impact of decisions on the financial sustainability and wider aims of the Council.</p> <p>Improved reporting as part of the budget monitoring process ensuring there is a good understanding of the impact of the progress of the overall capital programme</p>	<p>COMPLETED</p> <p>Capital Programme Board has met regularly. Reviews include:</p> <ul style="list-style-type: none"> • Existing schemes • Slippage • Allocation of grants • Allocation of s106/CIL • 21/22 capital budgets <p>Capital strategy approved by Council as part of Budget papers on 23rd February 2021.</p> <p>Post implementation reviews introduced.</p>

Area	Issues Identified	Actions	What Success will look like	Progress to date
		6. Ensure regular monitoring reporting is included in cabinet finance reports		Cabinet finance reports now include improved and expanded monitoring of capital.
Financial Management Improvements including reconciliations, debt management and collection fund management 62	<ul style="list-style-type: none"> • Training programmes on the IT system already underway but need to continue to be embedded • Only 25% of transactions have a purchase order raised • The current model for building the MTFS needs to be reviewed • There were two unreconciled balances (bank reconciliation and Housing Benefits) that needed to be written back and reported to members • Further review of other control accounts and bank reconciliation • Limited reporting and review of debt management by services and wider finance team and provisions for bad debt are not regularly reviewed • There is not a clear understanding of how the collection funds operate which is a technical area of work. 	<p>Training for budget managers has already been started but this needs to continue to be embedded.</p> <p>Specific project to identify opportunities to increase the use of purchase orders which will help with overall budget management</p> <p>Model for the MTFS reviewed and refreshed .</p> <p>Unreconciled balances – RESOLVED (Council report June 2020)</p> <p>Internal audit currently underway of all reconciliations. Following completion, appropriate actions to be put in place.</p> <p>Improved reporting of debt management to be included in budget monitoring reports and a process for reviewing all bad debt provisions to be identified</p>	<p>Budget managers are clear about their roles and responsibilities and therefore are able to manage the resources they have to deliver their services successfully.</p> <p>There are sound underlying processes in place to ensure that our resources are clearly understood, managed and processes are efficiently managed.</p> <p>Roles and responsibilities for all officers involved in the financial management</p>	<p>COMPLETED Training programme has continued, adapted to new ways of working.</p> <p>MTFS reviewed again at Cabinet on 22nd</p> <p>Resolved</p> <p>Resolved</p> <p>Reports include debt management. Ongoing work to review bad debt provisions in the light of pandemic restrictions.</p>

Area	Issues Identified	Actions	What Success will look like	Progress to date
63		<p>Review of collection funds has been commissioned separately to identify any areas where we may need to address skills and knowledge gaps. Actions identified to be addressed through appropriate technical support, training and guidance.</p>	<p>process are defined, understood and appropriate checks, balances and verifications are in place to minimise fraud and error</p> <p>All officers of the council have a sound understanding of the financial resources of the council and understand how to support decision-making appropriately</p>	<p>Collection fund skills and knowledge gaps addressed with support from LG Futures.</p>
Management of Partnership Arrangements	<ul style="list-style-type: none"> • Reviews of the Pension Fund, Optalis and AfC be completed and recommendations implemented • Consider our other partnership arrangements that are not subject to procurement and consider a value for money review (including Property Company and Internal Audit Service) 	<p>Optalis and AfC review completed and any actions arising identified and implemented</p> <p>Review of Pension Fund governance completed and all governance issues identified and actioned. This will include engagement with other pension</p>	<p>Clear shared agreement and understanding with our partners and joint owners of what we wish to achieve through delivering services through these arrangements.</p>	<p>COMPLETED</p> <p>Reviews reported to Cabinet on 30th July 2020. Action Plans are reviewed by the relevant Overview and Scrutiny Panels.</p> <p>Revised Pension Fund Governance arrangements agreed by Council in October 2020. Now implemented.</p>

Area	Issues Identified	Actions	What Success will look like	Progress to date
64		<p>fund bodies</p> <p>Review current partnership arrangements with the property company and to identify common purpose and goals for both partners</p> <p>Review current arrangements around our Internal Audit service to ensure that these are fit for purpose</p>		<p>Property Company Review by external consultants has been completed and fed back to Cabinet and Overview and Scrutiny.</p> <p>Internal Audit partnership arrangements reviewed. Cabinet to approve new arrangements on 25/11/21. To be implemented from 1/4/22.</p>
Member Oversight	<ul style="list-style-type: none"> There is a lack of clarity between member and officer roles 	<p>A revised code of conduct has been developed for members and was approved by Council in June</p> <p>Member and officer training programmes on finance and governance issues should be regularly reviewed and updated. Training on Member/Officer roles and responsibilities proposed for September 2020</p>	<p>Clear understanding of the respective roles and responsibilities of members and officers and clarity for decision-making purposes.</p> <p>Both members and officers receive up-to-date training on governance</p>	<p>COMPLETED</p> <p>Training undertaken in September 2020. Further training from the LGA may be available.</p>

Area	Issues Identified	Actions	What Success will look like	Progress to date
65	<ul style="list-style-type: none"> The merging of the audit committee and Corporate Overview and Scrutiny Panel has meant that the different roles of the two functions may not be possible given the need to manage the number of financial governance issues 	A review of the committees to be undertaken to split the functions and create a separate Audit and Governance committee from a corporate overview and scrutiny panel was considered by full Council on 28 July 2020	<p>issues that impact on their ability to undertake their roles successfully, so that they feel confident in how they make decisions.</p> <p>Through separate committees/panels, full scrutiny can be undertaken relevant to the roles and responsibilities of the two entities.</p>	Audit and Governance Committee now established and has met regularly.

This page is intentionally left blank

Report Title:	2021/22 Finance update report – Revenue and Capital Month 6
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Hilton, Cabinet Member for Finance and Ascot
Meeting and Date:	Cabinet – 25 November 2021
Responsible Officer(s):	Andrew Vallance, Head of Finance and Deputy S151 Officer Adele Taylor, Executive Director of Resources and S151 Officer
Wards affected:	All



REPORT SUMMARY

This report sets out the financial position of the Council in respect of the 2021/22 financial year as at the end of Month 6.

The report reviews the various elements of the Council's financial position including the revenue budget and its funding, the capital programme, and the Council's financial reserve position.

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 including:

- i) **The Council's projected revenue and capital position for 2021/22.**
- ii) **Approves a capital budget virement of £235,000 to purchase two waste vehicles.**
- iii) **Approves a capital budget virement of £220,000 from the River Thames Infrastructure Project to the Datchet Barrel Arch project to mitigate flood risk in Datchet, Horton and Wraysbury.**

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

Options

Table 1: Options arising from this report

Option	Comments
Cabinet is requested to note the Council's financial position	This is the recommended option

3. KEY IMPLICATIONS

- 3.1 RBWM faces considerable financial risks that can have a potentially significant and immediate impact on its finances. To mitigate and smooth the impact on the budget, reserves and a contingency budget are held. However, these are currently at, or close to, the minimum levels required to protect the Council from these financial risks as well as potential service risks that it may also face.

Across the Medium-Term Financial Plan, the assumption is that RBWM will identify sustainable savings and therefore remain above the minimum level of reserves identified by the S151 Officer.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	<£6,700,000	£6,701,000 to £6,900,000	£6,900,001 to £16,900,000	> 16,900,000	31 May 2022

4. FINANCIAL DETAILS / VALUE FOR MONEY

Revenue Budget and Funding

- 4.1 The **projected net revenue outturn position for 2021/22 at month 6, shows a favourable variance of £46,000** against the Revised Revenue Budget of £103,360,000 as shown in Table 3 below. This is currently forecast to be transferred to general reserves at the end of the year.
- 4.2 This revenue outturn position represents an improvement of £703,000 over the projected overspend at month 4. The main reason for this is the recognition of the Contain Outbreak Management Fund (COMF) grant funding within children's services relating to the provision of essential Covid-19 support (£517,000).
- 4.3 Most other services have also improved their outturn forecasts as at month 6, in part due to the availability of six months of transactional and operational data allowing more accurate forecasting to take place.
- 4.4 Other forecast changes to note since month 4 are:
- 4.4.1 Provisions made for bad and doubtful debt at the end of 2020/21 in relation to commercial rents of £107,000 have been released back into revenue as collection rates have been higher than anticipated. New income at Clyde House of £55,000 has also contributed to the property team's improved outturn position.
 - 4.4.2 Savings on variable office costs, including printing, which were forecast at £20,000 in month 4 have now been increased by £80,000 in recognition of the ongoing impact of home working on office costs. This saving is within the Governance, Law & Strategy Directorate.
 - 4.4.3 Funding from the CCG for Discharges from Hospital expected to cease at the end of September has now been extended to March 2022. This extra

funding of an estimated £400,000, along with the reduction in the Housing Service overspend, has mitigated continued rising costs within the service.

- 4.5 The **general fund balance is forecast to be £7,105,000 at the end of the year, which is above the minimum level** of £6,700,000.
- 4.6 A full breakdown of variances against each service area is attached at **Appendix A** and the reconciliation of the variance against the current 2021/22 Budget is set out in the table below:

Table 3: Summary 2021/22 Revenue Outturn position.

Directorate	Revised Budget	Projected Outturn	Projected Outturn Variance	Previously reported Variance Month 4	Change from Previously reported Variance
	£000	£000	£000	£000	£000
Chief Executive Governance, Law & Strategy	(1,062)	(2,251)	(1,189)	(925)	(264)
Children's Services	3,843	3,495	(348)	(138)	(210)
Adults, Health and Housing	24,912	25,596	684	1,473	(789)
Resources	40,933	41,439	506	684	(178)
Place	8,294	8,133	(161)	22	(183)
Contingency and Corporate Budgets	15,182	15,940	758	540	218
	1,660	1,511	(149)	0	(149)
Total Service Expenditure	93,762	93,863	101	1,656	(1,555)
Total Non-Service Costs	9,598	9,451	(147)	(999)	852
Net Council Expenditure	103,360	103,314	(46)	657	(703)
Total Funding	(25,106)	(25,106)	0	(314)	314
Transfer to / (from) balances	0	46	46	(343)	389
Net Council Tax requirement MTFP February 2021	78,254	78,254	0	0	0
General Fund					
Opening Balance	7,059	7,059			
Budget Transfers (from) Balances	0	46			
	7,059	7,105			

4.7 Savings Tracker

The monitoring of built-in savings for 2021/22 is shown in the savings tracker attached in **Appendix B**.

In summary - the projected savings achievable as at Month 6 are £5,185,000 against a target of £7,433,000, resulting in potentially unachievable savings of

£2,248,000. These savings are rag-rated and are included in the reported service variances on Appendix A; the status breakdown is shown in **Table 5 and 6 below:**

Table 5 - Savings Tracker 2021/22 Summary			
RAG Status:	2021/22 Savings Target £000	Total Savings Forecast in 2021/22 £000	% of target full year forecast
GREEN	4,482	3,900	87.0%
AMBER	2,837	1,285	45.3%
RED	114	0	0.0%
	7,433	5,185	69.8%

Table 6 - Savings Projections by Directorate 2021/22			
By Directorate:	2021/22 Savings Target £000	Total Savings Forecast in 2021/22 £000	% of target full year forecast
Adults, Health and Commissioning	3,624	1,599	44.1%
Children's	1,280	1,398	109.2%
Law & Governance	168	157	93.5%
Chief Executive	(30)	(30)	0.0%
Place	1,731	1,414	81.7%
Resources	660	647	98.0%
	7,433	5,185	69.8%

5. Chief Executive Revenue Forecast Outturn Position 2021/22

- 5.1 The Directorate is forecasting an **underspend position of £1,189,000** for the year 2021/22 as shown in Table 7 below.

Table 7: Chief Executive Revenue Forecast Outturn position 2020/21

Chief Executive	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
	£000	£000	£000	£000
Chief Executive	282	282	0	0
Property	(1,344)	(2,533)	(1,189)	(264)
Total Chief Executive	(1,062)	(2,251)	(1,189)	(264)

Areas of Risk & Opportunity (Significant)

5.2 **Property**

- 5.3 Included in the budget for 2021/22 is a Covid-19 pressures budget of £1,500,000 relating to lost income and costs of evictions in the commercial property service that were anticipated when the budget was set. Although there are specific and anticipated costs of £500,000, the remainder of this budget is not expected to be needed this year. This situation could change during the year

as government measures to support businesses through the Covid-19 emergency have been removed and the position will remain under review. No SFC compensation can be claimed for commercial rental income.

- 5.4 Industrial & Commercial Estates include a miscellaneous income budget of £242,000. Although there are a few small premises rents that go against this budget much of it is for one-off or new rental income. This year £167,000 of miscellaneous income has been identified so far leaving a potential £75,000 pressure.
- 5.5 The main changes since month 4 include a £107,000 release of 2020/21 bad debt provision for rent arrears, a new £55,000 forecast income from rental of Clyde House and £40,000 salary savings in the Property Management Unit.

6. Governance, Law & Strategy Revenue Forecast Outturn Position 2021/22

- 6.1 The Directorate is forecasting an **underspend outturn position of £348,000** for the year 2021/22 as shown in Table 8 below.

Table 8: Governance, Law & Strategy Revenue Outturn Forecast 2021/22

Governance, Law & Strategy	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
	£000	£000	£000	£000
Deputy Director of Law & Strategy	156	156	0	0
Communications & Marketing	343	343	0	0
Governance	2,235	2,057	(178)	(127)
Law	649	616	(33)	(33)
Performance Team	370	260	(110)	(50)
Policy Communication & Engagement	90	63	(27)	0
Total Governance, Law & Strategy	3,843	3,495	(348)	(210)

Savings built into the 2021/22 budget amounted to £168,000 for the Directorate of which £157,000 are expected to be delivered in the year.

Savings of £11,000 are unlikely to be achieved as face-to-face member meetings could not be accommodated in the Council Chamber when social distancing was required earlier in the year, thus the saving on room hire will not be achieved in 2021/22 (£1,000). This cost can be met from non-ring-fenced grant income.

The schools buy back for the data protection service has not been as high as budgeted (£10,000 pressure), this is being mitigated in year from savings within the Directorate.

Areas of Risk & Opportunity (Significant)

- 6.2 An ongoing recruitment programme is in progress across the directorate. It is anticipated that full establishment will be achieved by December 2021. Vacancy savings as a result of this process are forecast to be £157,000 across services in 2021/22. It had been anticipated that vacancies would be filled earlier in the year.
- 6.3 Land charges income is currently ahead of budget, boosted by the property market buoyancy as a result of the stamp duty holiday extension to the end of September. The service is forecasting to be £25,000 over target for income in the year. It is difficult to predict future demand and this income stream remains under regular review.
- 6.4 Savings on variable office costs including printing which were forecast at £20,000 in month 4 have now been increased by £80,000 in recognition of the ongoing impact of home working on office costs.
- 6.5 Legal savings of £30,000 relate to services now provided by the Deputy Director of Law & Strategy which had been part of the shared legal services contract. This budget is therefore no longer required.
- 6.6 The £50,000 improvement in the forecast outturn for the Performance Team since month 4 is due to unsuccessful attempts to recruit into vacant posts in the Strategy & Performance unit in the Performance team.
- 6.7 Other in year savings across a number of cost centres make up the balance of the improved position for the Directorate since month 4.

7. Children's Services Revenue Forecast Outturn Position 2021/22

- 7.1 The Directorate is forecasting an **adverse outturn position of £684,000** for the year 2021/22 as shown in Table 9 below.
- 7.2 Children's Services Directorate current revenue position is a forecast overspend of £2,489,000 against a current budget including the Dedicated Schools Grant of £94,981,000 for the financial year 2021/22. Of this overspend £1,755,000 is offset to the Dedicated Schools deficit, resulting in a net overspend on Children's Services of £684,000. The forecast variance includes the release of the RBWM held "demography" fund budgeted at £368,000 for Children's Services placement-led activity. The financial position for 2021/22 is set out in Table 9.

Table 9: Children's Services budget position 2021/22

	Service	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
		£000	£000	£000	£000
	Children's Services non-Dedicated Schools Grant				
*	Social Care and Early Help	19,050	20,598	1,548	234
*	Business Services	3,386	3,351	(35)	(52)
*	Education	1,393	1,439	46	(43)

	Service	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
		£000	£000	£000	£000
*	Operational Strategic Management	324	(255)	(579)	(581)
*	Public Health	1,583	1,661	78	64
*	Special Educational Needs and Children with Disabilities	2,120	1,857	(263)	(307)
	Children's Services – Retained	(2,945)	(3,056)	(111)	(104)
	Total Children's Services Non-Dedicated Schools Grant	24,912	25,596	684	(789)
	Dedicated Schools Grant				
*	AfC Contract - Dedicated Schools Grant	12,035	13,490	1,455	0
	Dedicated Schools Grant – Retained	58,038	58,338	300	0
	Dedicated Schools Grant Income (transfer to DSG deficit)	(70,073)	(71,828)	(1,755)	0
	Total Dedicated Schools Grant	0	0	0	0
	Summary Position				
*	Achieving for Children Contract	39,892	42,142	2,250	(685)
	Children's Services – Retained	(2,945)	(3,056)	(111)	(104)
	Dedicated Schools Grant – Retained	58,038	58,338	300	0
	Total Children's Services budget	94,981	97,470	2,489	(789)

7.3 The services included within the Children's Services Directorate are set out in **Appendix G**. The outturn variance of £684,000 consists of the following material variances as set out in Table 10.

Table 10: Children's Services material variances

Service	Projected Outturn Variance	Note
	£000	
Total Social Care and Early Help	1,548	
Total Achieving for Children Other	(753)	
Total Achieving for Children	795	1
Children's Services – Retained	(111)	2
Total Children's Services Non-Dedicated Schools Grant	684	
AfC Contract - Dedicated Schools Grant	1,455	
Dedicated Schools Grant – Retained	300	
Total Dedicated Schools Grant	1,755	3
Total Dedicated Schools Grant transfer to Reserve	(1,755)	4
Total Net Dedicated Schools Grant	0	

Service	Projected Outturn Variance	Note
	£000	
Total Outturn Variance	684	

- 7.4 The reported variance compared to the July Cabinet reports a favourable movement of £789,000 of which £685,000 relates to the AFC Contract and £104,000 Children's Services retained. The material movements include:

Achieving for Children material movements (£685,000):

- **Contain Outbreak Management Fund (£517,000)** – identification of existing employee costs that relate to prevention and management of the Covid-19 pandemic
- **Home to School Transport (£304,000)** – outcome from retendering process exceeded savings plan resulting in a net underspend of (£50,000) replacing the previously reported risk of non-delivery of savings estimated at £254,000
- **Recovery Plan (£100,000)** – in-year mitigation plan focusing on the application of grants and restriction on non-essential expenditure including vacancy management
- **Others (£64,000)** - including additionally business as usual movements relating to employee reduction in costs (£44,000) and increased income (£20,000)
- **Children in Care Placements £150,000** - additional high-cost provision placed quarter 2 2021
- **Legal Services £100,000** - increased cost of counsel based on quarter 1 recharges and reflective of previous activity levels
- **Therapy Savings £50,000** – delayed progress to deliver savings plan in full during 2021/22

Children's Service Retained material movements (£104,000):

- **Troubled Families Grant (£150,000)** – following positive discussions with the Ministry for Housing Communities and Local Government supported by improved performance levels for quarters 1 and 2 confirmation has been received grant will be received in full
- **Court costs £30,000** – fees incurred for claimants counsel expenses
- **Others £16,000**

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

The forecast overspend of £795,000 comprises of service variances as reflected below:

- **Contain Outbreak Management Fund (£517,000)** – identification of existing employee costs that relate to prevention and management of the Covid-19 pandemic
- **Recovery Plan (£100,000)** – in-year mitigation plan focusing on application of grants and restriction on non-essential expenditure including vacancy management
- **Home to School Transport (£50,000)** – outcome from retendering process demonstrated exceeding the savings plan resulting in a net underspend of (£50,000) replacing the previously reported risk of non-delivery of savings of £254,000
- **Others (£39,000)** – non-employee costs and income
- **Placements £951,000** – represents the full-year effect of three high-cost placements in quarter 4 of 2020/21, quarter 1 and 2 of 2021/22 totalling £1,004,000. Additionally, based on previous years' trends the forecast reflects an estimated Future Demand for further placements during the year of £190,000. The overspend is partly offset by the release of the RBWM held "demography" fund of £368,000 into the AfC Contract. There has been a national trend of an increase in the complexity and need of placements; this coupled with increasing demand on providers resulting in an increase in unit costs has adversely impacted the forecast.
- **Employee-related costs £325,000** - Child Focused posts retained to meet increased demand in Domestic Abuse & statutory services resulting from Covid-19. This pressure reflects the increased level of referrals and complexity of the demands on the service totalling £300,000.
- **Legal Services £100,000** - increased cost of counsel based on quarter 1 and reflective of previous activity levels
- **School Improvement Grant £75,000** – increased support programme for schools matched by an additional grant within Children's Services – Retained non-Dedicated Schools
- **Therapy Savings £50,000** – delayed progress to deliver savings plan in full during 2021/22

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

The net underspend of £111,000 consists of service variances as set out below:

- **School Improvement Grant (£75,000)** – increased grant allocation matched by increased costs within AfC Contract
- **Troubled Families Grant (£50,000)** – increased grant allocation following improved number of contacts with families
- **Others £14,000**

7.7 **Total DSG (Note 3)**

The DSG overspend of £1,755,000 reflects an estimate of the continued cost associated with the provision of Independent Special schools and other associated direct support packages. This forecast is reflective of the activity in 2020/21 along with updates to reflect known changes. A more informed position will be confirmed in the autumn following the start of the new academic year when most pupils will be placed within the appropriate educational establishment.

In addition to the recent increased demand for services for children and young people with Special Educational Needs and Disabilities, the recent Covid-19 pandemic has created additional challenges. These challenges could impact on the progress of some of our most vulnerable pupils. It is highly likely that there will be requests for pupils to repeat an academic year increasing the demand and pressure on this service area and sector.

A further additional challenge already recognised is an increase in the number of parents opting to continue with “elective home education” for their children.

7.8 **Total DSG Transfer to Reserves (Note 4)**

To fund the in-year overspend there will be a deficit balance transfer of £1,755,000 to the Dedicated Schools Grant reserve, resulting in a cumulative net carry forward as at 31st March 2022 of £3,412,000 (3%). This cumulative deficit includes pooling into the deficit reserve previously held Dedicated Schools Grant earmarked reserves of £134,000.

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

8. Adults, Health & Housing Revenue Forecast Outturn Position 2021/22

- 8.1 The overall position for the Adults, Health and Housing Directorate is a forecast **overspend of £506,000** against a current budget of £40,933,000 for 2021/22, see table 11.

Table 11: Summary position for the Directorate as at Month 6

Service area	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
	£'000	£'000	£'000	£'000
Director & Support	2,453	2,378	(75)	(108)
Adult Social Care Services	35,016	35,597	581	74
Housing Services	3,464	3,464	0	(144)
Total	40,933	41,439	506	(178)

- 8.2 **The Director & Support** revenue position as at Month 6 is a forecast underspend of **£75,000** against a current budget of £2,453,000 for 2021/22.

Table 12: Director & Support Revenue budget position

Service Area	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
	£'000	£'000	£'000	£'000
<u>Director & Support Teams</u>				
Transformation & Systems	512	512	0	0
Director, Procurement & Partnerships	434	449	15	9
Jnt Arr-Modern Records & Coroners	495	512	17	(40)
Commissioned -Community and Children	258	263	5	1
Adult Social Care Commissioning & Support	591	479	(112)	(78)
Government Grant Income	163	163	0	0
Total – Director & Support teams	2,453	2,378	(75)	(108)

- 8.3 **Adult Social Care is forecasting an overspend of £581,000** against a current budget of £35,016,000 for 2021/22 at Month 6. This is an increase from the forecast overspend at month 4 of £74,000.
- 8.4 In common with the national trend, the service is experiencing unprecedented demand, in terms of volume and acuity of need. Much of the demand is being driven from hospital discharges with more frail older people requiring more intensive support to remain in their own homes or requiring residential or nursing placements. Whilst the service is on track to meet its savings targets for 2021-2022, the increased demand is having an adverse impact on the budget.
- 8.5 The split of the change in the forecast between services are shown in table 13 below

Table 13: Adult Social Care 2021/22 Revenue Monitoring Month 6 Position

Summary Type	Care Group / Service	Current Budget	Period 6 forecast position	Projected Outturn Variance	Change Since Month 4
		£'000	£'000	£'000	£'000
	Summary Position				
Exp	RBWM Expenditure budgets	15,382	15,702	320	(121)
Inc	RBWM Income budgets	(13,572)	(14,660)	(1,088)	(368)
Optalis	Optalis contract -Total	32,615	34,076	1,461	641
	Adult Social care services budgets	34,425	35,118	693	152
	Commissioning & Support	591	479	(112)	(78)
	Total Adult Social Care Net Budget	35,016	35,597	581	74

The main reasons for the overspend relate to the cost of providing homecare and increasing pressure on older adults' nursing and residential placements.

The cost of providing homecare is forecast to exceed the annual budget by £470,000 due to increasing demand and costs. The pressure on this budget has been offset by additional income from the Better Care Fund (BCF), NHS Frimley Clinical Commissioning Group (CCG) and client contributions. The income received from the CCG has been provided to facilitate hospital discharge and prevent hospital admissions.

The estimated income receivable from the CCG has continued into this financial year as the Department of Health and Social Care (DHSC) announced that the scheme would now continue until the end of financial year. Allowance for additional income was made when setting the budget for 2021/22. Further detail on the income received from the CCG in 2021/22 is shown in **Table 14 below**.

Table 14: Summary of CCG estimated income due to be received in 2021/22

Purpose of income	£'000
BCF -Minimum contribution to adult social care	£4,957
Covid-19 related spend-Hospital discharge process (HDP)	£800
Free Nursing Care	£670
Shared Care and Other	£200
TOTAL INCOME	£6,627

The number of residents supported in long-term care in nursing and residential homes had reduced significantly due to the impact of Covid-19 in 20/21. So far this year the numbers are increasing. As with domiciliary care, income from the CCG provided to facilitate hospital discharge and to prevent hospital admissions continues into this financial year for the remainder of the financial year.

8.6 Older People and People with a Physical disability

The numbers of older people needing nursing accommodation appears to be increasing, putting additional pressure on budgets. The people requiring care and support from adult social care are frailer with complex co-morbidities. Much of this is as a consequence of the direct impact of Covid-19 but also of conditions that were not able to be fully treated during the lockdown periods of 2020.

Much of the block bedded provision is now being fully utilised – and where vacancies arise, they are being immediately filled with new residents - and therefore additional costs are being incurred from spot arrangements. The largest area of additional spend is purchasing nursing or residential care with dementia support. The pressure on the spot purchasing budget for residential and nursing beds is being partly offset by the additional income generated from client contribution charging.

8.7 Learning Disability

Table 15: Learning Disability services

Summary Type	Care Group / Service	Current Budget	Period 6 forecast position	Projected Outturn Variance	Change Since Month 4
		£'000	£'000	£'000	£'000
	Learning Disability (LD)				
Exp	Residential; Nursing; Supported Living - block	1,926	1,971	45	(23)
Optalis	Residential & Nursing care - spot	5,269	4,476	(793)	(503)
Optalis	Residential & Supported Living - Optalis provided	3,518	3,489	(29)	89
Optalis	Supported Living - spot	3,589	3,769	180	180
Optalis	Day & Other Care - Optalis provided	2,201	1,967	(234)	(468)
Optalis	Income from charges	(1,531)	(1,307)	224	28
Inc	Other LD Income	(579)	(553)	26	82
Optalis	Care teams staffing	775	709	(66)	(15)
	Learning Disability Total	15,168	14,521	(647)	(850)

The month 6 forecast underspend for LD services is £647,000 please see **Table 15** above, which is a decrease from the last reported position as at month 4 of £850,000. The main reasons for this reduction are CHC awarded and clients moving out of the area, changes in the cost of packages of care and some deaths.

8.8 Mental Health

Table 16: Mental Health Services

Summary Type	Care Group / Service	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
		£'000	£'000	£'000	£'000
	Mental Health (MH)				
Optalis	Mental Health services	2,270	2,884	614	190
Optalis	Mental Health Team	1,165	1,102	(63)	(63)
Inc	Mental Health Income	(423)	(444)	(21)	30
	Overall Mental Health Total	3,012	3,542	530	97

Pressures have continued to increase on all care budgets for people with mental health issues, as anticipated given the current pandemic and restrictions. Following a detailed review of mental health service users, the forecast outturn position for Mental Health is a pressure of £530,000, an increase of £97,000 from month 4. As a result, the potential savings identified have not been achieved and the service is, therefore, unlikely to achieve any savings in 2021/22. Plans for mitigating the forecast pressure are being put in place

8.9 Public Health and Better Care Fund

The Public Health budget is fully funded by the £5,056,000 ring-fenced Public Health Grant. Underspends on this budget must be carried forward in a public health reserve. At the start of this financial year there was £511,000 in the Public Health reserve for use in 2021/22 or future years. The PH reserve will be used according to PH priorities in 2021/22 and 2022/23. This includes an additional £243,000 spend against additional staff, £100,000 uplift in spend in Sexual Health Contract and Health Visiting and School Nursing Contract. £20,000 has been allocated for a Picker Institute Evaluation of Health Visiting/School Nursing and £15,000 for an Oral Health Survey for 5 year olds.

The Contain Outbreak Management Fund (COMF including Test and Trace grant) also sits within Public Health. This grant is specifically to deal with issues arising from the pandemic and was awarded for use over two financial years i.e. 2020/21 and 2021/22. The amount spent in 2020/21 on this grant was £618,000 while the balance has been carried forward into 2021/22 - £3,666,000 in addition to the £804,000 funds received for 2021/22. Spending plans have now been drawn up for these remaining and new funds with only £250,000; yet to be allocated but should be identified soon, there is a requirement to pay back any unused element by June 2022.

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 or the staffing administration of the scheme. Currents budgets for 2021/22 are as below:-

Table 17: Public Health Grant and Better Care Fund

Service	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
	£'000	£'000	£'000	£'000
Public Health – gross spend	5,056	5,056	0	0
COMF Grant (inc T&T)	3,666	3,666	0	0
Total expenditure	8,722	8,722	0	0
Public Health Grant & COMF	(8,722)	(8,722)	0	0

Service	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
	£'000	£'000	£'000	£'000
Better Care fund – expenditure	13,133	13,133	0	0
Better Care fund income	(13,133)	(13,133)	0	0

8.10 Housing

The annual budget for Housing is £3,464,000, as at month 6 the forecast variation on this budget is on target as shown in table 18 below:

Table 18 – Housing

	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
	£000	£000	£000	£000
Housing and Environmental Health:				
Head of Housing	244	244	0	0
Housing Strategy & Residential	2,296	2,296	0	(144)
			0	0
Environmental Health	884	884	0	0
Trading Standards & Licensing	40	40	0	0
Total Housing	3,464	3,464	0	(144)

Homelessness – the pressure on this service is continuing to grow due to higher-than-expected demand over the last two quarters of the year. This will result in additional net Temporary Accommodation (TA) spend of £370,000 over the next few months. As a result, this will increase our Housing Variance to a pressure of £514,000. However these additional costs will be covered by the Homelessness Prevention Grant which in those grant conditions allows us to use any portion of the grant as necessary to cover any additional TA costs alongside existing homeless prevention schemes. This will bring us in line with budget as long as there are sufficient funds in the grant which is why it is critical we report any variance now and reduce it down with the grant usage at the end of the year.

8.11 Future risks for Adult, Health and Housing

8.11.1 Achievement of Savings

Adult social care has committed to significant savings in 2021/2022 with the majority on schedule to be delivered. As outlined above, it is unlikely that the planned savings in the mental health service will be achieved. Covid-19 has had an inevitable impact on the planned savings but all efforts are continuing to be made to deliver on target.

8.11.2 Demographic Growth

A budget was set at the start of this financial year based on the number of residents in services at an average cost. This is being closely monitored monthly as we are already seeing additional demand at increased costs.

As at the end of September 2021, the number of older people, learning disability clients and mental health service users has increased.

The figures used to set the budget are included in the table below, please note these are average figures across all care settings.

Table 19

	Budgeted Average Numbers	Budgeted Average Weekly Unit Cost	Actual Ave Weekly Unit Cost This Yr	Apr	May	Jun	Jul	Aug	Sep	Oct
Older People										
Nursing	174	£969 pw	£1,052 pw	181	183	183	184	192	199	200
Residential	116	£711 pw	£776 pw	128	129	133	131	130	130	131
Temporary Spot (N and R)	4	£940 pw	£1,008 pw	18	16	17	12	15	14	16
Direct Payments	70	£328 pw	£342 pw	58	62	60	61	60	57	57
Home Care RBWM	267	£332 pw	£267 pw	351	358	370	377	382	383	382
Day & Other Community	n/a	£1,247 pw	£1,247 pw	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total Older People	631	-	-	736	748	763	765	779	783	786
Physical Disability										
Nursing	7	£1,107 pw	£1,129 pw	6	6	6	7	7	7	7
Residential	10	£834 pw	£851 pw	12	12	10	10	10	10	10
Supported / Sheltered Living	1	£1,818 pw	£2,445 pw	1	1	1	1	2	1	1
Home Care Optalis	40	£370 pw	£372 pw	38	37	38	41	42	42	42
Total Physical Disability	59	-	-	57	56	55	59	61	60	60
Learning Disabilities										
Nursing	3	£1,246 pw	£972 pw	3	3	3	3	3	3	2
Residential	56	£1,730 pw	£1,563 pw	56	56	56	54	53	51	51
Supported / Sheltered Living	92	£683 pw	£677 pw	89	81	82	81	82	83	83
Shared Lives (Fostering)	6	£425 pw	£394 pw	4	3	3	3	3	3	3
Home Care	29	£207 pw	£194 pw	24	28	28	27	27	27	27
Day & Other Community	27	£650 pw	£491 pw	43	44	44	43	42	42	40
Total Learning Disabilities	214	-	-	219	215	216	211	210	209	206
Mental Health										
Nursing	4	1,096	£969 pw	5	5	5	5	5	7	7
Residential	12	737	£710 pw	19	19	19	18	20	20	19
Supported / Sheltered Living	42	517	£609 pw	54	56	56	51	45	46	45
Home Care	36	158	£203 pw	27	29	29	27	22	22	22
Day & Other Community	8	303	£285 pw	7	7	7	7	8	8	8
Total Mental Health	103	-	-	112	116	116	108	100	103	101
Total All Client Groups	1,006	-	-	1,124	1,135	1,150	1,143	1,150	1,155	1,153

8.11.3 Pressures

- Learning Disabilities**

Within Learning Disability services a detailed 'Forward Look' list is maintained; this includes any changes that we are aware of which may have an impact on adult social care budgets, such as transition cases from children's services, movements within joint packages of care with Health or residents moving away from health funded Continuing Health Care (CHC) funding to adult social care funding. There is a risk that **£500,000** (P2-£700,000) may transfer to our services during this financial year. This element is being closely monitored on a monthly basis and any adjustments to the Forward Look are identified and acted on.

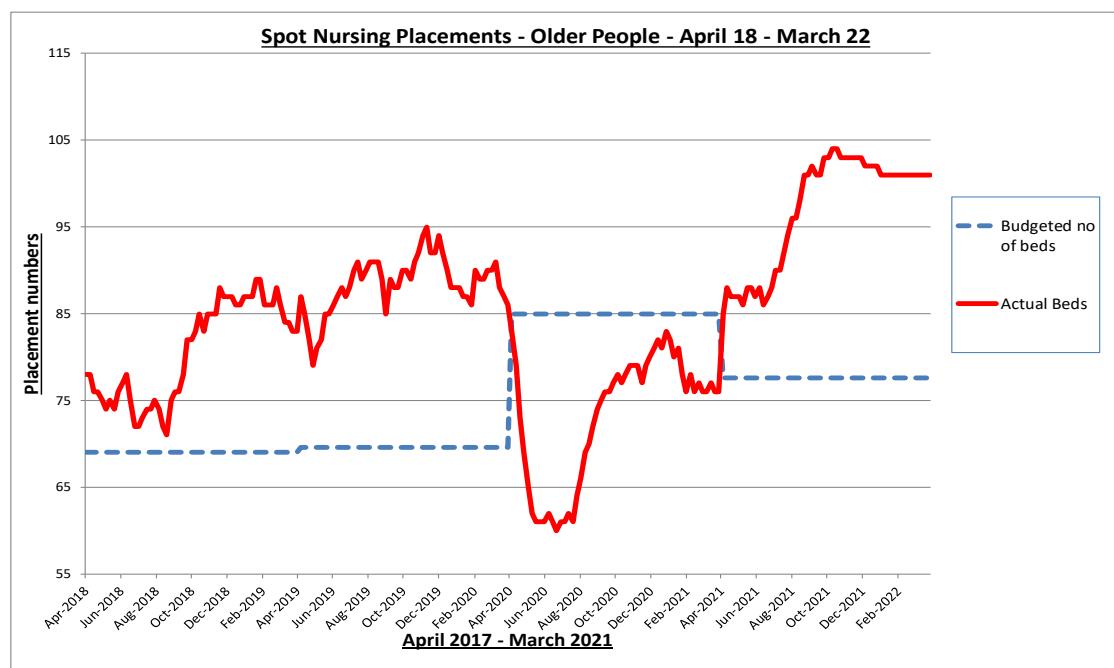
The Deprivation of Liberty safeguarding (DOLS) is changing to Liberty Protection Safeguards (LPS) under the Mental Capacity (Amendment) Bill. The new legislation now covers from 16 plus and broadens the scope to treat people and deprive them of their liberty in a medical emergency. The changes to this bill will bring additional costs and pressure, initially forecast at £110,000 but may increase. A proposal to lobby central government for new burdens funding is being discussed nationally.

- Mental Health

Mental Health also maintains a Forward Look, within this we can identify additional pressures of £13,000 of cases that could transfer to adult social care services

- Older adults and spot purchasing arrangements

The team continues to ensure that the block contracts are fully utilised before spot purchasing additional care. The number of spot purchased older people nursing placements continues to grow. After an initial dip following Covid-19 the numbers increased but now seem to be stabilising. Please see the graph below.



- Temporary accommodation

This area of spend will be closely monitored during this financial year, due to the challenges faced with monitoring temporary accommodation usage. Risks include the freeze on private sector evictions being lifted, therefore increasing the homeless presentations, and the potential of further restrictions- such as further lockdowns over the winter period, resulting in additional parental/friend evictions. The mitigation to the challenge includes a private sector officer starting this month with a focus on discharging the duty of current households in temporary accommodation into suitable private rented sector.

9. Resources Revenue Forecast Outturn Position 2021/22

- 9.1 Resources Directorate is forecasting an underspend outturn position of £161,000 for the year 2021/22 as shown in Table 19 below. Savings of £660,000 built in to the 2021/22 budget for the Directorate are all expected to be delivered in year.

Table 20: Resources Revenue Forecast 2020/21

Resources	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
	£000	£000	£000	£000
Executive Director of Resources	214	214	0	0
Libraries & Residents Services	2,551	2,314	(237)	(184)
R&B Management and Administration	1,045	1,198	123	(30)
Housing Benefits	424	174	(250)	0
HR, Corporate Projects and IT	2,803	2,803	0	0
Corporate Management	(6)	68	74	52
Finance	1,263	1,392	129	(21)
Total Resources	8,294	8,133	(161)	(183)

9.2 Areas of Risk & Opportunity (Significant)

- 9.2.1 Pressure on income within revenue and benefits and housing benefits as a result of the Covid-19 emergency is forecast to be £554,000, this is £220,000 in excess of the budget set aside for this pressure in 2021/22 See below for more information
- 9.2.2 Costs relating to current and future staff vacancies within finance, requiring to be covered by agency staff, are estimated to rise to £140,000 by the end of the year. This is net of vacancy savings and grant contributions. As the situation changes, this forecast will be updated. Agency rates and contract terms are not yet confirmed for the full period.

9.3 Libraries & Residents Services

- 9.3.1 The increased underspend of £64,000 from month 4 is largely due to £191,000 forecast increased income resulting from wedding backlogs and increased demand from citizenship ceremonies arising from Brexit in Registrars.
- 9.3.2 Income carried forward for postponed Weddings will cover the cost of increased capacity, although any income relating to Covid-19 related postponed Weddings remains at risk of refund if not delivered in year. Registrars have invested in extra resources in order to meet new legislative requirements that came into force from 4th May. This will allow the service to continue to officiate the maximum number of Weddings possible at the current time.
- 9.3.3 Additional costs of £25,000 have been forecast to cover the work being done by registrars and casual registrars to cover the backlog of weddings.

- 9.3.4 Libraries are forecasting a £10,000 saving due to delayed recruitment in September to a vacant advisor post. In Libraries & Information Services an £8,000 saving on rental payments has also been forecast due to the closure of Eton Library earlier this year

9.4 R&B Management and Administration

- 9.4.1 Magistrates' courts although open (on-line) have restricted the numbers of cases that can be brought, thus delaying recovery of costs and tax. Fees are charged to help fund the costs of the Council Tax and Business Rates recovery service and it is forecast that this income will be down on budget by £220,000.
- 9.4.2 It is anticipated that staff and agency costs associated with administering the continuing distribution of Covid-19 related grants and support to businesses and individuals will be funded fully from new burdens grant funding; the costs are forecast as being £80,000 currently.
- 9.4.3 Other small savings within the service have reduced the overall pressure to £123,000.

9.5 Housing Benefits

- 9.5.1 Although forecasting the shortfall between benefits paid out and the subsidy reclaimable is always difficult, dependent as it is on the mix of benefits paid, current predictions based on current patterns of payments, indicate that there may be a surplus of at least £250,000 this year. This may change and will be kept under review, as we have already seen a sharp fall in the recoverable amount relating to the provision of housing for those presenting as homeless, reflecting the rising costs associated with that provision.

10. Place Revenue Forecast Outturn Position 2021/22

- 10.1 The Directorate is forecasting an **overspent outturn position of £758,000** for the year 2021/22 as shown in Table 21 below.
- 10.2 Savings of £1,731,000 were built into the directorate's 2021/22 budget. We are forecasting to achieve 82% of these savings. The shortfall will be mitigated from savings elsewhere in the service.

Table 21: Place Revenue Forecast 2020/21

Place	Current Budget	Forecast Outturn	Forecast Outturn Variance	Change Since Month 4
	£000	£000	£000	£000
Executive Director of Place	248	233	(15)	(15)
Neighbourhood Services	10,122	10,597	475	295
Planning	1,416	1,416	0	0
Communities	(213)	(22)	191	(117)
Infrastructure, Sustainability & Transport	3,609	3,776	107	55

Place	Current Budget	Forecast Outturn	Forecast Outturn Variance	Change Since Month 4
	£000	£000	£000	£000
Total Place	15,182	15,940	758	218

10.3 Areas of Risk & Opportunity (Significant)

10.4 **Neighbourhood Services** – The hybrid fortnightly general waste collection enduring solution means that residual waste will be collected fortnightly while collections of recycling and food waste will remain weekly (green waste remains fortnightly). These changes to the waste collection contract have added £500,000 of pressures this year. To deliver this model, Serco requires additional resources in the form of vehicles and staff.

10.4.1 Supported Bus service pressures of £165,000 previously reported under Neighbourhoods has now moved to Infrastructure, Sustainability & Transport, resulting in a net forecast overspend of an additional £335,000 at month 6

10.4.2 Additional income from enforcement of **street works activity** – £100,000 built into the budget is not considered achievable this year. The service has been redesigned to focus on robust enforcement with a review of the business case being undertaken by the service. Work so far has been promising in terms of income generated and recruitment of 2 FTE posts is underway to fully resource the team and drive the initiative forward.

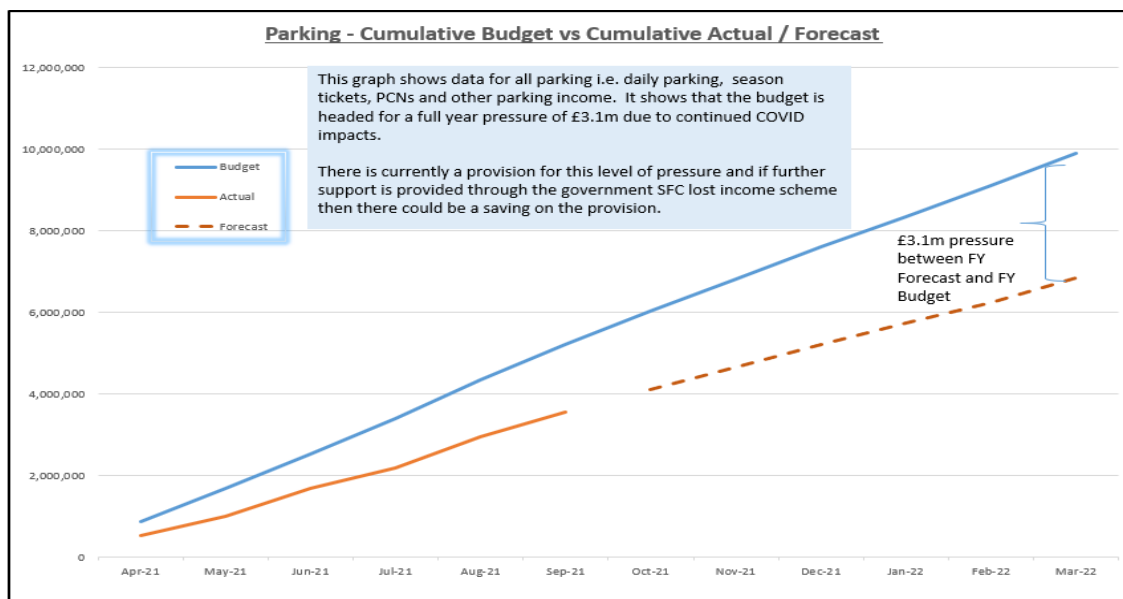
10.4.3 **Waste disposal** saving of £175,000 was still considered possible until recently but any saving delivery is now likely to be from savings on tonnages based on previous year's data - £65,000 forecast currently. The overall saving will also be determined by the ongoing DMR solution since the fire at Pure Recycling.

10.4.4 Also helping to mitigate savings - **Green waste income** is continuing to be ahead of budget as numbers of service users exceed budgeted expectations - £150,000 overachievement of income forecast and income from **cemeteries and open spaces** - £70,000.

10.4.5 **Car Parking Income** – total income received from car parking across the borough for the first six months of the year was 32% down against the profiled budget of £5,213,000 against income received of £3,551,000.

10.4.6 Income received from daily car parking and season tickets across the borough for the first six months of the year was £3,266,000 which is 32% down against the profiled budget of £4,799,000. Actual daily parking income received for the six months was £3,076,000 against profiled budget of £4,131,000 (Windsor received £2,271,000 against the profiled budget of £3,200,000 compared to Maidenhead which received income of £805,000 against the profiled budget of £931,000). Based on data to date, the budget allocated to cover this ongoing loss of income as a result of Covid-19 restrictions of £3,090,000 is expected to be sufficient for the anticipated pressure this year.

10.4.7 Season ticket sales are a particular area of concern that is being closely monitored by the service to identify permanent changes in commuter behaviour that may impact this income stream on a permanent basis. Income received to date for the six-month period is £190,000 against a profiled budget of £668,000, which is 72% down against budget. The current full year forecast is £369,000 against a budget of £1,379,000 which is a 73% pressure.



10.5 Communities

10.5.1 **Leisure centres concession contract** – additional support for Leisure Focus will be required this year as social distancing restricts footfall and income generation within the leisure centres. This is anticipated to be £420,000 above the £1,758,000 put in the budget to support this pressure in 2021/22. There has been an anticipated improvement of £75,000 on the management fee since month 4. Forecast SFC income for the first 3 months of the year is £513,000. Previously this had been forecast at a higher level anticipating that more of this loss could be recovered. This is now unlikely and the forecast has been adjusted down by £130,000 to take account of that. The overall Leisure pressure is now £373,000, up by £55,000 on month 4.

10.5.2 Within Communities staff working on COMF funded grant activities has resulted in forecast savings of £173,000 against base budgets. This has mitigated to some extent the pressures in Leisure above.

10.6 Infrastructure, Sustainability & Transport

10.6.1 As a result of government guidance on bus support during the Covid-19 emergency, savings within the **supported bus services** are unlikely to be delivered this year. The total undeliverable saving is £100,000 for 2021/22 and an additional £100,000 built into the budget for 2020/21. An overspend of £165,000 is forecast for this service. There are other small over and underspends in the division resulting in a net £167,000 forecast overspend.

11. Contingency and Corporate Revenue Forecast Outturn Position 2021/22

- 11.1 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 22** below

Table 22: Contingency and Corporate budget position

Contingency & Corporate	Current Budget	Projected Outturn	Projected Outturn Variance	Change Since Month 4
	£000	£000	£000	£000
Corporate Contingency:				
Adults Contractual	331	331	0	0
Demographic growth Children's	63	0	(63)	(63)
Savings Delivery	1,300	1,300	0	0
Total Contingency	1,694	1,631	0	0
Corporate Budgets	(34)	(120)	(86)	(86)
Total Contingency and Corporate Budgets:	1,660	1,511	(149)	(149)

12. Other Revenue Budget Issues

12.1 Collection Fund

The majority of Council spending relies on collecting Council Tax and Business Rates. The Council's budgeted share of these two precepts is £88,000,000 in 2021/22. Collection rates are therefore closely monitored. A total of £58,259,043 of Council Tax has been collected, equating to a collection rate of 57.68% against a target collection rate of 58.2%. Business Rate collection was £32,992,369 equating to a collection rate of 51.01% against a target collection rate of 58.0% as shown in the table below.

Table 23 Revenues Collection Figures 2021/22							
	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	Target as per SADC	Current year balance Outstanding (£)
CTAX							
April	100,945,944	11,749,256	11,749,256	11.64%	11.51%	11.6%	89,196,688
May	100,930,216	21,252,177	9,502,921	21.06%	20.84%	21.5%	79,678,039
June	100,935,586	30,624,936	9,372,759	30.34%	30.24%	30.6%	70,310,650
July	100,904,338	39,670,554	9,045,618	39.32%	39.32%	39.8%	61,233,784
August	100,951,942	48,901,428	9,230,874	48.44%	48.38%	48.9%	52,050,513

Table 23 Revenues Collection Figures 2021/22							
September	101,008,884	58,259,043	9,357,614	57.68%	57.37%	58.2%	42,749,841
NNDR							
April	52,713,615	6,022,929	6,022,929	11.43%	10.70%	12.0%	46,690,685
May	52,941,908	10,183,936	4,161,006	19.24%	19.98%	20.0%	42,757,973
June	63,503,191	17,508,680	7,324,745	27.57%	35.08%	31.0%	45,994,511
July	65,811,704	22,468,766	4,960,086	34.14%	42.70%	41.0%	43,342,938
August	66,426,898	27,300,760	4,831,994	41.10%	48.92%	49.0%	39,126,137
September	64,679,837	32,992,369	5,691,609	51.01%	58.11%	58.0%	31,687,468

13. Sundry Debt

- 13.1 The current level of outstanding sundry debt is £8,968,000 as at 30th September 2021. This is an increased level of debt of £1,241,000 since 31st March 2021. The age of the debt is shown in the table below.

Table 24 - 2021 OUSTANDING DEBTS AND BAD DEBT PROVISION REQUIREMENT AS AT 30 September 2021									
	2020/21		2021/22						
Service	Debt Outstanding 31st March 2021	Bad Debt provision 31st March 2021	Debt outstanding 30 September 2021	<1 month	>1 month and <6 months	>6months and <1 year	1 to 2 years	>2 years	Bad Debt provision for 2021/22
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Education, Youth and Foster	81	63	67	12	0	0	1	54	54
Schools	1,075	0	72	62	1	9	0	0	2
Housing loans	327	242	312	0	0	1	8	303	232
Temporary Accommodation - bed and breakfast	449	148	2,157	109	1,629	274	66	79	376
Adult Social care	3,830	1,464	4,038	1,127	1,049	470	631	760	1,691
Adult deferred payments	601	191	588	0	9	75	155	349	0
Corporate including Highways and Leisure	841	223	835	348	175	145	133	35	271
Commercial Property	523	383	899	376	134	216	157	17	311
TOTAL DEBT	7,727	2,714	8,968	2,034	2,997	1,190	1,151	1,597	2,937
% of outstanding debt				23%	33%	13%	13%	18%	

14. Revenue Reserve

- 14.1 At 31 March 2021, the Council had general fund reserves of £7,059,000. The projected outturn position at month 6 of £46,000 underspend, results in a general fund reserve projection of £7,105,000 at 31 March 2022, being

£405,000 above the minimum level approved by Council for 2021/22 (£6,700,000).

Table 25: General Fund reserve projection

General Fund Reserve projection	£000
Opening Balance 01.04.2021	7,059
Projected underspend	46
Current Projected Balance at 31.03.2022	7,105

15. Borrowing Projection 2021/22

- 15.1 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 26** below.

The graph in Appendix F shows the actual and forecast end-of-month gross borrowing levels for the year. In the table below the Council's investment balances are offset against the gross amount borrowed to give the net borrowing position.

Table 26 Total Borrowing

Borrowing Type	Actual Start of Year £000	Actual Previous Month £000	Actual Current Month £000	Forecast Month 4 £000	Year End Forecast Month 6 £000
Long Term	57,049	57,049	61,264	56,264	71,265
Short Term – Local Authority	114,000	81,000	76,000	147,000	144,000
Short Term – LEP/Trusts	20,732	24,143	23,887	0	0
Investments	(23,909)	(11,787)	(9,286)	(14,000)	(14,000)
Net Borrowing	167,872	150,405	151,865	189,264	201,265

16. Capital Programme

- 16.1 The gross capital expenditure for the current financial year 2021/22 is shown in **Table 27**. This summarises the outturn position by directorate. There are two variances to report and further slippage in property, schools and libraries as set out in Appendix E. The Council is projected to spend £66,802,000 on capital projects in the current financial year although further slippage to 2022/23 is likely to be reported in future months. Detail on the funding of the capital programme is shown in **Table 28**.

Table 27: Capital Programme projected outturn.

	Revised Gross Budget 2021/22	Forecast Gross slippage to 2022/23	Current year variances	Projected Gross Outturn 2021/22
	£'000	£'000	£'000	£'000
Managing Director	32,651	(120)	0	32,531
Law & Strategy	445	(261)	0	184
Place Directorate	24,574	0	0	24,574
Adults, Health & Housing	1,318	0	0	1,318
Childrens Services	6,664	(720)	(250)	5,694
Resources	2,638	(100)	(37)	2,501
Total	68,290	(1,201)	(287)	66,802

16.2 Budget movements to arrive at the revised budget are detailed in **Appendix D**.

16.3 Capital Expenditure Financing

16.3.1 The £66,802,000 capital expenditure will be funded by the income streams as set out in **Table 28**. At present it is projected that £46,598,000 of corporate funding is required for the financial year. Some of this cost is likely to slip to 2022/23. The cost of short-term borrowing at a rate of 0.09% is estimated to cost £42,000.

Table 28: Capital Programme financing

Capital Programme funding	£000
Government Grants	(10,684)
Developers' Contributions (s106 & CIL)	(9,495)
Other Contributions	(25)
Corporate funding	(46,598)
Total	(66,802)

Table 29: Capital programme status

	£000
Number of schemes in programme	222
Yet to start	11%
In progress	70%
Completed	10%
Ongoing programmes e.g. Disabled Facilities Grant	9%

16.4 Purchase of Waste Vehicles

16.4.1 The hybrid fortnightly general waste collection solution means that residual waste will be collected fortnightly while collections of recycling and food waste will remain weekly Green waste remains fortnightly.

16.4.2 To deliver this model, the contractor requires six additional waste vehicles. Two vehicles will be purchased in the current financial year with a further four vehicles to be purchased during 2022/23.

16.4.3 **Approval is sought to vire £235,000 from the Infrastructure Delivery Programme budget to purchase two waste vehicles** with no additional financial impact on the capital programme in the current financial year

16.5 **Datchet Barrel Arch flood mitigation scheme**

16.5.1 Datchet Barrel Arch is a Victorian brick-built culverted watercourse/drain running west to east through the centre of Datchet. It discharges into the recreation ground ditch, the Penn Road culvert and ultimately into the Datchet Common Brook. Following a comprehensive CCTV structural survey, an outline scheme has been drawn up and costed to line the brick culvert to protect the structure and reduce future maintenance at an estimated works cost of £220,000. £60,000 funding is available in-year to cover survey and design fees (Barrel Arch Drainage Repairs CC51).

16.5.2 Other than budget availability, there is no reason to delay the barrel arch project, as it will contribute to the objectives of the River Thames Infrastructure Scheme i.e. to mitigate flood risk in Datchet, Horton and Wraysbury.

16.5.3 **Approval is sought to vire £220,000 of capital budget from the River Thames Scheme Infrastructure project for Datchet Barrel Arch repairs.**

17. **Transformation Plan funded from flexible reserves**

17.1 The 2020 transformation plan for 2021/22 has a one-off budget of £1,347,091, funded from flexible capital receipts; this was approved by Council within the budget in February 2020.

17.2 To 30 September 2021, the Council has received £1,347,000 of capital receipts that can be allocated to the transformation plan. It is anticipated that this will be fully utilised by the end of the year to fund allowable revenue transformation costs.

18. **LEGAL IMPLICATIONS**

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

19. **RISK MANAGEMENT**

19.1 Projected variance will require mitigation to reduce it during the financial year.

20.POTENTIAL IMPACTS

20.1 Equalities – none.

20.2 Climate change/sustainability – none.

20.3 Data Protection/GDPR – none.

21.CONULTATION

21.1 None

22.TIMETABLE FOR IMPLEMENTATION

22.1 Implementation date if not called in: '**Immediately**'.

23.APPENDICES

23.1 This report is supported by eight appendices:

- Appendix A Revenue Monitoring Statement
- Appendix B Savings Tracker 2021-22
- Appendix C Capital budget summary
- Appendix D Capital monitoring report
- Appendix E Capital Slippage
- Appendix F Borrowing forecast
- Appendix G Children's variance analysis
- Appendix H Reserve Analysis

24.BACKGROUND DOCUMENTS

24.1 This report is supported by one background document:

- Budget Report to Council February 2021.

25.CONULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputy)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	12/11/21	12/11/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	12/11/21	15/11/21
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	Report Author	

Name of consultee	Post held	Date sent	Date returned
Elaine Browne	Head of Law (Deputy Monitoring Officer)	12/11/21	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	12/11/21	16/11/21
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	12/11/21	15/11/21
Andrew Durrant	Executive Director of Place	12/11/21	
Kevin McDaniel	Executive Director of Children's Services	12/11/21	15/11/21
Hilary Hall	Executive Director of Adults, Health and Housing	12/11/21	15/11/21

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Finance & Ascot	Yes
---	------------------------------------	-----

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Non-key decision	No	No

Report Author: Rhona Bellis, Lead accountant.

SUMMARY	Revised Budget	Projected Outturn	Projected Outturn Variance	Previously reported Variance Month 4	Change from Previously reported Variance
	£000	£000	£000	£000	£000
Chief Executive					
Chief Executive	282	282	0	0	0
Property	(1,344)	(2,533)	(1,189)	(925)	(264)
Total Chief Executive	(1,062)	(2,251)	(1,189)	(925)	(264)
					0
Law & Governance					0
Deputy Director of Law & Strategy	156	156	0	0	0
Communications & Marketing	343	343	0	0	0
Governance	2,235	2,057	(178)	(51)	(127)
Law	649	616	(33)	0	(33)
Performance Team	370	260	(110)	(60)	(50)
Policy Communication & Engagement	90	63	(27)	(27)	0
Total Law & Governance	3,843	3,495	(348)	(138)	(210)
					0
Children's Services					0
Director of Children's Services	(79)	(79)	0	0	0
Achieving for Children Contract	39,888	42,090	2,202	2,935	(733)
Children's Services - Retained	55,172	55,409	237	293	(56)
Dedicated Schools Grant - Income	(70,069)	(71,824)	(1,755)	(1,755)	0
Total Children's Services	24,912	25,596	684	1,473	(789)
					0
Adults, Health and Housing					0
Director, Support Teams & Provider support	2,453	2,378	(75)	33	(108)
Housing	3,464	3,464	0	144	(144)
Adult Social Care	35,029	35,610	581	507	74
Better Care Fund - Spend	14,415	14,415	0	0	0
Public Health - Spend	5,056	5,056	0	0	0
Grant & BCF Income	(19,484)	(19,484)	0	0	0
Total Adults, Health & Housing	40,933	41,439	506	684	(178)
					0
Resources					0
Executive Director of Resources	214	214	0	0	0
Library & Resident Services	2,551	2,314	(237)	(53)	(184)
Revenues & Benefits	1,045	1,168	123	153	(30)
Housing Benefit	424	174	(250)	(250)	0
Human Resources, Corporate Projects & IT	2,803	2,803	0	0	0
Corporate Management	(6)	68	74	22	52
Finance	1,263	1,392	129	150	(21)
Total Resources	8,294	8,133	(161)	22	(183)
					0
Place					0
Executive Director of Place	248	233	(15)	0	(15)
Neighbourhood Services	10,122	10,597	475	180	295
Planning Service	1,416	1,416	0	0	0
Communities including Leisure	(213)	(22)	191	308	(117)
Infrastructure, Sustainability & Transport	3,609	3,716	107	52	55
Total Place Directorate	15,182	15,940	758	540	218
					0
Contingency and Corporate Budgets	1,660	1,511	(149)	0	(149)
					0
TOTAL SERVICE EXPENDITURE	93,762	93,863	101	1,656	(1,555)

SUMMARY	Revised Budget	Projected Outturn	Projected Outturn Variance	Previously reported Variance Month 4	Change from Previously reported Variance
	£000	£000	£000	£000	£000
					0
Non Service Costs					0
Capital Financing inc Interest Receipts and bank charges	5,910	5,709	(201)	(201)	0
Environment Agency levy	165	165	0	0	0
Pensions deficit recovery	4,199	4,201	2	2	0
Contribution to/(from) Capital	400	400	0	0	0
Funding					0
NNDR Income	(15,004)	(15,004)	0	0	0
Income from trading companies	(210)	(210)	0	0	0
Education Services Grant	(315)	(315)	0	0	0
Government Grants(unringfenced)	(2,800)	(2,800)	0	0	0
New Homes Bonus	(473)	(473)	0	0	0
Use of Earmarked Reserve	(3,170)	(3,170)	0	(314)	314
Use of Property Reserve	(100)	(100)	0	0	0
Use of Transformation funding from flexible capital receipts	0	(737)	(737)	(800)	63
Transfer (surplus)/deficit to Council Tax Collection Fund	(300)	(300)	0	0	0
Transfer (surplus)/deficit to NNDR Collection Fund	1,600	1,600	0	0	0
Special Expenses	(1,216)	(1,216)	0	0	0
Covid-19		0	0	0	0
Covid-19 Tranche 5 funding	(3,118)	(3,118)	0	0	0
COVID 19 Sales, Fees and Charges Compensation Qtr 1 2021/22 allocated to services	0	0	0	0	0
COVID 19 Sales, Fees and Charges Compensation outstanding funding to Qtr 2 2021/22	(1,076)	(287)	789	0	789
Transfer from provision for redundancy	0	0	0	0	0
Total Non-Service Net Costs	(15,508)	(15,655)	(147)	(1,313)	1,166
					0
NET COUNCIL TAX REQUIREMENT	78,254	78,208	(46)	343	(389)
					0
Transfer to / (from) balances	0	46	46	(343)	389
					0
TOTAL INCLUDING TRANSFERS TO(FROM) BALANCES	78,254	78,254	0	0	0
General Fund					
Opening Balance	7,059	7,059			
Budget Transfers (from) Balances	0	46			
	7,059	7,105			

RBWM SAVINGS TRACKER 2021/22 Month :

6

			General Information		Financials				
Savings Ref	Directorate	Service	MTFP Savings Title	Lead Officer	2021/22 Savings Target £000	Total Savings Forecast in 2021/22 £000	% of target full year forecast	RAG for Remaining Savings Forecast	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies
1	Resources	Revenues & Benefits	Removal of one Benefit Assistant post	Louise Freeth	22	22	100.0%	GREEN	
2	Resources	Library & Resident Services	Stop moving the Container Library saving towage costs	Angela Huisman	28	28	0.0%	GREEN	This saving is dependent on Planning permission being granted, but support from parish means that we are hopeful this will be achieved
3	Resources	Library & Resident Services	Reduction of Library hours	Angela Huisman	73	73	0.0%	GREEN	
4	Resources	Finance	Review of Accountancy structure	Ruth Watkins	35	35	100.0%	GREEN	
5	Resources	Finance	Review of Internal audit contract	Andrew Vallance	50	50	100.0%	GREEN	
6	Resources	Finance	Remove supplies and services budgets from finance team	Ruth Watkins	67	67	100.0%	GREEN	
7	Resources	Finance	Defer Discretionary NNDR write-off	Ruth Watkins	28	28	100.0%	GREEN	
8	Resources	Finance	Review of resourcing of the Insurance and Risk service	Andrew Vallance	45	45	100.0%	GREEN	
9	Resources	Finance	Removal of fax machine analogue lines	Ruth Watkins	2	2	0.0%	GREEN	
10	Resources	HR&IT	Removal of database and network contracts budget	Nikki Craig	63	63	0.0%	GREEN	
11	Resources	HR&IT	Stop software licences for employee relations advice	Nikki Craig	3	3	0.0%	GREEN	
13	Resources	HR&IT	Review of charging structure for provision of services to academies and schools	Nikki Craig	10	10	0.0%	GREEN	
14	Resources	HR&IT	Increase the admin charge for DBS checks	Nikki Craig	6	6	0.0%	GREEN	
15	Resources	HR&IT	Efficiencies from D360 document management system and iTrent HR system.	Nikki Craig	13	0	0.0%	RED	System delivery delays outside of the councils control is likely to result in the D360 document system not being fully operational this year, savings cannot be achieved until this system is in place and working. Work is being undertaken to mitigate the saving across the service.
16	Resources	HR&IT	Ceasing Quick Address software contract	Nikki Craig	2	2	0.0%	GREEN	

RBWM SAVINGS TRACKER 2021/22 Month :

6

			General Information		Financials				
Savings Ref	Directorate	Service	MTFP Savings Title	Lead Officer	2021/22 Savings Target £000	Total Savings Forecast in 2021/22 £000	% of target full year forecast	RAG for Remaining Savings Forecast	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies
17	Resources	HR&IT	Restructure of OD function	Nikki Craig	30	30	0.0%	GREEN	
18	Resources	HR&IT	Restructure of Compliments and Complaints function	Nikki Craig	18	18	0.0%	GREEN	
19	Law & Governance	Law & Governance	Removal of Member training budget	Emma Duncan	2	2	100.0%	GREEN	
20	Law & Governance	Law & Governance	Reduction in budget Member's Special Responsibility Allowances	Emma Duncan	24	24	100.0%	GREEN	
21	Law & Governance	Law & Governance	Removal of room hire budget for council meetings	Emma Duncan	1	0	0.0%	RED	Need to hire external facilities - Holiday Inn for 4 members meetings - cannot fit all members into the chamber and maintain social distancing.
22	Law & Governance	Law & Governance	Reduction in budget for Member mileage claims	Emma Duncan	5	5	100.0%	GREEN	
23	Law & Governance	Law & Governance	Reduction in postage to Members	Emma Duncan	2	2	100.0%	GREEN	
24	Law & Governance	Law & Governance	Reduction in the annual support provided to the Twinning Committee	Emma Duncan	5	5	100.0%	GREEN	
26	Law & Governance	Law & Governance	Reduced MFD printing	Emma Duncan	30	30	0.0%	GREEN	
27	Law & Governance	Law & Governance	Reduction in Stationery purchased.	Emma Duncan	20	20	0.0%	GREEN	
28	Law & Governance	Law & Governance	Reduced Confidential waste collection	Emma Duncan	4	4	0.0%	GREEN	
30	Law & Governance	Law & Governance	Review of charging structure for Schools Data Protection Officer service	Emma Duncan	40	30	75.0%	AMBER	Schools take up on this Buy Back 21/22 has not been as high as last year. Only £30k of the target now likely to be achievable
31	Law & Governance	Law & Governance	Reduce Borough By-Elections Budget	Emma Duncan	7	7	100.0%	GREEN	
32	Place	Neighbourhood Services	Additional income from green waste subscriptions	Simon Dale (Int)	50	50	50.0%	GREEN	Additional income currently being achieved.
33	Place	Neighbourhood Services	Remove 50 on street parking machines	Simon Dale (Int)	50	50	50.0%	GREEN	Have gone from 82 Parking machines down to 33. Looking to achieve estimated savings target.
34	Place	Neighbourhood Services	Redesign provision of street cleansing	Simon Dale (Int)	100	100	0.0%	GREEN	

RBWM SAVINGS TRACKER 2021/22 Month :

6

		General Information			Financials				
Savings Ref	Directorate	Service	MTFP Savings Title	Lead Officer	2021/22 Savings Target £000	Total Savings Forecast in 2021/22 £000	% of target full year forecast	RAG for Remaining Savings Forecast	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies
35	Place	Neighbourhood Services	Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections	Simon Dale (Int)	175	175	0.0%	GREEN	Waste collection frequency change go-live not yet determined. Waste disposal saving still possible based on previous year's savings on tonnage. A recent fire at the Pure Recycling near Warwick where our dry mixed recycling was taken has meant that it has been redirected to Crayford and a different provider as an interim measure. This has exposed the council to the vagaries of the market and gate fees have increased from £48 per ton to £60 per ton, thus threatening the deliverability of the saving. a longer term contract is being progressed to bring the rate down.
37	Place	Neighbourhood Services	Additional income from enforcement of street works activity	Simon Dale (Int)	100	0	0.0%	RED	Unclear as to whether business plan is achieving budget income target. I x temp member of staff recently left. Advertising 2 FTC posts and revisiting business case. Real concern that income target can be achieved and a growth bid for restoration of this as a revenue budget has been submitted for 22/23. Longer term, it is intended to consider whether this activity should be part of an incentive contract on highway enforcement overall wef November 22.
38	Place	Neighbourhood Services	Reduce the council's pool car fleet	Simon Dale (Int)	20	20	100.0%	GREEN	Achieved. Pool cars removed.
39	Place	Neighbourhood Services	Remodel street cleansing activity in town centres, estate and rural roads	Simon Dale (Int)	50	50	0.0%	GREEN	
40	Place	Neighbourhood Services	Activate optional one-year contract extension for parking enforcement	Simon Dale (Int)	30	10	33.3%	AMBER	Saving was about no annual inflation, which was initially estimated at 3%. However, inflation later reduced which meant that full £30k could not be achieved.
41	Place	Neighbourhood Services	Redesign the street cleansing pattern for the A404M/Marlow bypass	Simon Dale (Int)	10	10	0.0%	GREEN	
42	Place	Neighbourhood Services	Redesign the street cleansing pattern for Royal Windsor Way	Simon Dale (Int)	10	10	0.0%	GREEN	
43	Place	Neighbourhood Services	Deliver the waste incentivisation scheme through the Climate Change Strategy	Simon Dale (Int)	30	30	50.0%	GREEN	Proposed changes are being actioned and saving is on track.
44	Law & Governance	Communications & Marketing	Maximise digital distribution of Around the Royal Borough	LD	14	14	0.0%	GREEN	
45	Law & Governance	Communications & Marketing	Implement a revised Advantage Card	LD	14	14	0.0%	GREEN	
46	Adults, Health and Commissioning	Adult Social Care - Spend	Develop alternative options for supporting residents in need of additional support	Hilary Hall	200	150	25.0%	AMBER	Some technological solutions are in the process of being rolled out so that the saving should take place later in the financial year
47	Adults, Health and Commissioning	Adult Social Care - Spend	Deliver day opportunities for older people and people with learning disabilities in a different way	Hilary Hall	300	300	0.0%	AMBER	Formal consultation has been completed and the recommendation is due to be considered by Cabinet in November 2021. If the proposals are agreed, the full saving will be made in this financial year.

RBWM SAVINGS TRACKER 2021/22 Month :

6

		General Information			Financials				
Savings Ref	Directorate	Service	MTFP Savings Title	Lead Officer	2021/22 Savings Target £000	Total Savings Forecast in 2021/22 £000	% of target full year forecast	RAG for Remaining Savings Forecast	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies
48	Adults, Health and Commissioning	Adult Social Care - Spend	Ensure value for money from residential care placements for people with learning disabilities	Hilary Hall	200	200	100.0%	GREEN	A number of cases have been reviewed and alternative care arranged. Saving achieved
49	Adults, Health and Commissioning	Adult Social Care - Spend	Ensure value for money from supported living packages for people with learning disabilities	Hilary Hall	200	0	100.0%	GREEN	A number of cases have been reviewed and alternative care arranged. Saving achieved
50	Adults, Health and Commissioning	Adult Social Care - Spend	Ensure value for money from community packages for people with learning disabilities	Hilary Hall	200	200	100.0%	GREEN	A number of cases have been reviewed and alternative care arranged. Saving achieved
51	Adults, Health and Commissioning	Adult Social Care - Spend	Extend the offer of reablement to all residents coming out of hospital	Hilary Hall	500	250	0.0%	AMBER	Recruitment continues to increase the reablement team to ensure this saving is achieved. Whilst there have been some delays to date, this is now on track for delivery.
52	Adults, Health and Commissioning	Adult Social Care - Spend	End contract with People to Places for services that are no longer running	Hilary Hall	90	90	100.0%	GREEN	Saving achieved contract ended
53	Children's	AFC Contract - LA Funded	Refocus the operation of the Health Visiting service	Kevin McDaniel	150	150	52.0%	GREEN	Savings plan on track
54	Adults, Health and Commissioning	Adult Social Care - Spend	Maximise the income due to the council from resident contributions	Hilary Hall	500	0	0.0%	GREEN	Debt process has been established, Debt panel has been reconstituted. Income levels are being scrutinised.
55	Place	Planning	Reshape Planning Support Team	Adrien Waite	29	29	0.0%	GREEN	
56	Place	Infrastructure, Sustainability & Transport	Reduction in Arts Grants	Chris Joyce	187	187	0.0%	GREEN	
57	Place	Infrastructure, Sustainability & Transport	Reshape museum and tourism information centre service	Chris Joyce	85	85	0.0%	GREEN	
58	Place	Infrastructure, Sustainability & Transport	Remove ongoing aviation budget	Chris Joyce	20	20	100.0%	GREEN	
59	Place	Communities, Enforcement and Partnerships	Remodel and reshape the Community Safety functions including the Community Safety Partnership and Community Wardens.	David Scott	300	300	0.0%	GREEN	
60	Place	Communities, Enforcement and Partnerships	Revise the management of the leisure contract	David Scott	62	30	0.0%	AMBER	Continued restrictions in leisure means this may not be fully delivered this year
61	Place	Communities, Enforcement and Partnerships	Remove funding from Borough in bloom and community participation project	David Scott	86	86	0.0%	GREEN	No contract signed for 2021/22

RBWM SAVINGS TRACKER 2021/22 Month :

6

			General Information		Financials				
Savings Ref	Directorate	Service	MFTP Savings Title	Lead Officer	2021/22 Savings Target £000	Total Savings Forecast in 2021/22 £000	% of target full year forecast	RAG for Remaining Savings Forecast	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies
62	Place	Communities, Enforcement and Partnerships	Remove funding from SMILE and stop service	David Scott	58	58	100.0%	GREEN	
63	Place	Communities, Enforcement and Partnerships	Remove vacant community sports development post and projects	David Scott	54	54	100.0%	GREEN	
64	Place	Planning	Reshape the trees function	Adrien Waite	125	60	0.0%	AMBER	Delays to implementing process changes means this will not be fully achievable this year
65	Children's	AFC Contract - LA Funded	Develop an increasingly independent school travel policy which is focused on the most vulnerable.	Kevin McDaniel	280	370	14.3%	GREEN	Policy changes delivering £66,000 from new academic year; Contract re-tendering exercise delivered indicative savings of £304,000. Total savings £370,000.
66	Children's	AFC Contract - LA Funded	Independent Fostering Agency (IFA) development	Kevin McDaniel	15	15	40.0%	GREEN	Savings plan on track
67	Children's	AFC Contract - LA Funded	Greater use of virtual technologies	Kevin McDaniel	50	50	48.0%	GREEN	Savings plan on track
68	Children's	AFC Contract - LA Funded	Support for young person's transition to a sustainable adulthood.	Kevin McDaniel	15	15	40.0%	GREEN	Savings plan on track
69	Children's	AFC Contract - LA Funded	Care Leavers Accommodation	Kevin McDaniel	20	20	60.0%	GREEN	Savings plan on track
70	Children's	AFC Contract - LA Funded	Implement schools Inclusion Advisor	Kevin McDaniel	90	90	53.3%	GREEN	Savings plan on track
71	Children's	AFC Contract - LA Funded	Therapy assessment service	Kevin McDaniel	100	50	12.0%	GREEN	Forecast underachievement of savings plan £50k reflects current year to date actuals which demonstrate continued reliance on third party providers
72	Children's	AFC Contract - LA Funded	Use external support for early years quality improvement needs	Kevin McDaniel	60	60	50.0%	GREEN	Savings plan on track
73	Children's	AFC Contract - LA Funded	Continue to optimise costs of placements for children in our care.	Kevin McDaniel	250	328	58.0%	GREEN	Planned placement moves achieved by May 2021. Currently new arrangement working well.
74	Resources	Library & Resident Services	Library Stock fund	Angela Huisman	20	20	100.0%	GREEN	
75	Chief Executive	Property Service	Consultancy costs	Barbara Richardson	70	70	100.0%	GREEN	
76	Children's	AFC Contract - LA Funded	Improve business support processes	Kevin McDaniel	45	45	53.3%	GREEN	Savings plan on track
77	Children's	AFC Contract - LA Funded	Account appropriately for financial support services.	Kevin McDaniel	55	55	29.1%	GREEN	Savings plan on track
78	Resources	Finance	Insurance savings	Andrew Vallance	100	100	100.0%	GREEN	

RBWM SAVINGS TRACKER 2021/22 Month :

6

			General Information		Financials				
Savings Ref	Directorate	Service	MFTP Savings Title	Lead Officer	2021/22 Savings Target £000	Total Savings Forecast in 2021/22 £000	% of target full year forecast	RAG for Remaining Savings Forecast	Explanation of Current Savings Forecast and Remedial Action planned to address underperformance and Mitigation Strategies
2019.1	Adults, Health and Commissioning	Adult Social Care - Spend	Introduce an online financial assessment for adults to calculate financial contributions for care and support	Hilary Hall	70	25	0.0%	AMBER	Systems implementation dates have been delayed due to COVID
2019.2	Children's	AFC Contract - LA Funded	Transform youth and early years services to be targeted at the most vulnerable	Kevin McDaniel	150	150	52.0%	GREEN	Savings plan on track
2019.7	Adults, Health and Commissioning	Adult Social Care - Spend	Deliver adult social care transformation programme	Hilary Hall	1,205	405	16.6%	AMBER	this saving target is spread over a number of cost centres and areas. Some savings have been achieved and the remainder are subject to delays, these include Mental Health service savings, Transition savings, spot purchased nursing placements and front door savings .
2019.8	Adults, Health and Commissioning	Adult Social Care - Spend	Deliver system efficiencies through the new customer relationship management system	Dan Brookman	25	25	0.0%	AMBER	The new customer relationship management system was introduced during the Covid and opportunities to integrate other systems with it to realise efficiencies has been delayed.
2019.9	Adults, Health and Commissioning	Adult Social Care - Spend	Implement technology enabled care across adult services	Dan Brookman	180	0	0.0%	AMBER	Systems have been delayed due to COVID - not able to access people's homes
2020	Adults, Health and Commissioning	Adult Social Care - Spend	One-off saving reversed	Hilary Hall	(46)	(46)	100.0%	GREEN	Savings reversed
2020.1	Place	Neighbourhood Services	Review and optimise the number of subsidised bus routes	Simon Dale (Int)	100	0	0.0%	AMBER	The full saving will be unachievable based on Covid-19 government guidance on bus services.
2020.2	Resources	Library & Resident Services	Library savings	Angela Huisman	45	45	0.0%	GREEN	
2020.3	Chief Executive	Property Service	New property income, Additional Management Fee to Countryside -adjustment down to bring overall savings budget to £200k	Barbara Richardson	(100)	(100)	100.0%	GREEN	
					7,433	5,185	69.8%		

Capital Programme Portfolio Summary**Chief Executive**

Property

Total Chief Executive**Law & Strategy**

Corporate Communications

Democratic representation

Total Law & Strategy**Place Directorate**

Commissioning - Infrastructure

Local Enterprise Partner Schemes

Communities

Planning

Green Spaces & Parks

Infrastructure, Sustainability & Transport

Total Place Directorate**Adults, Health & Housing**

Housing

Head of Commissioning – People

Total Adults, Health & Housing**Childrens Services**

Non Schools

Schools - Non Devolved

Schools - Devolved Capital

Total Childrens Services**Resources**

Finance

Technology & Change Delivery

Revenues & Benefits

Library & Resident Services

Total Resources**Total Committed Schemes****Portfolio Total****External Funding**

Government Grants

Developers' Contributions

Other Contributions

Total External Funding Sources**Total Corporate Funding**

2021/22 Original Budget			New Schemes – 2021/22 Approved Estimate A			Unspent budget from Schemes Approved in Prior Years B			Revised Budget 2021/22 A+B		
Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
16,675	(2,738)	13,937	18,677	(2,763)	15,914	13,974	0	13,974	32,651	(2,763)	29,888
16,675	(2,738)	13,937	18,677	(2,763)	15,914	13,974	0	13,974	32,651	(2,763)	29,888
0	0	0	0	0	0	84	0	84	84	0	84
0	0	0	0	0	0	361	0	361	361	0	361
0	0	0	0	0	0	445	0	445	445	0	445
4,253	(3,285)	968	4,650	(4,132)	518	4,134	(1,174)	2,960	8,784	(5,306)	3,478
1,178	(1,178)	0	1,178	(1,178)	0	10,349	(3,418)	6,931	11,527	(4,596)	6,931
340	(40)	300	340	(40)	300	1,001	(385)	616	1,341	(425)	916
300	0	300	300	0	300	1,005	(312)	693	1,305	(312)	993
250	(40)	210	250	(40)	210	58	(10)	48	308	(50)	258
835	-592	243	835	-592	243	474	(67)	407	1,309	(659)	650
7,156	(5,135)	2,021	7,553	(5,982)	1,571	17,021	(5,366)	11,655	24,574	(11,348)	13,226
640	(640)	0	640	(640)	0	478	(423)	55	1,118	(1,063)	55
0	0	0	0	0	0	200	(200)	0	200	(200)	0
640	(640)	0	640	(640)	0	678	(623)	55	1,318	(1,263)	55
0	0	0	35	(35)	0	557	(83)	474	592	(118)	474
1,838	(1,838)	0	3,000	(3,000)	0	2,458	(1,429)	1,029	5,458	(4,429)	1,029
272	(272)	0	200	(200)	0	414	(417)	(3)	614	(617)	(3)
2,110	(2,110)	0	3,235	(3,235)	0	3,429	(1,929)	1,500	6,664	(5,164)	1,500
305	0	305	305	0	305	1,324	0	1,324	1,629	0	1,629
222	0	222	222	0	222	215	0	215	437	0	437
0	0	0	0	0	0	30	0	30	30	0	30
0	0	0	0	0	0	542	(16)	526	542	(16)	526
527	0	527	527	0	527	2,111	(16)	2,095	2,638	(16)	2,622
27,108	(10,623)	16,485	30,632	(12,620)	18,012	37,658	(7,934)	29,724	68,290	(20,554)	47,736

(£'000)

(£'000)

27,108**68,290**

(5,916)

(11,034)

(4,707)

(9,495)

0

(25)

(10,623)**(20,554)****16,485****47,736**

Capital Programme Movements 2021/22

	Expenditure £'000	Income £'000	Net £'000
Original Budget 2021/22	27,109	(10,623)	16,486
Budget Changes to 31 October 2021			
Slippage reported to February 2021 Council	24,994	(6,379)	18,615
Additional Slippage in from 2020/21 after reprofiling schemes	12,666	(1,556)	11,110
Council approval Community Options -Lease Surrender	365	-	365
Affordable Housing-106 Westborough Rd Refurb - final budget drawdown	25	(25)	-
Budget drawdown - Schools non devolved	130	(130)	-
Schools devolved formula capital - Budget realignment	(71)	71	-
Council 27 April 2021- Purchase of Temporary Accommodation	1,612	-	1,612
Windsor Girls Council July 2021	790	(790)	-
Commissioning infrastructure DfT grant allocation	847	(847)	-
Commissioning infrastructure budget savings following review	(451)	-	(451)
Schools budget drawdown - Special Provision Capital Fund	300	(300)	-
Youth Centres Modernisation Programme - additional s106 budget	32	(32)	-
Schools budget savings	(56)	56	-
Roundings	(2)	1	(1)
Revised Budget 2021/22	68,290	(20,554)	47,736

Capital Monitoring Report 2021-22

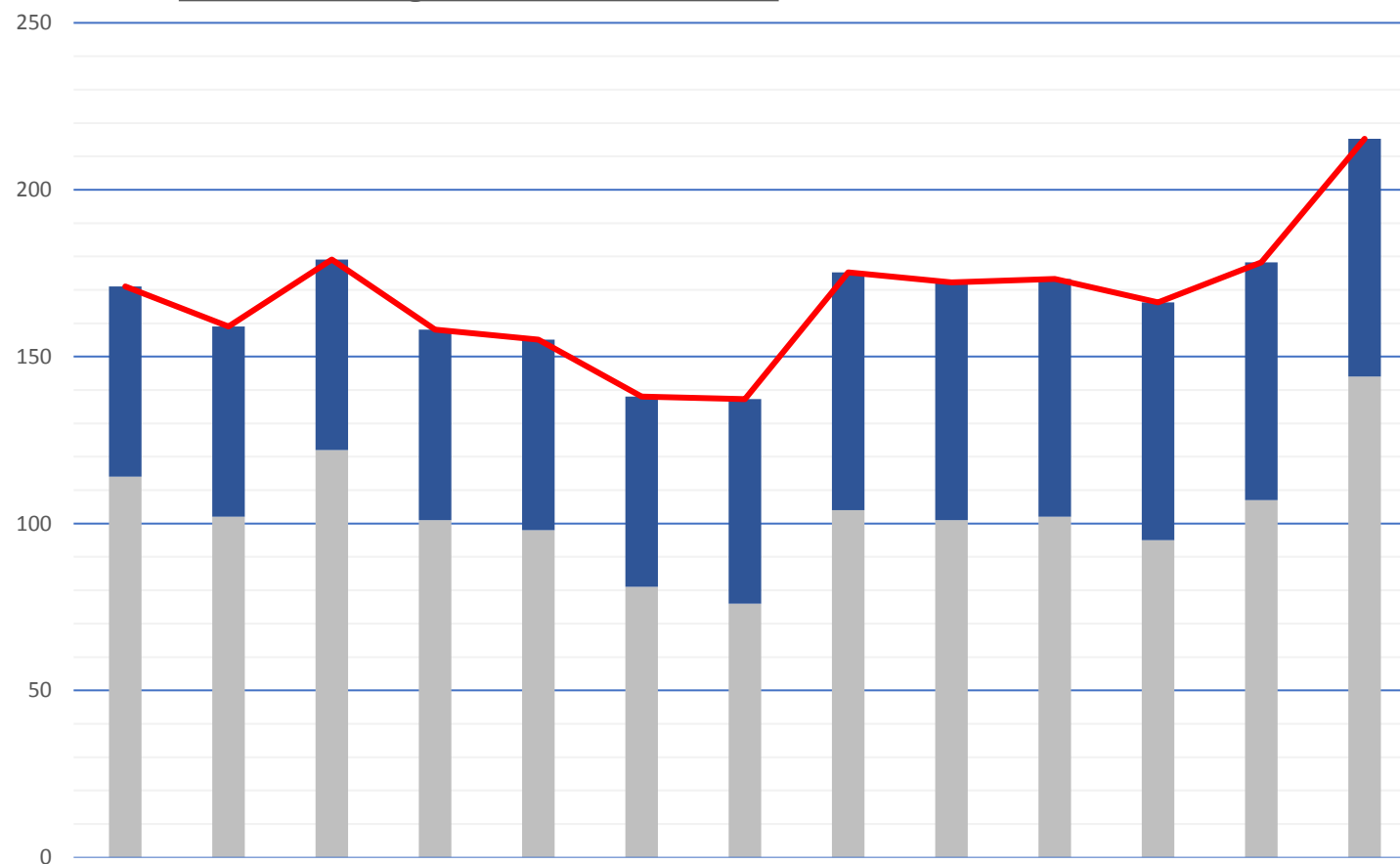
	Exp £'000	Inc £'000	Net £'000
Revised Budget	68,290	(20,554)	47,736
Variances identified	(287)	-	(287)
Slippage to 2022/23	(1,201)	350	(851)
Projected Outturn 2021/22	66,802	(20,204)	46,598

Variances from revised budget		£'000	£'000	£'000	Commentary
Schools - Non Devolved					
CSJX	St Peters Middle	(250)	-	(250)	Budget saving
Library & Resident Services					
CC99	Eton Library – Open Access and Shop Front Repair	(37)	-	(37)	Budget no longer required
Total variances		(287)	-	(287)	

Slippage to 2022/23		£'000	£'000	£'000	Commentary
Property					
CI33	Clyde House	(50)	-	(50)	Demolition scheduled March 2023
CX62	Guildhall Heating	(70)		(70)	Programmed works Guildhall heating
Democratic Representation					
CM60	Grants - Outside Organisations	(261)	-	(261)	Capital grants to voluntary organisations deferred for use in future years.
Non Schools					
CT61	AfC Case Management System	(370)	-	(370)	Scheme to complete in 2022
Schools - Non Devolved					
CSLJ	Wraysbury Primary Resourced Provision	(350)	350	-	Scheme now scheduled to commence 2022
Library & Resident Services					
CLG6	Maidenhead Library-Heating	(100)		(100)	Scheme due for completion late 2022
Total slippage		(1,201)	350	(851)	

Gross Borrowing Forecast at 27/10/2021

Millions



	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Long-term Borrowing £'000	57	57	57	57	57	57	61	71	71	71	71	71	71
Required Short-term Borrowing (inc LEP) £'000	114	102	122	101	98	81	76	104	101	102	95	107	144
Total Gross Borrowing £'000	171	159	179	158	155	138	137	175	172	173	166	178	215

Children's Services					
Service	Original Budget	Current Budget	Forecast Outturn Variance	Previously Reported Variance	Change in Reported Variance
	£'000	£'000	£'000	£'000	£'000
Children's Services non Dedicated Schools Grant					
Social Care and Early Help					
Employee & Operational Related Expenditure	6,678	6,482	312	382	(70)
Legal Services	585	585	100	(16)	116
Inhouse Fostering	1,614	1,614	149	149	0
Residential, therapeutic & Direct Payments	4,025	3,925	444	607	(163)
Independent Fostering Agencies	1,410	1,726	(163)	(266)	103
Leaving Care-Care Costs	1,596	2,009	817	416	401
Adoption Allowances	137	137	(55)	0	(55)
Children-in-Need Care Costs	731	731	(101)	0	(101)
Community Hubs including employee & operational	1,234	1,841	45	43	2
Total Social Care and Early Help	18,010	19,050	1,548	1,315	233
Other					
Business Services	3,388	3,386	(35)	17	(52)
Education	1,363	1,393	46	89	(43)
Operational Strategic Management	319	324	(579)	2	(581)
Public Health	1,575	1,583	78	14	64
Special Educational Needs and Children with Disabilities	2,114	2,120	(263)	44	(307)
COVID-19 tranche funding	0	0	0	0	0
Children's Services - Retained	(2,403)	(2,945)	(111)	(7)	(104)
Total Other	6,355	5,862	(864)	159	(1,022)
Total Children's Services non Dedicated Schools Grant	24,365	24,912	684	1,473	(789)
Dedicated Schools Grant					
AfC Contract - Dedicated Schools Grant	12,035	12,035	1,455	1,455	0
Dedicated Schools Grant - Retained	56,848	58,034	300	300	0
Dedicated Schools Grant Income	(68,883)	(70,069)	(1,755)	(1,755)	0
Total Dedicated Schools Grant	0	0	0	0	0
Total Children's Services and Dedicated Schools Grant	24,365	24,912	684	1,473	(789)
Summary Position					
Achieving for Children Contract	38,803	39,892	2,250	2,935	(685)
Children's Services - Retained	(2,403)	(2,945)	(111)	(7)	(104)
Dedicated Schools Grant - Retained	56,848	58,034	300	300	0
Total Children's Services net budget	93,248	94,981	2,439	3,228	(789)

Costc	Description	21/22	21/22	21/22	21/22
		B/F	Movements in	Movements out	Balance as at
		£'000	£'000	£'000	30/09/21 £'000
USABLE RESERVES					
AK14	Schools Revenue Balances	(2,203)			(2,203)
AK08	Insurance control account	4	(851)	430	(417)
AK13	Insurance Fund (Reserve)	(905)	(380)	151	(1,134)
AK37	Earmarked Capital Grant	(3,318)	(1,921)		(5,239)
AK38	Community Infrastructure Levy	(11,747)	(3,214)	433	(14,528)
AK40	NNDR Contingency Reserve	(6,185)	(266)		(6,451)
AK48	Better Care Fund Reserve	(1,281)			(1,281)
AK50	Public Health Reserve	(511)			(511)
AK54	Optalis Development Reserve	(381)			(381)
AK55	Brexit Funding	(299)			(299)
AK63	Cap Rcpts Unapplied Gen Fund	(1,349)	(1,353)		(2,702)
AL01	Graves In Perpetuity Mtce Fund	(8)			(8)
AL03	Arthur Jacob Nature Rsve Fund	(123)			(123)
AL04	Old Court Maintenance Fund	(18)		1	(17)
AL09	NNDR S31 Reserve	(19,154)	(2,474)		(21,628)
AL11	Covid-19 General Reserve	(3,804)		3,170	(634)
AL12	NNDR S31- Other Preceptors	(13,124)			(13,124)
AL13	Safeguarding Reserve	(194)			(194)
AL14	Collection Fund Compensation Reserve	(5,883)			(5,883)
AL15	Property Reserve	(600)			(600)
AL17	Lower Tier Servcies Grant Allocation		(75)		(75)
AK20	Net Revenue General Fund DRAFT OUTTURN	(7,059)		(46)	(7,105)
	TOTAL USABLE RESERVES	(78,142)	(10,534)	4,139	(84,537)

Costc	Description	21/22	21/22	21/22	21/22
		B/F	Movements in	Movements out	Balance as at
		£'000	£'000	£'000	30/09/21
					£'000
UNUSABLE RESERVES					
AG33	Capital Adjustment Account	(197,370)			(197,370)
AG34	Revaluation Reserve	(208,341)			(208,341)
AK39	Financial Instruments Revaluation Reserve	9,073			9,073
AK25	Pensions Reserve	339,880			339,880
AF22	Collection Fund-NNDR	104,042			104,042
AF51	Collection Fund - Council Tax	601			601
AG36	Accumulated Absences Account	1,858			1,858
AK41	DSG Adjustment Account	1,791			1,791
	TOTAL UNUSABLE RESERVES	51,534	0	0	51,534
	TOTAL NET RESERVES	(26,608)	(10,534)	4,139	(33,003)
PROVISIONS					
AE09	Redundancy Provision	(400)			(400)
AE13	MMI Clawback liability	(239)			(239)
AF53	Appeals provision for Business Rates	(9,482)	(9,869)		(19,351)
AF55	ASC Provision	(393)			(393)
AL16	Council Tax Deficit	(477)			(477)
AD30	Bad Debt Provision	(594)		140	(454)
AD31	Council tax collection fund provision	(4,358)	(2,783)		(7,141)
AD34	Adult Social Care Bad Debt provision	(1,919)			(1,919)
AD35	Housing benefit Bad Debt provision	(2,496)			(2,496)
	TOTAL PROVISIONS	(20,952)	(12,652)	164	(33,440)

This page is intentionally left blank

WORK PROGRAMME - CORPORATE OVERVIEW AND SCRUTINY PANEL

EXECUTIVE DIRECTORS	<ul style="list-style-type: none"> • Duncan Sharkey (Chief Executive) • Andrew Durrant (Executive Director of Place) • Adele Taylor (Executive Director of Resources and S151 Officer) • Emma Duncan (Monitoring Officer and Deputy Director of Law and Strategy) • Hilary Hall (Executive Director of Adults, Health and Housing)
LINK OFFICERS & HEADS OF SERVICES	<ul style="list-style-type: none"> • Elaine Browne (Head of Law) • Nikki Craig (Head of HR, Corporate Projects & ICT) • Karen Shepherd (Head of Governance) • Andrew Vallance (Head of Finance and Deputy S151 Officer)

MEETING: 26th JANUARY 2022

ITEM	RESPONSIBLE OFFICER
Budget 2022/23	Lead Officers and Finance
Q2 Performance Report	Nikki Craig , <i>Head of HR, Corporate Projects and ICT</i>
Annual Scrutiny Report (Draft)	Chairman and Panel
Work Programme	Panel clerk

MEETING: 4th APRIL 2022

ITEM	RESPONSIBLE OFFICER
Q3 Performance Report	Nikki Craig , <i>Head of HR, Corporate Projects and ICT</i>
Finance Update	Andrew Vallance , <i>Head of Finance</i>
Annual Scrutiny Report (Final Version)	Chairman and Panel
Work Programme	Panel Clerk

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER
Customer Journey	<i>Scrutiny scoping document to be drafted if this is to be added to the work programme.</i>

[Terms of Reference for the Corporate Overview and Scrutiny Panel](#)

This page is intentionally left blank